

CHAPTER TWO

2. LITERATURE REVIEW

2.1. ORGANIZATIONAL COMMITMENT

The concept of commitment incorporates a broad spectrum of various comprehensions, and hence, complicates a universal definition. Organizational commitment as a subcategory of the psychological conceptualization of commitment, located within the scopes of professional environments, does not exemplify an exception to this circumstance. Yet, sets of mutual features, aspects, and elements have been extracted from the broad entity of comprehensions to form specific definitions. According to literature, the middle of the 20th century constituted the beginning of a broadly comprehensive studying of commitment within the work-related environment. The extensive research on the topic of organizational commitment is rationally grounded on the commonly positive connections that are made with commitment and the common consideration the connections' high importance. Organizational commitment inevitably is reflected to interrelate with an elevated level of work satisfaction, a decrease of sick leaves or turnover intention (Cohen, 2003). However, the extensive volume of research and concentration towards the topic of organizational commitment has not yet subdued a sustained discrepancy about the definition of its nature, its development and its affect of behavioural dispositions (Meyer & Herscovitch 2001).

Dimensions according to Meyer & Allen (1991)	Authors	Definition
Affective Commitment (Affective Orientation)	Sheldon, 1971, p. 143	“An attitude or an orientation toward the organization which links or attaches the identity of the person to the organization.”
	Buchanan, 1974, p. 533	“A partisan, affective attachment to the goals and values of the organization, to one’s role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth.”
	Hall, Schneider, & Nygren, 1970, p. 176-177	“The process by which the goals of the organization and those of the individual become increasingly integrated or congruent.”
	Mowday, Porter, & Steers, 1982, p. 27	“The relative strength of an individual’s identification with and involvement in a particular organization.”
	Kanter, 1968, p. 507	“The attachment of an individual’s fund of affectivity and emotion to the group.”
Continuance Commitment (Cost Based)	Becker, 1960, p. 32	“Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity.”
	Kanter, 1968, p. 504	“Profit associated with continued participation and a ‘cost’ associated with leaving.”
	Hrebiniak & Alutto, 1972, p. 556	“A structural phenomenon, which occurs as a result of individual/organizational transactions and alteration in side bets or investment over time.”
Normative Commitment (Obligation or Moral)	Wiener & Gechman, 1977, p. 48	“Commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment.”
	Wiener, 1982, p. 421	“The totality of internalized normative pressure to act in a way which meets organizational goals and interests.”
	Marsh & Mannari, 1977, p. 59	“The commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years.”

TABLE 1: DIMENSIONS OF ORGANIZATIONAL COMMITMENT ACCORDING TO MEYER & ALLEN, 1991

(Lesabe & Nkosi, 2007)

Through a three-component conceptualization, basing on and summarizing prior definitions (Table 1), Meyer and Allen (1991) have established a specific and broadly recognized theoretical model of organizational commitment. Since its establishment, it has represented the principal methodology in studying the concept of organizational commitment (Cohen, 2007). Today, it is the most commonly acknowledged conceptualization of the theory of organizational commitment and its characteristics (Herrbach, 2006). It divides organizational commitment into three

distinguishable dimensions: affective organizational commitment, continuance organizational commitment and normative organizational commitment (see Appendix B).

Affective organizational commitment thereby illustrates the employees' attachment as perceived and exuded on an emotional level to the organization, the identification with the company or organization and the connection to the organization's entity as well as its internal processes. These employees, whose affective organizational commitment ranges on a high degree, continue their engagement to the organization due to their will to do so. (Meyer & Allen, 1984) Thus, this dimension of organizational commitment is predicated upon desire. A universal termination on the specific mechanisms that apply and are involved in affective commitment's creation process is still outstanding. However, there is a predominantly received proposition that supposes that each parameter that will upsurge the likelihood of intrinsic involvement, value recognition of the respective entity – i.e., organization – and connection with the entity supports an individual's increase in affective commitment. An employee more likely becomes affectively committed, if, based upon intrinsic motivation, she or he gets involved with the organization's entity and its proceedings. Furthermore, an employee's affective commitment increases simultaneously to her or his recognition of the organization's values and the internalization of these values. Eventually, if the connection with the organization or its proceedings makes a contribution towards shaping the employee's identity, her or his affective commitment is assumed to be on a high level (Meyer & Herscovitch, 2001).

