

Management in the New Millennium

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Organizational Commitment: A Study in Context of the East and the West

Urvashi Sharma, Gurvinder Kaur and Mohar Singh

INTRODUCTION

Importance of study on commitment can be inferred from the research work which has established that strong relationship exists between commitment and behavior at work which includes: in role performance (Cooper & Viswesvaran, 2005; Riketta, 2002), generalized compliance (Wang, 2015), attendance, job involvement (Cooper & Viswesvaran, 2005) and even stronger relationship that exists between commitment and voluntary involvement (Wang, 2015), Organizational Citizenship Behavior (Devece et al., 2016; Liu & Cohen, 2010; Cohen, 2007; Meyer et al., 2002; Riketta, 2002; Somech & Bogler, 2002). Importance of the study can also be established from the research work which has indicated that a strong relationship that exists between commitment and withdrawal cognition and turnover (Daly & Dee, 2006; Cooper & Viswesvaran, 2005; Meyer et al., 2002; Mathieu & Zajac, 1990). Previous studies have pointed out the relation between commitment and employee-relevant outcomes including stress and work-family conflict (Meyer et al., 2002). The foregoing discussion supports the usefulness of commitment in explaining the valuable behavioral outcomes in the workplace and beyond the workplace. To extend more support to the usefulness of commitment as a variable of study, research depicts that non-committed employees as compared to committed employees showed higher degree of work withdrawal behavior and lower level of citizenship behavior (Wasti, 2005).

ORGANIZATIONAL COMMITMENT

Organizational Commitment: Conceptual Framework

Organization Commitment (OC) is an integral part of job attitude, which is more stable (Porter et al., 1974) than other job attitudes like job satisfaction (Mowday et al., 1979). It has been defined differently by different authors. Most widely accepted definition includes strong intention to stay with the organization (Cooper & Viswesvaran, 2005; Meyer & Allen, 1997), identification with the organization, belief in the organizational goals (Mowday, Steers & Porter, 1979) and willingness to put in effort on behalf of the organization. Some authors have defined OC in terms of devoting oneself for the well-being of the organization. (Mowday, Steers & Porter, 1979)

Three Dimensions of OC

OC has been recognized to be three dimensional for almost 25 years since Meyer and Allen (1991) published their seminal work on commitment, the three dimensions being Affective, Normative and Continuance (AC, NC & CC respectively). Recognition as distinct dimensions requires two preconditions to be fulfilled, first, all three should be capable of being measured individually and second, they should have distinct antecedents. It has been concluded that all the three forms can be measured reliably (Allen & Meyer, 1990) and unique antecedents of Affective and continuous commitment but not of normative commitment could be identified by Meyer et al. (2002). The researchers (Meyer et al., 2012; Liu & Cohen, 2010; Kwantes, 2009) furthered the work and have recognized specific antecedents of normative commitment. The three-dimensional model, a resultant of the meta-analysis by Meyer et al. (2002) got recognition across the world.

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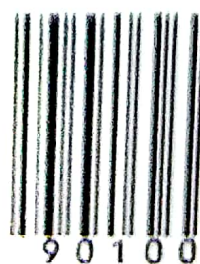
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