

CHAPTER FIVE

5. CONCLUSION

5.1. FINDINGS

5.1.1. OVERVIEW

The purpose of this research was to examine the influence of employees' perceived pride for their organization and work on their organizational commitment, concentrating primarily on sales employees within the automotive sector. In this process, the researcher sought to broaden and develop the present body of information and knowledge on the relationship between the employees' pride perception and their organizational commitment in within three varying commitment dimensions. The central research question concentrates on the perception of pride working for an organization and its stimulus on generating a higher commitment to the respective organization, i.e., commitment, within the three levels of affective, continuance, and normative commitment. The findings of this research confirm that the influence of employees' pride perception on affective commitment was greater than on normative and continuance commitment. Thus, the employees' perceived pride could determine and anticipate the employees' affective organizational commitment on a more specific degree than the dimensions of normative and continuance commitment.

In contradistinction to common researches and studies incorporating Meyer and Allen's (1991) three-component instrument, which primarily revolves around the distinguishing peculiarities between the three commitment dimensions (Ko, Price, & Mueller, 1997), the present

research assessed the relationship between the variable pride as a hypothetical antecedent and/or descendant of affective, continuance, and normative organizational commitment.

The findings confirm that sales employees who perceive a strong sentiment of pride for their work and/or organization will respectively exude a high degree of affective organizational commitment and normative organizational commitment.

Following are the identified most prominent relations through Pearson correlation. The conducted data analyses displayed a substantial degree of relation between 'I don't think I could become as attached to another company, resp. organization as I am to my company, resp. organization.' with 'I am afraid of what would happen if I left my company, resp. organization (fear of "losing my face").' at a Pearson correlation at 0.316 with a significance level of 0.01, which specifies a confidence of 99%. The correlation between 'My company, resp. organization has a strong personal meaning for me.' with 'I think that an employee must always be loyal to his/her company, resp. organization and represent it with pride.' ranges at 0.232 with the significance level of 0.013, being less than 0.05 and corresponding to a 95% confidence level. A level of this range exposes substantial relationship between both tested variables. Pearson's correlation between 'It would be highly costly for me to leave my company, resp. organization.' with 'If I got a better employment offer at another company, resp. organization, I still would not quit.' lies at -0.223 at the significance level of 0.018, which is less than 0.05. At a degree of 95% confidence, there is a substantial negative relationship between these specific variables.

In regard to the three dimensions of organizational commitment, conducted analyses additionally display that personal, resp. individual characteristics were found to considerably shape organizational commitment perceived among the studied sales people. It is particularly of high affective commitment, as the majority of participants does expose a substantial desire to conduct the services asked by their respective company not primarily due to obligation, but rather

of their own inner volition. Based on this research, the respondent's individual characteristics comprised age, gender, marital status, and educational level.

Concerning the motivational variable pride and its relation to organizational commitment, findings indicate that the perceived level of pride for work as well as organization significantly influenced the participants' organizational commitment. Specifically the dimensions of affective and normative organizational commitment are positively determined by higher degrees of pride perception. Hence, the existence of a relationship between pride as a variable motivational factor and organizational commitment is established. This study's researches as well prove that the perception of pride disproportionally increased the employees' organizational commitment. This responsive outcome may be deduced from the employee's emotionally permitted attachment to her or his organization. The item 'I perceive the company's, resp. organization's problems as my own problems.' uniformly was graded with high responses of agreement and thus, parallels the identified personal bonding to the organization's entity and the resulting behavioural commitment engagements.

5.1.2. PRIDE AND AFFECTIVE ORG. COMMITMENT

The regression analysis discloses that the factor of pride can predict the dimension of affective organizational commitment. The present study manifests comparable characteristics to earlier studies and researches in which the perception of pride was identified to be an influential element of affective organizational commitment (Beil, 2016; Boezeman & Ellemers, 2007; Katzenbach, 2003; Nouri et al., 2017; Tracy, 2016). This congruent outcome implies that a higher level of perceived pride will culminate in a higher level of affective organizational commitment. A probable justification for this outcome is that the individual who has a favourable and

satisfying work-related attitude, is likely to express positive behaviours towards the work in the department (here: sales department) and displays stronger affective organizational commitment (Schaufeli & Bakker, 2004). The present study's findings as well specify that the independent subvariable of pride for the organization itself exhibits a significantly positive correlation with affective organizational commitment. This specific outcome implies that the employee who perceives a higher level of pride for her or his organization consequently accounts a greater degree of affective organizational commitment as the perception of pride is an individual-dimension paradigm, and each positive achievement and outcome implemented by the organization or company would as well have to affect individual-dimension results (Aaker & Williams, 1998). This outcome is undergirded by the high level of agreement expressed by the present survey's respondents concerning the statement '*I perceive the company's, resp. organization's problems as my own problems.*'. A personal adoption of work-related occurrences is to be identified. Thus, when the employee carries a positive, personal and proud attachment and posture towards the company or organization and the related activities, she or he displays high degrees of affective organizational commitment. These outcomes further substantiate Schaufeli and Bakker's (2004) assumption that the emotionally involved employee more likely holds a stronger attachment to the company or organization.

