

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. SIGNIFICANCE OF THE STUDY

With respect to motivational instruments to influence behaviour, the leverage of pride is considered to be one of the strongest, as pride embodies one of the most significant emotions a human has (Tracy & Robins, 2007). Pride is the pleasant, delightful, or satisfactory feeling of having achieved a good act, received a good possession, or built a fulfilling relationship. It raises both, self-esteem and self-respect on high levels (Tracy, 2016). Organizational pride displays the employees' confidence and positivity, their experience and sentiment about their organization. Applying the model of pride in managerial activities is an emerging approach in the field of organizational behaviour, as already many business programs exist, revolving around the principles of motivation, satisfaction, or commitment. However, programs about pride are scarce.

Pride is the primary driver and main source to motivate positive prosocial behaviourism, emotional and organizational commitment, energy and morale (Nouri, Danaeefard, Khaef-Elahi, & Forouzandeh, 2017). Organizational commitment is comprehended as the employee's feeling to belong to his or her organization, to be accepted by the organization's entity and environment, to sense pride and to be passionate towards his or her organization. These factors form a motivational force under the umbrella of organizational commitment, leading the employee to vigorously work for the organization's interest, and only secondarily for his or her own (Shubhangini, 2014). A vast majority of organizations and managers fails in generating organizational and emotional commitment appropriately and efficiently, as they do not apply a

focus on generating and enforcing pride in order to create commitment. There is an inadequacy exposing that primary sources of motivating organizational commitment applied by organizations are short-termed instruments, such as the use of monetary rewards or intimidating actions. However, these instruments may be easily applied, but do not contribute to shape a long-termed organizational sustainability. Organizations aim to achieve the output – commitment to the organization – yet, adopt wrong input measures. In order to raise organizational commitment, a force of higher power is needed, which is pride. The feeling of achievement, appreciation, and companionship are primary sources to originate pride and hence, commitment to an organization. That is the fundament of why the greatest employees seek for a place beyond well performing to achieve more salary or of why the great professionals uncompromisingly elude their retiring. Money is only then a functioning input, when the organization is in growth; it is not of long-term and eventually leads to only self-interested behaviour (Katzenbach, 2003). Sensing pride and commitment for an organization on the other hand is no narcissistically driven input (Beil, 2016). Thus, these variables are to be increasingly found in scientific researches to – for example – improve the internal constructions of organizations.

## 1.2. STATEMENT OF THE PROBLEM

To nowadays distinguish an organization from increasingly high numbers of competitors, it is important and essential to build competitive advantages that are unique and not to copy easily. The employees' feeling of pride when working for and being a part of a specific organization adds to these employees' commitment to the organization. Organizational commitment on the other hand is one strategic asset, adding value to the organization and creating long-ranging advantages (Çekmecelioğlu & Dinçel, 2014). It is, hence, crucial to cease from focusing on false

motivators – i.e., false input – like money, to achieve the desired output – i.e., to have people commit to an organization. Moreover, the long-term functioning of pride is not limited to the flourishing times of the organization, but works as well when times are hard (Katzenbach, 2003). To build the long-term competitive advantage of excellence in unique quality of goods or services offered, managers need their employees to fully commit to brand and product (Pecci & Rosenthal, 1997). Only then they will identify a correlation between their individual and the organization's goals and will commit to these (Kinicki & Fugate, 2018). Commonly, the cradle of rewards in the workplace finds its limitation at the employees' salary. Consequently, the expectancy to achieve wage rises and bonuses increases, which generates an aggressive atmosphere of tension and rivalry due to the anxiety to lose work security. This eventually leads to a significant declining of the employees' commitment and thus, to their performance, too (Shubhangini, 2014).