The dimension of continuance organizational commitment regards the concept of commitment from a different perspective. Omitting the affective emotional connection to the organization, continuance organizational commitment bases on the presumed expenses that would arise if the employee terminates its involvement with the organization. Thus, employees perceiving a high level of continuance organizational commitment remain with the organization

due to needing to do so. The expenses of leaving the organization are assumed to be too high. By means of example, this occurs if the individual has invested a high amount of time, costs and other resources to learn or acquire a skill or position that only is to be applied or used in that specific organization, or if there is no comparable or better employment equivalent accessible (Meyer & Allen, 1990).

Normative organizational commitment indicates the individual's perception of feeling morally obliged to remain with the company or organization. Employees with a high level of perceived normative commitment stay with the company or organization, as they ought to stay. Normative organizational commitment is found to be partially disposed by individual's experiences of previous and subsequent organizational and personal involvements. Hence, beyond organizational involvement, familial and social relations in the individual's micro- and macro-environment as well determine an employee's development of normative commitment (Markovits, Boer, & van Dick, 2013).

The subsequent table provides a global outlook onto different interpretation and comprehension approaches regarding organizational commitment conceptualization. The depicted theories signify a representative cross section of the absolute aggregate of organizational commitment definitions, as these are the most used and applied theoretical approaches within researches and studies. Additionally, the localization of Meyer and Allen's (1991) model is to be seen in the context of other academic discourses.

Authors	Dimensions of Commitment	Definition
Angle & Perry (1981)	Value Commitment "Commitment To Stay"	Commitment to support the goals of the organization. Commitment to retain their organizational membership.
O'Reilly & Chatman (1986)	Compliance Identification Internalisation	Instrumental involvement for specific extrinsic rewards. Attachment based on a desire for affiliation with the organization. Involvement predicted on congruence between individuals and organizational values.
Penley & Gould (1988)	Morale Calculative Alternative	Acceptance of and identification with organizational goals. A commitment to an organization which is based on the employee's receiving. Inducement to match the contribution. Organizational commitment which results when an employee no longer perceives that there are rewards commensurate with investment; yet he/she remains due to lack of available alternative.
Meyer & Allen (1991)	Affective Continuance Normative	The employee's emotional attachment to, identification with, and involvement in the organization. An awareness of the costs associated with leaving the organization. The feeling of obligation to continue employment in the organization.
Mayer & Schoorman (1992)	Value Continuance	A belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization. A feeling of obligation to continue employment.
Jaros, Jermier, Koehler, & Sincich (1993)	Affective Continuance Morale	The degree to which an individual is psychologically attracted to an organization through feelings, such as, loyalty, affection, warmth, belongingness, pleasure, etc. The degree to which an individual experiences a sense of being locked in place because of the high cost of leaving. The degree to which an individual is psychologically attached to an organization through internalisation of its goals, values and mission.

TABLE 2: DIMENSIONS OF ORGANIZATIONAL COMMITMENT

(Lesabe & Nkosi, 2007)

2.2. MOTIVATIONAL FACTOR PRIDE

Emotions structure and shape human behaviourism on many levels (Baumeister, Vohs, DeWall, & Zhang, 2007). The emotion of pride thereby depicts an intensely influential factor. The want to feel and perceive pride is assumed to be one of the most significant motivational dynamisms driving human acquirements and accomplishments, creations and innovations, and resulting in cultural developments of all sorts. Architectural, scientific, mathematical, or philosophical innovations, artistic or technological successes oftentimes base on pride-motivated forces (Weidman, Tracy, & Elliot, 2015).

However, the comprehension that pride is nothing but a natural fragment of mankind's evolved emotionalism is a rather newly identified scientific finding. Pride is not a feeling an individual learns to perceive, but a sensation an individual perceives because she or he is human, and mankind evolved to perceive it – i.e., pride has a function. It operates according to a purpose, which depicts the reason of why the potential for feeling pride is inherent in every human (Williams & DeSteno, 2008).

The pride feeling's purpose is a multifaceted layer of social and personal perception. Pride drives the individual to consider and take other individuals' and as well the own opinion about oneself seriously, i.e., to mind what oneself and other individuals think of that individual. It drives the individual's desire to feel good about oneself and the desire to have other individuals admire oneself, to have them contribute oneself with competency and power, and have them look up to oneself. Pride stimulates the want to find out who an individual aims to be and eventually motivates to accomplish every necessity to become the aimed person. Thus, the craving to perceive pride pushes an individual to work hard for and pursue excellence. Eventually, if the individual's inherent pride achieves what it aims to achieve, the individual will have ascended

the levels of society's convolutedly organized hierarchy. The ultimately evolved function underlying pride therefore, is to support an elevation of social statuses, providing power, authority, influence, and as well the capability to exercise control over processes, actions and other individuals (Tracy, 2016).

