Organizational Commitment

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Abstract: Based on what has been described previously, it has been shown that there is an important need to study human behavior, aiming to achieve success and development for organization, and this can be done considering many factors including organizational commitment, which is a critical concept that influence organizations, and can be viewed as a positive feeling by the individual towards the organization. Many studies and researches have studies organizational commitment from different point of views. We have also shown a group of key concepts about organizational commitment, and confirmed its importance and characteristics that makes it a unique phenomenon. Moreover ,dimensions, its approaches, influencing variables, and we discus Contributing factors to organizational commitment. Above all, we have talked about the stages that take the organizational commitment to reach its required level, along with mentioning different ways to enhance it further more, and its implications on both individual and organization.(1)influencing variables. Above all, we have talked about the stages that take the organizational commitment to reach its required level, along with mentioning different ways to enhance it further more, and its implications on both individual and organization.
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Introduction

Organizational commitment has been a topic of great interest in the field of management in recent decades, as it indicates the organization's efficiency and accomplishment, and reflects an individual's desire to remain a member of that organization. It also shows a worker's commitment to make extra efforts towards his or her organization, since committed workers are essential to help their organization survive and compete with other organizations. Since organizational commitment has been discussed in the literature from different points of view, it's important to study such an phenomenon, its administrative definition, importance, characteristics, types, contributing factors, approaches and dimensions, influencing variables, building stages, enhancement, and implications.

1. Importance of Organizational Commitment

Organizational commitment is one of the most important behavioral variables that has been discussed in many studies, which concluded that there has been an increased cost of absence, being late for work, employee turnover, and low job satisfaction. In addition, those studies have demonstrated the importance of studying the causes of the aforementioned negative phenomena, and emphasized the importance of organizational commitment, since those phenomena would decrease when organizational commitment increases in any work environment, especially absence and turnover. Moreover, organizational commitment is an important link between an organization and its employees, especially when such an organization cannot provide enough financial incentives to encourage them to accomplish their works optimally.

Individuals' commitment to their organizations is a more important factor than job satisfaction in order to predict their tendency to continue or leave their jobs [1], as well as being necessary to ensure the success and growth of any organization. This importance stems from the ability to reflect employees' desires, attitudes, and beliefs as a positive behavior in their organizations.

Other reasons led more studies to pay more attention to that concept. For example, organizational commitment is a main indication to predict many behavioral aspects, such as turnover rate, since it's supposed that committed individuals tend to stay longer in their organization and accomplish more work that serve its goals. Above all, the concept organizational commitment has attracted both managers and human behavior scientists as a desirable behavior, as well as a helping factor for some people to find their life goals [2].

2. Characteristics of Organizational Commitment

• Organizational commitment reflects individuals' willingness to make their maximum effort for the benefit of their organization, and reflects their acceptance to its goals and belief in its values.

• Organizational commitment indicates how much desire an individual has for social interaction to increase the team spirit inside the organization and show loyalty to it.

• Organizational commitment is described as a multidimensional concept [3].

• Organizational commitment is a psychological state that describes the relationship between the individual and the organization.

• Organizational commitment influences the individual's decision whether to leave or stay in the organization.

• Individuals that have organizational commitment accept and believe in the humanitarian goals and values of the organization, make extra efforts to achieve its goals, have a high level of long-term involvement in it, and tend to provide it with positive assessment.

• Organizational commitment in an abstract concept that appears in employees' loyalty to their organization, and considered to have multiple dimensions that influence each other [4].

3. Types of Organizational Commitment

In a study conducted by Gruen, Summers, and Acito (2000), it has been shown that organizational commitment is behavioral state and psychological link with the organization [5], therefore, there are three types that together make up organizational commitment, which are [6]:

1. Affective type of organizational commitment (Affective commitment): is defined to be the employee's emotional attachment to the organization and willingness to contribute for its benefit [7]. It's can be also defined as emotional commitment and concordance between the individual's and organization's goals and values, which encourages this individual to achieve those goals and enhance those values [8].