Organizational commitment, evoked by organizational pride, affects other, highly important variables within the framework of employees in an organization, which managers need to know to build and sustain competitive advantages. By enforcing commitment to the organization, employees will less likely resign or leave for competitors (Yang & Wittenberg, 2016). Employee pride has a highly positive impact on the employee's decision whether or not to stay with an organization. Commitment to and a sentiment of pride for the organization influence the intention of turnovers considerably. Immediate superiors need to internalize the importance of their position as great communicators and mediators and need to continuously improve their communication skills in order to build relationships with their people and create pride and commitment (Yang & Wittenberg, 2016). That is due to the fact that – in terms of the workplace – crucial and important priorities set by employees are the pride to work for the organization, the security of the work as well as healthy relationships to superiors. The pride and commitment

eventually will affect their willingness to leave or remain with the company significantly (Gamble & Qihai, 2008). Further, their psychological and physical health is touched positively; consequently sick-leaves decrease and both, efficiency and quality of their produced goods or offered services increase (Öhring, 2014).

Identifying the potential relationship between pride and organizational commitment as well as the present limitations of this linkage in research and business, in this study, I chose to theoretically analyze the importance of these fields' interpenetrations as well as empirically measure the hypothesized interrelations. To realize the objective of evaluating the relative importance of pride perception to the dimensions of organizational commitment, I use primary data analysis and literature research.

### 1.3. THEORETICAL BACKGROUND

The concept of organizational commitment is a condition of an employee's psychologically motivated attaching to an organization or company (Mathieu & Zajac, 1990; O'Reilly & Chatman, 1986). It is illustrated to be basing on emotional elements, including the sentiment of pride, leading employees to foster a cooperative and voluntary engagement to their employing entity (Ellemers, De Gilder, & Haslam, 2004; Ellemers, De Gilder, & Van den Heuvel, 1998; Tyler & Blader, 2000a). Commonly defined, the employee's pride mirrors the valuation of the individual's status of being a part of the organizational entity with a high standing in that organization (Tyler & Blader, 2001). Empirically undergirded evidence has been found that the before-mentioned model of the emotional variable pride being positively related to commitment is factual and eventually creates specific behavioural patterns that demonstrate a cooperative conduct, such as, organizational loyalty and a decrease of turnover intention. Thus, the

employee's perception of pride for the organization consequently provides the basis for a broad spectrum of behavioural actions that are of beneficial value for the organization (Tyler & Blader, 2000b). Organizational commitment depicts a relevant fragment within the mutual affiliation between employer and employee as it can be constructed detachedly from monetary and/or material remunerations (Ellemers et al., 1998; Haslam & Ellemers, 2005).

The conceptualization of self-categorization and social identity imply that an individual (here: employee) will begin to adopt the values, ideals and principles of the group or entity she or he belongs to. This behavioural pattern will eventually accumulate in the adoption of the group's way of thinking (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), the intensification of the psychologically perceived attachment to the social group, organization or company the individual belongs to and the intrinsic motivation to provide positive inputs (Ellemers, 2001; Ellemers et al., 2004).

The sentiment of pride within the environment of an organization reinforces the assumption that the outer society's valuation of the organization is of positive nature and in order to augment the social positive regard, the individual employee perceives the impulse to add positive contributions to the success of the organization (Tyler & Blader, 2001). Pride provides an immediate and positive contribution to establishing psychological commitment towards the company, social group, or organization (Tyler, 1999; Branscombe, Spears, Ellemers, & Doosje, 2002; Sleebos, Ellemers, & De Gilder, 2006). It is implied that particularly those organizational proceedings and actions concerning moral values result in employees' individual as well as cooperative positive behavioural patterns as they aim to accomplish the adopted organizational objectives on a personal level (Ellemers, van Nunspeet, & Scheepers, 2013). An exuded morality and high value standards implemented by the organization is assumed to foster a positive social

and public image, which in turn nurtures the employees' proud posture towards their organization and cultivates and stimulates psychological commitment (Riordan, Gatewood, & Barnes, 1997).