5.1.3. PRIDE AND CONTINUANCE ORG. COMMITMENT

The present study's outcomes display a significantly negative correlation between the employee's inherent pride manifestation and continuance organizational commitment. Contrariwise, when the employee's perception of pride upsurges, her or his continuance

organizational commitment declines and by implication, the reverse way. The plausible explanatory approach is that the employee who accomplishes her or his assigned work with a significantly distinct psychological and energetic ability to withstand outside influences, more likely holds a lower degree of continuance organizational commitment (Bakker & Demerouti, 2008). The present study's outcomes as well specify that the employee's pride manifestation does neither describe, nor rationalize the continuance organizational commitment. The underlying justification might be that continuance organizational commitment is related to the employee's consciousness of prospective costs related to the leave of the company or organization (Meyer & Allen, 1984). It was identified by Meyer and Allen (1990) that those variables which represent a significant effect on the degree of continuance organizational commitment are delineated by the opportunity to direct oneself to alternatives and by the monetary and non-monetary expenses linked to the leave of the company or organization. Thus, the employee's continuance variable – i.e., the determination whether to remain a part of the organization or not – bases on cost-related dynamics and considerations, rather than on emotionally and psychologically grounded assumptions. Consequently, the sales employees would recognize cost-related determinants – by the way of example, income, remuneration, benefits, alternative employment prospects, or suitable locality – as more essential than emotional prerequisites within their determination to remain with the organization or leave it.

5.1.4. PRIDE AND NORMATIVE ORG. COMMITMENT

The present findings connote a significant relationship of the employee's pride manifestation and the variable of normative organizational commitment. Thus, the sales employees holding a high degree of pride for their organization and work are likely to hold a high level of normative organizational commitment. The presumed rationalization of this outcome is that the employee

who finds her- or himself involved in the organization's performance and, especially, positive outcomes will as well perceive a greater obligation to stay in the company or organization. Academic findings, too, imply that the employee with a stronger inherent perception of involvement with the organization are more likely to hold a higher degree of poise and confidence and, consequently a relationship to the employing entity of high quality (Saks, 2006). Additionally, the present study's outcomes result in a significantly positive relationship between the employee's pride manifestation for organization and work and the normative variable of organizational commitment. The interpretation of these outcomes justifies that the employee with a high level of perceived pride will hold a greater normative organizational commitment. The significantly positive correlation identified between pride and normative organizational commitment conceivably bases on the nature of pride perception in the workplace, which is partly constituted of the employee's psychologically and emotionally existence as a member of the employing entity (Tracy & Robins, 2004). Thus, when the individual employee interrelates her or his member being with a perception of positive captivation and excitement, she or he as well holds a degree of normative organizational commitment. The characteristics of social exchange relationships substantiate this assumption. Within the process of two entities conducting an exchange, two specific transactions are needed: an obtaining of something must follow a giving of something (Yanhan, 2012). Hence, when the employee holds a high level of pride for the organization, the organization's accomplishments and activities, she or he will likely sense an obligation to return a stronger normative organizational commitment to the employing entity.

5.2. IMPLICATIONS

Despite a vast number of organizations already attributing a great amount of their long-persistent success and achievements to the equally great degree of their employee pride, the principle of pride in management still is a largely disused variable in economic and organizational behaviour. That is also due to pride's intangibility. The majority of articulations about pride base on intuitive accounts, rather than on empirically qualified conclusions. Additionally, pride is a highly multi-layered and complex feeling that – when put into a managerial approach – goes beyond the scope of one isolated concept or model (Ekman, 2003). The fields of organizational commitment and pride are increasingly known to be of high importance. However, future research needs to focus on conclusive measurements of the dimension of pride and commitment, as pride in particular as a tangible asset in the workplace lacks of appropriate measure instruments until the present day (Beil, 2016).

Pride has substantial impacts on employees' attitudes and behaviours, in particular on the variable of organizational commitment. Non-monetary motivational forces, such as pride, require a higher degree of attention. Despite this concept being of high significance in both, scientific researches and practical organizational environments, studies and researches on the relationship between both variables have been conducted only rudimentarily. It is hence crucial to comprehend the significance of pride and its outcomes, especially organizational commitment. The top manager of an organization must design a wide-ranging and comprehensive plan in order to build, sustain, and foster pride within the framework of his or her organization. Additionally, to foster an organizational environment that promotes pride in its culture, managers need to implement valuation systems that include pride as a tangible value to appraise performance.