2. Continuance type of organizational commitment (Continuance commitment): is based on the costs that an employee sees as consequences of him leaving the organization [7]. It's the individual's strong desire to continue and remain a member of the organization in which he or she works [8].

3. Normative type of organizational commitment (Normative commitment): Indicates the desire of the individual to remain with an organization because of feelings of obligation [7], which might be due to managers' or colleagues' pressure [8].

-Sense of belonging: This appears in showing pride and belief in the goals and values of the organization.

-Contribution: This stems from the individual's self-satisfaction with his or her important role in the organization.

-Loyalty: This is expressed by the individual as a strong desire to remain a member of the organization under any condition and to increase his or her efforts in order to achieve the goals he or she shares with the organization [7].

4. Contributing Factors to Organizational Commitment

The significant studies of Marsh & Mannari have pointed to the contributing factors to organizational commitment, which are:

1. Policies: The importance of having internal policies that help satisfy the needs of individuals working in a certain organization. If such needs are satisfied, the consequence will be a positive behavior that will help forming what is called a balanced behavior. Such a balanced behavior, which is a result of the organization's support towards its employees, will produce a feeling of satisfaction and belonging, followed by commitment and loyalty. Those needs can vary among employees in terms of importance and priority. In fact, those were stated by Maslow in his theory of human needs as physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualization.

2. Clarity of objectives: It leads to an increase in organizational commitment of employees, where clear objectives help individuals to better understand and realize the importance of loyalty and organizational commitment.

3. Enhancement of employees' participation in the organization: This will increase their loyalty and organizational commitment, and create stronger links with their work environment.

4. Improvement of organizational climate: Organizational climate includes methods, tools, items, and relationships that interact in a work environment. A good organizational climate can create a positive work environment that helps in achieving stability of both employees and organization, and makes the employees feel their importance in decision making and policy development, and it helps create a high level of mutual trust. Such a good organizational climate gives employees harmony, cooperation, justice, and equality, raises morale, increases job satisfaction, and increases the feeling of loyalty and organizational commitment.

5. Applying appropriate incentive systems: This leads to an increased job satisfaction, which in turn increases commitment, performance rates, production, and cost effectiveness.

6. Building an organizational culture: Satisfying the needs of employees and considering them as members of one work environment can establish high performance standards, and provides a high level of mutual respect between administration and employees. Moreover, it emphasizes their role in decision making, which leads to an increased strength and coherence in the organization.

7. Leadership style: A successful management is one that can gain collective support for doing business, by developing individuals' management skills using appropriate incentive systems. It can be said that a successful leader is able to increase commitment levels of employees [9].

8. Social status: It refers to a person's position compared to others in any social system. This can be an official status or a social status that the society gives to person to express how people feel toward him or her, making it an unofficial status. Individuals in any organization relate to each other by a certain hierarchy that determines everyone's status, and this makes employees work to maintain and improve their social status. Social status can be given for different reasons, such as the official status that a person obtains in building the organization, work types, skills, work conditions, salaries, and seniority, adding to that what a person obtains outside the organization, such as education and professional status.

9. Job satisfaction: It refers to the feelings that an individual shows toward his or her role in the organization. It arises from the individual's realization of the difference between what the organization gives him or her and what it should give him or her, so that when such a difference decreases, job satisfaction increases. In other words, job satisfaction reinforces loyalty and organizational commitment [10].