#### 1.4. OBJECTIVE OF STUDY

The purpose of this study is to examine and assess the relationship between the motivational variable *pride* and a positive behavioural outcome as represented by *organizational commitment* within the context of work environment. The hereby-conducted research seeks to provide a theoretical framework on the importance of non-monetary motivational factors, using the example of *pride* as a motivational variable to generate *organizational commitment*. Hence, the first objective is to identify the hypothesized interrelation of the non-monetary motivator *pride* to *organizational commitment*, which is considerably a first connection between the two primary variables. Consequently, the second objective is to validate the effect of the non-monetary motivator *pride* in specific to each dimension of *organizational commitment*. Eventually, a last objective is to challenge those specialists, experts, researchers, and scientists to pay a more focused amount of attention to the non-monetary side of organizational motivation in organizational initiatives, assignments, reward systems as well as scientific studies and researches.

The research question leading this study is conducted upon the delineated assumptions as follows: *Does the perception of pride working for an organization lead to a higher commitment to the organization?*

## 1.5. RESEARCH HYPOTHESES

### 1.5.1. HYPOTHESES DEVELOPMENT

Various studies, researches, and scientific discourses specified a positive correlation between pride as a psychologically motivating factor and an employee's exuded organizational commitment (Beil, 2016; Boezeman & Ellemers, 2007; Katzenbach, 2003; Nouri, Danaeefard, Khaef-Elahi, & Forouzandeh, 2017; Tracy, 2016). However, an immediate and close research on pride's impact on the three distinguishable dimensions of organizational commitment has not been implemented. The components of affective organizational commitment, continuance and normative organizational commitment are to be assessed separately in order to meet these dimensions' individual characteristics and particularities.

Pride in the professional work environment commonly is portrayed as the employee's attitude obtained and fostered from specific activities or assignments, culminating in a sense of affiliation and belonging (Lu & Roto, 2016). Other academic writings define pride in the work environment as organizational pride, i.e., a perceived pride for the organization itself, rather than for the work (Gouthier & Rhein, 2011). Hence, a categorization into the employee's manifesting of pride for work and the employee's manifesting of pride for the organization or company is to be implemented. Despite the partition into two classifications of pride, with one particularizing the perception to the work and with the other itemizing the perception to the organization, all survey questionnaires within these two sets seek to assess the level of an employee's involvement in both, her or his work and her or his organization emerging from the employee's individual devotedness towards work and organization. The survey questionnaires postulate this devotion to not origin from continuance-related threats, such as, *'The lack of potential alternatives is a severe*

*consequence when leaving my company, resp. my organization.*’, nor *‘It would be highly costly for me to leave my company, resp. my organization.’* (see questionnaire, Appendix A). Meyer and Allen (1990) describe continuance organizational commitment as the perception of the supposed costs related to leaving one’s company or organization. Thus, it can be reasoned that a higher degree of devotion of an employee’s pride perception would correlate to a lower degree of consciousness of the costs connected with leaving the company or organization (continuance organizational commitment). Upon reversion, this would signify that a higher degree of devotional pride would generate a decreased degree of consciousness of the costs linked to leaving the company or organization. Thus, the hypothesis of a negative correlation between an employee’s pride perception and continuance organizational commitment implements a logical consequence. Pride is not positively correlated with continuance organizational commitment, i.e., the perception of pride does neither reduce, nor positively influence the employee’s consciousness of a work leave’s costs. In contradistinction to the before mentioned presumable negative interrelation, the employee who’s mind is positively and pride-filled disposed toward work and organization is more likely to exude a positive posture towards work and organization, and thus, displays stronger affective organizational commitment and normative organizational commitment. Thus, it is anticipated that the employee’s pride will positively influence affective organizational commitment and normative organizational commitment as well as negatively influencing continuance organizational commitment. Thus, the present study hypothesizes that:

There is a significant relationship between the employee’s pride toward work and organization and organizational commitment.



## 1.5.2. IMPLEMENTED HYPOTHESES

On the basis of prior and preceding findings, which relate the motivational impact of pride to organizational commitment as well as in conformity with the objectives and the research question underlying this study, the following hypotheses are proposed:

- H<sub>1</sub>: *Organizational commitment* is a dependent variable from the independent variable *pride*.
- H<sub>2</sub>: The level of perceived *pride* working for an organization or the organization itself represents a stimulus for each dimension of *organizational commitment*.
- H<sub>3</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a positive relation to *affective organizational commitment*.
- H<sub>4</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a negative relation to *continuance organizational commitment*.
- H<sub>5</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a positive relation of *normative organizational commitment*.
- H<sub>6</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a positive relation of *affective organizational commitment*.
- H<sub>7</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a negative relation of *continuance organizational commitment*.
- H<sub>8</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a positive relation of *normative organizational commitment*.