However, the eventual ascending of the social ladder is not an isolated beneficial result of what pride provides for the individual. It induces the individual to seek to evolve into a specific sort of person, to absorb knowledge, skills or learning from other individuals, to foster creation innovation. Pride enables the individual to absorb a culture's proposed offerings and translate or convert it to one self's, and to eventually improve and enhance it. It is implied that pride has multifariously shaped the human species and continuously extends and sustains to pattern the general human and individual cultural evolution (Brown, Dutton, & Cook, 2001).

Since the early 2000s, literature accounted that emotions had evolved to become a pivotal fragment of psychology's concentration. A multitude of academics and researchers regarded emotions as the primary motivational entity that navigates nearly everything of human behaviour. In current writings, psychological scholars approve the assumption that each judgement, decision, or choice an individual executes, that each relationship individuals enter, and each thing an individual wants and desires represents behavioural patterns that are persuaded by emotion. However, these behavioural patterns are not solitarily found within the limitations of classically considered emotional decisions. Decisions that are commonly categorized to be formed by rationality and logic regarding the differentiation of right and wrong or good and bad are considerably often prompted by instinctually emotional reactions (Scherer, 2009).

The feeling of pride presumably does underlie and substantiate as a motivational inherent factor vast numbers of studies and researches revolving around the before mentioned topics, however, no immediate measurements of pride have been implemented as psychologists and

scholars only since recently considered the concept and scientific conceptualization of pride. Leary et al. (1995) effected an early study on the examination of pride's motivational impact by immediately aiming at this specific emotion. The study's findings confirm that the perception of pride is the dynamism that motivates an individual to reach her or his optimum and be the best self she or he can be. It specifies that when individuals perceive pride, they ascertain for themselves that they are on target for attaining and preserving an ideal self. Once acquired the ideal self, the individual responds by hurdling each necessity to sustain it. Pride's out sent purport to an individual thus, is to persistently remain in the doing, i.e., overcoming each task, hurdle, or difficulty as this will eventually represent the accomplishment that is bringing oneself toward the ideal self one wants to be (Leary, Tambor, Terdal, & Downs, 1995).

2.3. INTERCONNECTIONS BETWEEN VARIABLES

2.3.1. RELATION BETWEEN PRIDE AND ORG. COMMITMENT

Pride is an immediate and primary source to build and sustain organizational commitment (Shubhangini, 2014). A higher level of pride generates a higher will to commit to the organization. The relationship between pride and organizational behaviour reaches beyond a possible source of higher profits and performance. It reaches non-monetary, very much more powerful fields. The Marine Corps of the United States has implemented a construct of individually perceived pride for the organization that leads to an uncompromising commitment to the organization and companions, which no monetary compensation is able to generate (Katzenbach, 2003). In addition, respect and pride immediately interrelate with organizational commitment. Pride hereby functions as a representative of the person's perceived significance of

his or her work and directly builds a sense of commitment, which will even direct the person to voluntarily work for a specific organization (Boezeman & Ellemers, 2007).

The concept is almost cyclical. An increase in the employees' sentiment of pride leads to an enhancement of the employees' performance; the improvement of the employees' performance leads to a greater appreciation and recognition of his or her achievements, displayed by the superior, as well as to a greater recognition of the good, service, brand, or sector, displayed by the public. Eventually, a higher recognition offered externally, by the public and internally, by the management, increases the employees' pride and his or her will to commit to the organization. The intrinsic stimulus or incentive of pride represents a compelling power that incomparably achieves to generate organizational and work-related commitment (Kernaghan, 2001). Pride expresses a person's individually achieved accomplishments to others and thus heightens the person's socially established status. The subjectively sensed perception of pride in turn amplifies behavioural actions that create new feelings of pride and eventually organizational commitment (Herald & Tomaka, 2002).

2.3.2. RELATION BETWEEN PRIDE AND MEDIATING VARIABLES

Between commitment to an organization and pride stand further factors, such as, the organization's reputation or the satisfaction perceived when working for the organization. A higher organization's reputation generates a higher level of pride. Commonly, which mediators weigh more and which weigh less is strongly individually defined. Employees may feel pride through the organization's attractiveness with regards to the organization's products and the

organization's business standing. However, the feeling of pride is a fragile sentiment as it is interrupted once another variable is perceived negatively. In this case, the organization's reputation and work satisfaction are representatives of positively influencing mediators. The positive effect of these on the employee's perceived pride may be interrupted once the employee does not agree and questions the organization's activity. Social and environmental responsible actions represent mediating factors as well. If these are in doubt, the positive effect of the organization's outward appearance and reputation do not touch the employee as strong. The organization's reputation, the satisfaction with work and wage, as well as social and environmental actions do directly touch the independent variable of pride (Çekmecelioğlu & Dinçel, 2014).