10. Personal factors: These factors are related to the employee, such as personality, education, ability to take responsibility, expectations, psychological link with the job and organization, and factors related to his or her selection of the job.
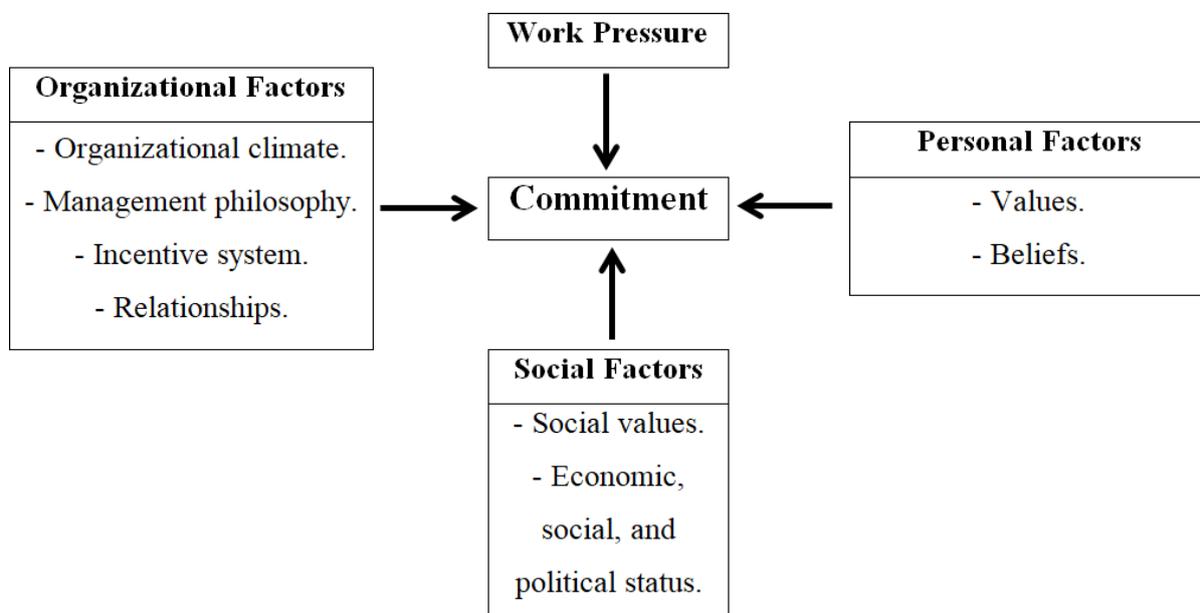
Figure1: Contributing Factors to Organizational Commitment

5. Approaches and Dimensions of Studying Organizational Commitment

5.1 Approaches of Studying Organizational Commitment

Many authors and researches have agreed to classify the different concepts of organizational commitment under two main approaches, which are:

5.1.1 Behavioral Commitment

This approach is based on exchange. In fact, it was the result of efforts made by many social psychologists. Organizational commitment is viewed by this approach as a process of exchange between the individual and the organization in terms of what that individual's contributions and incentives.

According to this approach, the individual's commitment increases as he or she prefers that process of exchange, and this commitment is a consequence of the way of exchange with the organization. On one hand, the individual gives effort and time in exchange for satisfying particular needs, which strengthen the link between the individual and the organization that provides better satisfaction for those needs. This way of thinking leads us to conclude that the relationship between the individual and the organization is a utilitarian one, driven by the individual's goals and desires, and depends on what he or she gives against what he or she gets in return.

5.1.2. Psychological Commitment

The different between this approach and the previous one is that this approach views organizational commitment to be more active and positive toward the organization. According to this approach, organizational commitment depends on the individual's attachment to the organization's objectives and values, and the desire to make more effort to help the organization achieve its goals, with higher desire to remain a member of that organization [3].

5.2. Dimensions of Studying Organizational Commitment

Expression of organizational commitment can be different from one person to another, and these different are results of different driving forces of organizational commitment. Generally, it can be found in the literature that organizational commitment has multiple dimensions, not only one [12]. In fact, all researchers agree that there should be multiple dimensions, but they have different views about what are they.

5.2.1. Affective Commitment Dimension

This dimension was proposed by Allen and Meyer, who mentioned that organization commitment depends on the individual's realization of the properties of his or her job, such as independence, importance, required skills, and the relationship with supervisors. This dimension of organizational commitment also depends on the individual's feeling that the job environment allows him or her to contribute effectively in decision making, whether those decisions would influence the organization or the individual. In this case, people work based on self-assessment to the current conditions of the job, and their relationship with the organization depends on what it gives them, and this is due to the feeling of belongingness to the organization.

5.2.2. Normative Commitment Dimension

This refers to the individual's feeling of remaining with the organization. Such a feeling often increases the organization's support of its employees, and allows them to contribute and interact positively, not only in the ordinary process of the job, but also in determining objectives, planning, and developing general policies. This dimension reflects the ethical attachment to the organization, and individuals who have it are the ones with good manners who work according to ethical motives and public interest.