## 1.6. SCOPE OF STUDY

The underlying theory guiding this study's direction is the assumption of pride embodying one crucial factor leading to organizational commitment. Hence, this study is located in the organizational environment, particularly revolving around psychological employee motivation. Two primary variables are to be located within the framework of independent and dependent variables: pride – representing the primary independent variable – and organizational commitment – as output, representing the primary dependent variable. The categorization of those variables' dependency, respectively independency, is due to the underlying theory that pride is the factor causing a change in the individual's organizational commitment and that not the individual's organizational commitment causes a change in his or her sentiment of pride (Aldrich, 2015). Hence, in this theory's context, pride must be the independent variable, whereas organizational commitment must be the dependent variable.

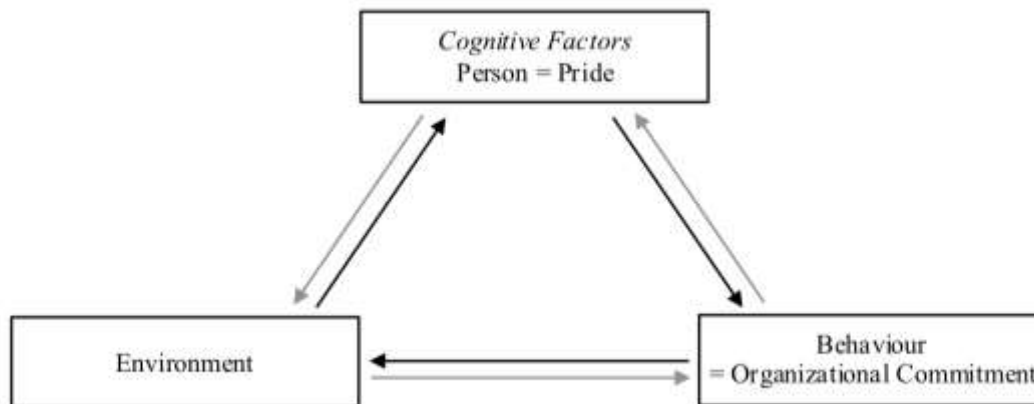


FIGURE 1: PRIDE AND ORGANIZATIONAL COMMITMENT LOCATED IN BANDURA'S TRIADIC RECIPROCAL CAUSATION

(adaption based on Bandura, 1999)

An individual's cognitive factors – indicated as the person's pride – influence this individual's thoughts and actions, or this individual's strategy use, i.e. the person's behaviour – indicated as the person's organizational commitment. The behaviour, in turn, may influence through behavioural self-regulation the person's thoughts and actions. In this context, however, the factor organizational commitment itself is dependent and does only exert its self-regulatory influence through mediating variables. According to Lewin's equation, in this case, organizational commitment is the behavioural function of the person that displays pride in his or her environment (Sims, 2002).

## 1.7. ORGANIZATION OF STUDY

After delineating the thematic placing of the study by means of defining the significance of the study, the statement of the problem, the study's theoretical background, the objective of study, the resulting research hypotheses as well as the study's scope, the following segment will illustrate the present study research's disposition.

The subsequent second chapter comprises a literature review that will explain the concepts of the variables of organizational commitment, pride as a motivational factor as well as their interrelated connections and their connections to mediating variables as found in academic writings. The literature review as well introduces specific theoretical concepts concerning the effect of emotional variables on organizational commitment.

The third chapter initiates the methodology of the conducted research in the scope of the present study, illustrating the introduction to the specifically selected methodology as well as the method of literature research, describing the methodological processes by depicting the research

design and concluding with a brief review of the applied methodology. The research design in particular comprises the sample selection, data collection techniques, and statistical method.