The examples of a healthily working communication and the influence of immediate superiors have a strong impact on the sense of pride for the organization (Yang & Wittenberg, 2016). Additionally, the variables of rewards, communication among colleagues and superiors, and recognition are determinants for pride development within an organization. To experience a healthy and respectful communication with a superior – i.e., to be given individuality in a system – is perceived as a strong reward and fuels the employee's sentiment of pride (Mitra, Ghosh, Bandopadhyaya, & Banerjee, 2015). A sign of willingness by the superior to openly communicate with the employee is oftentimes paralleled by the willingness to increase the employee's participation. Being rewarded with greater autonomy and rights of co-determination have a strong positive effect on the employee's bond to the organization and his or her commitment (Öhrling, 2014).

Once the organization accomplishes to have an almost paternal position within the employees' environment as well as within the employees' mind-set, it will evoke a feeling of acceptance and affiliation in the employees. These will return the perceived gesture with pride,

devotion, appreciation, and loyalty (Brumley, 2014). The variable of pride builds unique positive relations not only with the variable of organizational commitment, but as well with the variables of work satisfaction and organizational identification and leads to a diminishing of the variable of organizational indifference (Nouri et al., 2017).

2.3.3. RELATIONSHIP BETWEEN MEDIATING VARIABLES AND ORG. COMMITMENT

The principle of work engagement is closely intertwined with organizational commitment. However, work engagement oftentimes provides a higher manifestation within the employees' mind-sets than the commitment to the organization does. There is an identified imbalance that leads to the conclusion that both, the organization's purpose and its duties must go along with the organization's self-portrayal. Otherwise employees fail in identifying the entity to commit to and find belonging only in their work, but not in the organization (Çağrı San & Tok, 2017). The mediating variables of belonging, acceptance, and passion are directly inclined to organizational commitment. Stress in the workplace is an immediate counterproductive variable and does influence the employee's commitment to his or her work highly negative (Shubhangini, 2014).

Besides pride – as the independent variable itself – the sentiment of respect is one mediator to achieve commitment to an organization. While pride represents the perceived work's importance, respect characterizes the organization's support an individual perceives. To display support and encouragement is a unique technique for superiors to build commitment among their subordinates, which, however, affords a high amount of empathy (Boezeman & Ellemers, 2007).

One mediating variable to outstand significantly is the individuals' persuasion to be in the position to control the events and outcomes in their environment. Hence, in the case of the workplace, employees tend to believe that organizational pride and other factors, such as perceived justice, is the immediate product of their doings, which brings them to emotionally involve themselves with the organization. The locus of control therefore is a direct influencer of organizational commitment (Parent-Rochelleau, Simard, Bentein, & Tremblay, 2016).

Positive and negative variables may enclose two categories – the individual and the environmental dimension. Both are to either foster and leverage or to minimize and oppose. The individual dimension's variables to be eluded in order to prevent a deterioration of commitment to the organization encompass burnout, personal issues with one's health, the lack of job security and the lack of prospects to develop a career. On the other hand, the environmental dimension outlines two key variables: the lack of supportive guidance as well as the inability to satisfy family and social roles. These are highly deconstructive variables in terms of organizational commitment, as the individual as well as perceived environmental and social circumstances influence an individual's capability to commit to another entity. Hence, it is to foster an organizational environment that promotes soft variables, such as, support, appreciation and recognition, but as well hard variables, such as, regular educational coachings, development prospects for both career and skills, or a support system for families (Tripathy, Goel, & Kumar, 2016). Consistent and genuine team work as well as trainings and development prospects fuel an employee's will to commitment to an organization (Mitra et al., 2015).

Even the model of paternalism offers parallel variables to foster organizational commitment. Applied as a management approach in the form of a family-benefiting culture, employees perceive the resulting managerial actions, such as family-benefiting policies, as a sign of thoughtfulness and concern towards them as well as towards their families. Employees most

likely interpret these actions on a highly positive, rather than negative level, as they sense empathy, rather than oppressive authority. The workplace thereby transforms into an environment of consideration and respect (Brumley, 2014).