The hereby-conducted study contributed an extension to the contemporary knowledge of organizational commitment by assessing that the relation between the variables of the work-related pride manifestation of employees and the variable of organizational commitment establish a situation, in which the employees would return a positively induced behaviour to their organization when in turn obtaining economic (cost-related), emotional and social assets from the organization (Welander, Wallin, & Isaksson, 2017). The present study has generated factual empirics to substantiate the theoretical hypotheses that postulate the assumption of employees, who perceive a higher manifestation of pride towards their work and their company or organization will hold high degrees of affective organizational commitment as well as normative organizational commitment. These findings correspond with other academic researches proposing that the emotional engagement and involvement with organization and work is established by a reciprocal relationship between employee and employer (Rama Devi, 2009).

The segmentation of the employees' pride manifestation into two dimensions – pride towards work and pride towards the organization – can as well be regarded as a considerable development of the current knowledge concerning discussed topic. Throughout precedently conducted researches, the concentration has predominantly been directed at either one variable or a distinguishing fragmentation has not been implemented (e.g., Gouthier & Rhein, 2011; Katzenbach, 2003; Kernaghan, 2001; Lu & Roto, 2016; Nouri et al., 2017). The outcomes of the present study have accumulated factual, i.e., empirical substantiation to confirm the assumed distinctive architecture of employees' pride manifestation.

Following the specific partition of organizational commitment into three subvariables (affective, continuance, normative) and the eventual assessment of a hypothesized correlational interaction between these and the two subvariables of pride as well represents an addition to contemporarily conducted studies. Studies have proposed indications that positive relations

between the employees' proud posture towards their organization and their respective organizational commitment on single dimensions of commitment do exist (e.g., Boezeman & Ellemers, 2008; Brosi, Spörrle, & Welpe, 2018; Chan, 2014; Ellemers, Kingma, van de Burgt, & Barreto, 2011; Gouthier & Rhein, 2011, Welander et al., 2017), however, a specific assessment on the interrelation between all three dimensions separately and pride has not been operated. The present study enlarges the current literature of organizational commitment by examining the correlation between the two dimensions of employee pride and the three dimensions of organizational commitment. The hereby found empirical outcomes have disclosed that the two dimensions of employee pride are significantly positive interrelated with the dimensions of affective and normative organizational commitment, however, have not been found to be significantly interrelated to continuance organizational commitment.

5.3. LIMITATIONS AND FUTURE RESEARCH

Whilst the present research of this study has contributed an extension to the contemporary comprehension of organizational commitment and an underlying specific motivational force, it provides a scope of limitations.

The research design is thereby identified to be a first limiting determinant. The construction of a cross-sectional research design to assemble data enables the researcher to only measure specific variables at one particular moment. Thus, potential variations within the two study variables' characteristics in the course of time have not been incorporated in the current research, leading to typifying the relationship between organizational commitment and pride as associative, rather than as a causal interrelation.

The conducted research's sample selection represents a second limitation. The study's outcomes inevitably have been generalized as the research sample was composed of the nonprobability methodology convenience and quota sampling. A universal representation of the population through these sample findings' outcomes cannot comprehensively be conducted. Also, the sample has not covered employees outside the sales division of automotive manufacturers, thus contributing to an inadequate generalization of the outcomes for a universal population. Research to be implemented in future studies will have to concentrate on these delineated limitations.

The limitation represented by the concentration on sales people within the automotive manufacturing sector in Germany could potentially be equilibrated by spreading the examination to other sectors as well as to other countries, and thus, achieving more adequately and broadly generalizing findings. Future research can as well be conducted to examine the impacts and consequences of the interrelation between employee pride and their organizational commitment by focusing on multiple responding participants within the scope of one specific company or organization. The research apparatus to be applied would have to include in-depth interviews with individual employees as the pride manifestation and/or organizational commitment of a person likely differs depending on the sector or department she or he is employed in. Qualitative research (e.g., interviews), as contradistinguished from quantitative research, particularly centres upon specific personal, distinctive, and/or subjective disclosures and explanations, which thrive on individual experience, emotion, attitude, sentiment, and judgement. In the scope of a qualitative research conducted in-depths interviews are commonly established on the assumption that the personal involvement of respondents within specific situations represents an ideal instrument to depict and rationalize particular experiences and understandings. The respondents

are provided with the possibility to articulate their personal emotions as well as individual notions, using a scope of free speech and not predetermined words or statements (Veal, 2011).

Another proposal for future study researches is the reassessing and reauditting of the presently applied conceptual model by upscaling the size of the sample to generate a more adequate and specific proximity of the generalized results to a bigger population. In order to outbalance the nonexistence of an assessed causal interrelation between the variables, a repetition of the present study within the framework of a longitudinal research design could potentially establish findings of whether or not the relationship between an individual's work-related pride manifestation and her or his held organizational commitment is a state of probable sustainment.

Lastly, as the research model's complexity was reduced by not integrating mediating variables, in subsequent steps, in order to obtain varying perspectives on the determinants that impact an employee's pride and organizational commitment, future research may conduct examinations specifically targeted on other influential elements, such as the perception of mutual reliance and confidence or organizational loyalty and employee integrity.