In chapter four, a delineation of the accumulated empirical data's analysis will be provided. The conducted analysis will cover the sample's response rate, the sample's profile chart, a reliability analysis of the data aggregation, descriptive statistics regarding the study variables and a concluding correlation analysis.

The concluding chapter five encloses the interpreted findings derived from the study research, specifically, the interrelations of pride and affective organizational commitment, continuance, and normative organizational commitment. Additionally, chapter five presents implications and recommendations for both managers in actual business environments as well as academics in research environments and the study's limitations.

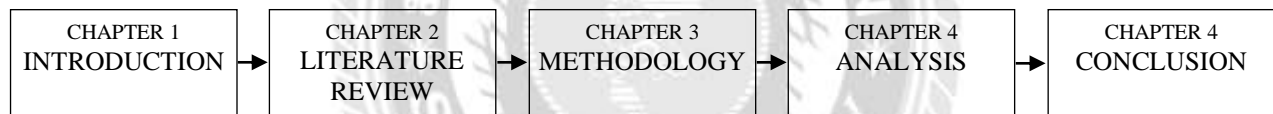


FIGURE 1: DELINEATIVE CONSTRUCT OF STUDY DISPOSITION

(author's construct)

## 1.8. CONCEPTUAL FRAMEWORK

The following conceptual frameworks will visualize (i) the research-related conceptualization of the present study's examined hypothesized linkages and effects of the employee's perceived pride on organizational commitment, resp. on its three subdimensions of affective, continuance, and normative commitment (Figure 3), and (ii) thematically, the interrelations between the two main variables with their respective mediating variables (Figure 4), beginning with the input *pride*, ending with the output *organizational commitment* (the linkages of mediating variables represent processes in between).