5.2.3. Continuance Commitment Dimension

This refers to controlling the individual's commitment to the organization. In other words, it indicates the investment value that the individual can achieve if he or she continues working with the organization, in contrast with what he or she will lose if he or she decides to work with another organization. This means that there is a utilitarian relationship in the first place, a relationship based on the mutual utility between the individual and the organization. Therefore, as long as the organization offers better benefits than other organization, the individual will continue working with it. On the contrary, if the individual finds another organization that gives better benefits, he or she will not hesitate to move to it. Individuals who have this type of relationship are the pragmatic ones who have high ambition [13].

We can distinguish other different dimensions:

• **Attitudinal commitment:** This refers to the processes that serve the mutual goals and values of both the individual and the organization, and increase his or her willingness to remain with it.

• **Behavioral commitment**: This refers to the processes in which the individual becomes attached to the organization as a result of previous behavior, where efforts made and time spent by that person makes him or her more adhered to the organization.

• **Moral commitment**: This refers to the adoption of the organization's objectives and values by the individual.

• **Calculative commitment**: This is defined as the willingness shown by the employee to continue working with the organization despite the availability of an alternative job at another organization with better benefits.

• **Continuance commitment**: There is another definition of continuous commitment, which refers to the employee to dedicating his or her life and sacrificing his or her interests in order to remain with the community, without looking at what they can gain if they leave.

• **Cohesion commitment**: This is described as the individual's cohesive relationship with other members, which results in positive behavior.

• **Control commitment**: This refers to the individual's adherence to the organization's values, represented in its defined standards and influencing power [1].
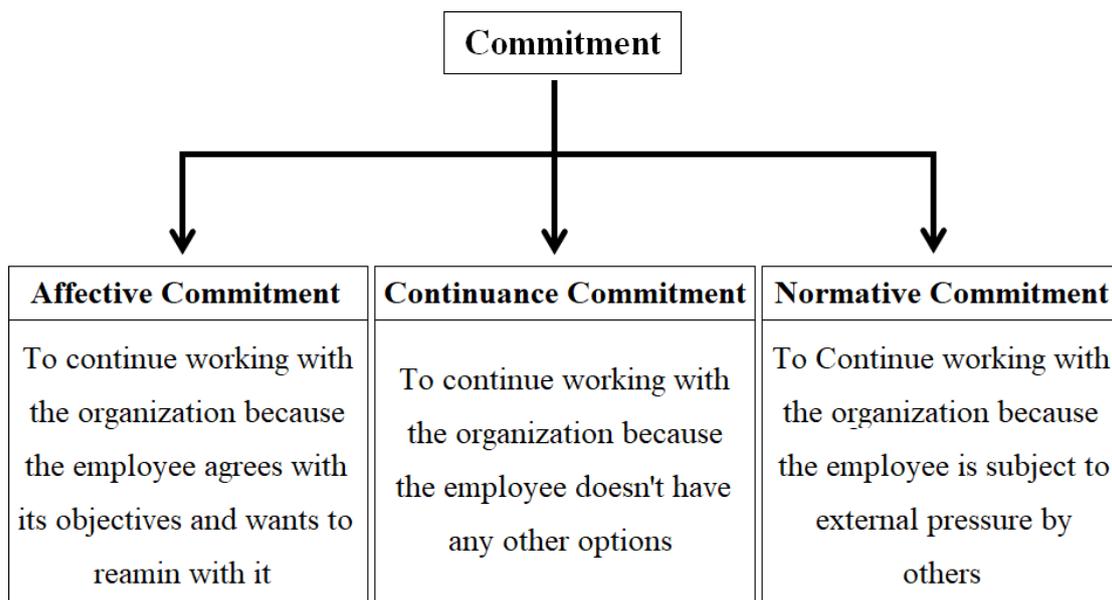

Figure2: Dimensions of Organizational Commitment

6. Influencing Variables of Organizational Commitment

Many studies have investigated in the demographic variables related to the individual that influence organizational commitment, where many factors were considered including age, gender, service period, education level, job position, managerial and job variables [11], personality, beliefs, expectations, ambition, need for social relationships, and need for achievement and self-realization. However, the most two variables that caught researchers' interest are age and service period.

• **Influence of age on organizational commitment**: It has been shown by the results of some studies that there is a positive correlation between aging and organizational commitment, which means that as the employee gets older, his or her organizational commitment level increases. This can be explained by the fact that old employees give more attention to their jobs.

• **Influence of service period on organizational commitment:** Some studies have shown that organizational commitment increases with more years of experience, which means a proportional positive relationship. Many reasons can lead to this correlation; one of them is that the social interaction between the employee and his or her colleagues on one hand, and between the employee and the administrators on the other hand, along with the long time spent in the job, all contribute in increasing experience in work performance and obtaining new skills to with other people in the organization, as well as having better chances of move up the career ladder. Moreover, that will help the employee obtain more benefits. Therefore, an individual who spent long years of service and got high job titles doesn't tend to leave to another organization, meaning that the probability of moving to other organizations decreases with time [14].

• **Influence of education level on organizational commitment**: Some studies have shown that there is a correlation between the employee's education level and organizational commitment. This is due to many reasons such as high expectations, ambitions of qualified individuals, and their constant seek of more benefits. In addition, individuals with higher education level have more options and career alternatives.

• **Influence of gender on organizational commitment**: Some studies have shown that men are more stable and committed than women, while other studies have shown that women are the more committed. Some other studies say that the committed woman is the single woman, because she is more satisfied and attached to her job.

• **Influence of role ambiguity and role conflict on organizational commitment**: Some studies have shown that there is an inverse proportional relationship between role ambiguity, role conflict, and organizational commitment, where role conflict leads to a decreased sense of responsibility, which has a negative effect on individuals' commitment, while role ambiguity puts the individual in a conflict that increases pressure on him or her and negatively affects organizational commitment. Therefore, when the role is more clear, the individual is more committed to it.

• **Influence of workload and role conflict on organizational commitment**: Some studies have shown that there is an inverse proportional relationship between workload and organizational commitment, where an individual's commitment decreases when he or she feels more pressure in their job [14].

7. Building Stages of Organizational Commitment

According to Buchanan [15], organizational commitment experiences three building stages:

7.1. Experience stage:

This stage spans from the moment that the individual starts his or her first job until one year, when they are under training and preparation. In this stage, individuals are only concerned with being accepted in the organization, and adapting with the new job environment, as well as trying to adopt the organization's objectives and values.

7.2. Work and achievement stage:

This stage spans between two and four years, during which the individuals tries to confirm the concept of achievement. An important characteristic of this stage is the importance of the individual's personality and fear of failure, with more clear loyalty for the organization.

7.3. Trust stage:

This stage starts at the fifth year of joining the organization and continues forever, where the individual's loyalty increases and the relationship with the organization becomes stronger, then it becomes totally mature.

According to "Alotaibi", an individual's moving to an organization experiences two stages, defined as follows:

• **Joining stage:** This represents the beginning period, where individuals usually choose organizations that satisfy their desires and goals.

• **Organizational commitment stage**: In this stage, the individual become more focused on making optimal effort to achieve the goal of the organization.

"Alotaibi and Alsawwat" have also mentioned three stages of organizational commitment:

• **Compliance stage**: Where the individual's commitment is based in the beginning on benefits he or she gets from the organization, so they accept other's power and commit to their orders.

• **Correspondence stage**: Where the individual accepts other's power due to his or her willingness to remain with the organization, because it satisfies his or her needs for belongingness, and creates a feeling of pride.

• **Adoption stage**: Where the individual considers the objectives and values of the organization to his or her own objectives and values. In this case, commitment is a result of a matching between mutual objectives and values [9].