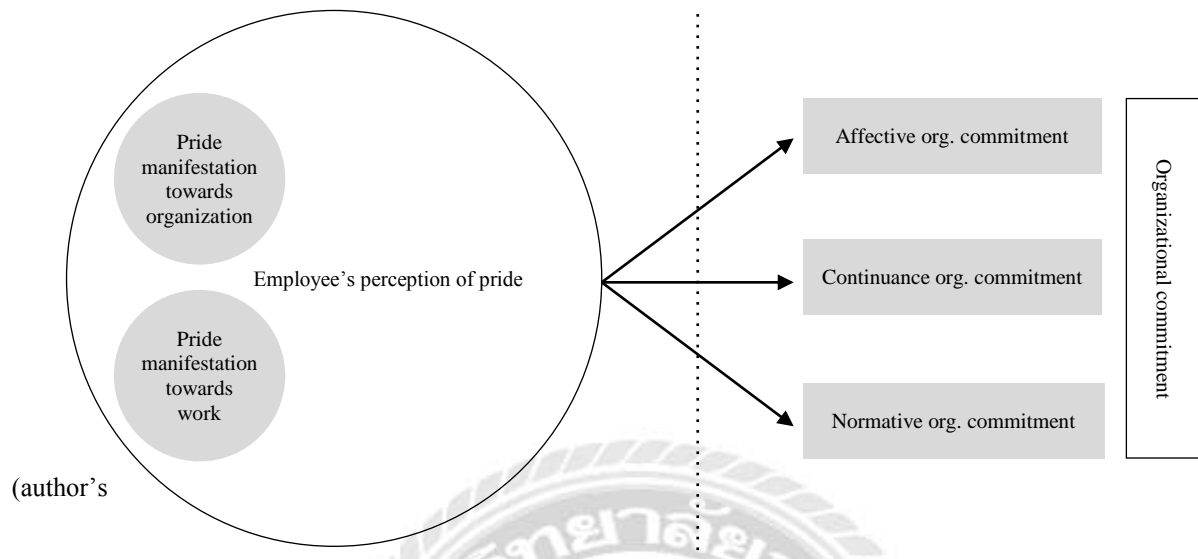


FIGURE 2: CONCEPTUAL FRAMEWORK OF LINKAGES BETWEEN STUDY VARIABLES



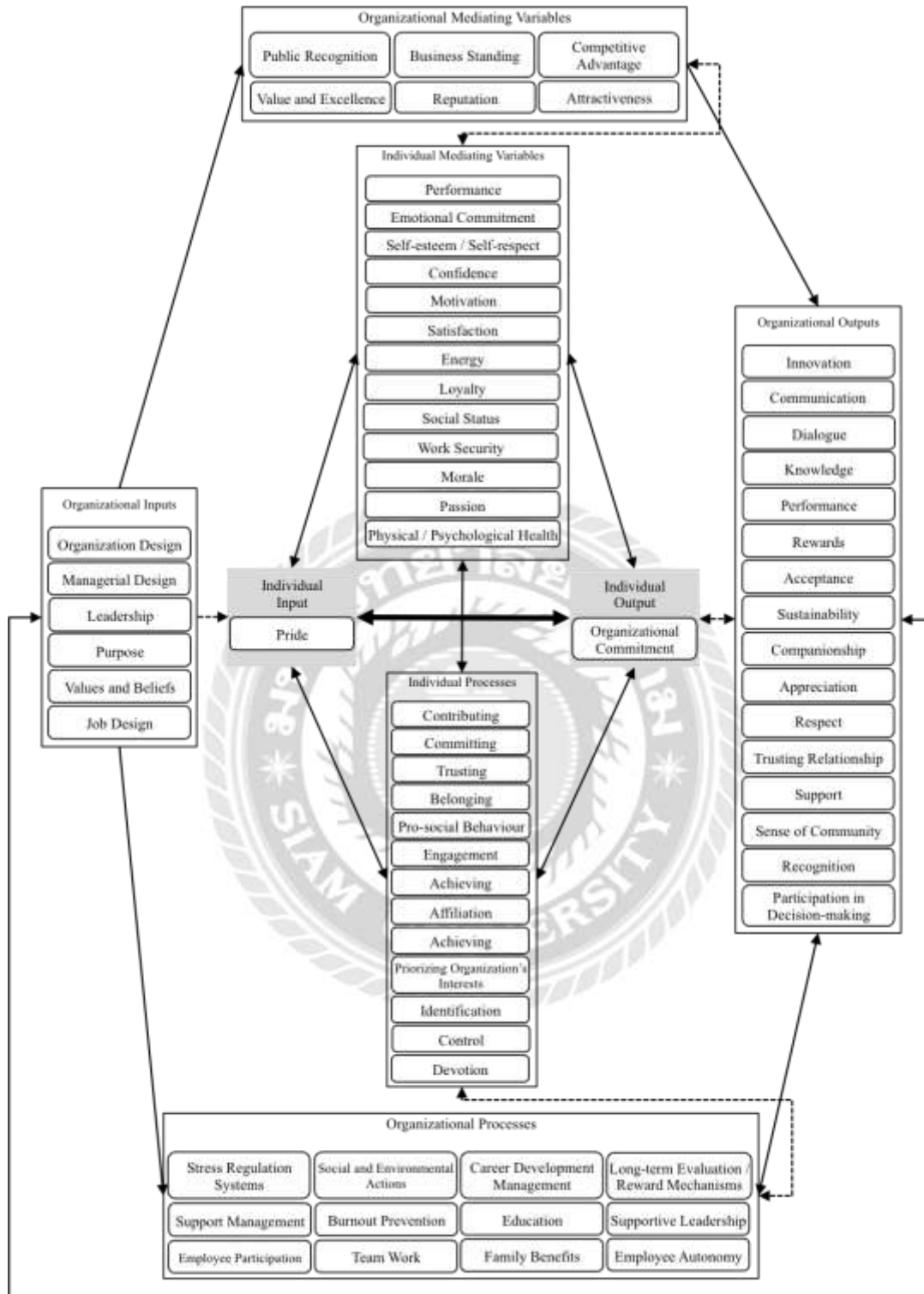


FIGURE 3: CONCEPTUAL FRAMEWORK OF STUDY VARIABLES' INTERRELATIONS

(author's construction)