8. Enhancement of Organizational Commitment

To achieve a perfect organizational commitment there must be a conscious commitment, not an ostensible one, by achieving intellectual, structural, and behavioral commitment. This can be accomplished by:

• Guidance and orientation.
• Continuous review of tasks and assignments.
• Clarification of decisions and tasks.
• Applying the memorandum and articles strictly and fairly.
• Encouraging members and complimenting good performance.
• Taking required decisions if the commitment was violated.
• Continuous evaluation of performance.
• The administrator should be a good role model for the members [16].

There are also steps that can be taken by the individual inside the organization to enhance commitment [17], which are:
• Communicating with other members by discussing the organization's objectives and values, listening to their constructive opinions, and delivering them to the administration to add them to the organization's evaluation report.
• Speaking with the staff through official ways about the current state and future plans of the organization.
• Giving the opportunity to the staff to participate in setting goals, which increases the common feeling of having the same goals and committing to them.
• Taking necessary measures to improve practical life of the department or between staff, develop the ways of planning, and improve the management style which should be based on their contribution being stemming from their mere willingness, not from commands they receive.
• Helping individuals improve their skills and efficiency to increase their participation inside the organization or even outside it.
• Avoiding giving promises of a lifelong job, and emphasizing that the organization will do its best to create new job opportunities and ensure individuals' lives, along with avoiding eliminating excess labor.
• Building mutual trust, which is the only way to create commitment, and this is not done if the individuals were treated as production factors, or in a way that doesn't consider their conditions [18].

9. Implications of Organizational Commitment

Many studies were concerned with the implications of organizational commitment [19]. One of those studies suggesting dividing the implications into two main types, which are:
One-The implication of commitment inside the job.
Two-The implication of commitment on the individual's private life, or outside the job.

9.1. Implications of organizational commitment inside the job

If a committed employee moves up the career ladder, it's likely that his or her satisfaction with that achievement is higher than the satisfaction on a less committing employee. When an employee feels more commitment, it's reflected positively on the organization. Employees with higher commitment trust their organizations, which creates a feeling that they will be awarded in the future by their organizations for their loyalty. This pint of view makes too much sense, by viewing organizational commitment as a positive phenomenon that can lead to desired results in the job environment, causing higher performance rates, increased job satisfaction, decreased absence rates and turnovers, and more job development.
It's worth to mention some other implications of organizational commitment on organizational variables, which include:
• **Morale**: Commitment has a significant role in raising morale, which makes individuals love their jobs and organizations, and motivates them to accomplish what they are required to do. High morale leads to higher organizational commitment, unlike low morale that can be found due to lack of internal policies or defects in the job environment, leading to low levels of organizational commitment.
• **Outstanding performance**: Individuals who have high levels of organizational commitment are more likely to perform better, due to their motive to work and loyalty

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to the organization, along with their feeling of belongingness and having the same objectives of the organization [20].

• **Employee turnover**: Turnover is defined as the employee leaving an organization that offers him or her cash payment. This can be due to the absence of feeling of loyalist of belongingness, which affects the level of commitment. In fact, turnover is considered to be a negative phenomenon that prevents the development of organizations, because it leads to low morale and higher workload [21].

9.2. Implications of organizational commitment outside the job

Modern studies support the relationship between the attachment of an employee to the organization and his or her private life outside the job. Some studies indicate that the employee can maintain high levels of psychological harmony with the job, while having similar levels of harmony with the family.

Unlike the mentioned studies, some researchers have doubts about any positive implications of organizational commitment on personal life. For example, some of them see that organizational commitment has negative implications that weaken the individual's ability to balance his or her job roles with the personal life roles. Therefore, the more committed employee suffers more in his or her private life [14].

Conclusion

After preparing and writing this review, I can give the following comment about organizational commitment:

1. It's obvious that organizational commitment is a necessary building block for any organization to grow and develop.

2. It's also very important for the employee to have organizational commitment, to strengthen trust with the organization, and move up the career ladder.

3. All the three types of organizational commitment should be present in an organization and its employees, because each one is fundamental and has its own positive effect and advantages.

4. Since each type of organizational commitment can have some disadvantages, it important to balance them together.

5. In my own opinion, organizational commitment has a positive effect on personal life, because it teaches individuals how to organize their lives.

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