

Implications of Organizational Commitment Objects & Types in Serbia



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Abstract:

Creating employees behavior which will be able to respond to modern tendencies of creating “agile” organizational structure begins with the organizational commitment analysis. Organizational commitment, as the employees overall attitude towards their organizations, can be observed on the work group level, in which employees can be devoted to formal or informal group of colleagues, and the level of organization in which employees can be committed to the organization as a whole, or its top management. In addition, in every organization, employees can develop affective, continuous and normative organizational commitment. This paper examines the four organizations, leaders in regional economic development, and tries to identify each of the types and levels (objects) of employee’s organizational commitment to their organizations. The paper also suggests a methodology for identifying the “superheroes” and “saboteurs” in organizations and comes to the conclusion that organizational commitment is not only the ratio of employee’s attitudes towards their workplace, but also a way of life and culture in general.

1. INTRODUCTION

To meet growing market demands, organizations are trying to make their business processes as flexible as possible. This introduces a set of major organizational changes today, which represents the process of achieving “agility”. Organizations that can quickly respond to unexpected market demands are called “agile” organizations. Thus, organizational agility is becoming the biggest business priority of early twenty-first century. The ultimate goal of an agile organization is to understand the unique requirements of each customer/service user and ensure their satisfaction. Therefore, companies today are not just trying to sell their products, but to always take into account new consumer demands and incorporate them into their business processes. Human resources function has to recognize the key role of employees in these processes, and identifying the impact of organizational commitment, as the overall attitude of employees towards the organizations, implement these trends and protect organizational assets in every sense. All of these modern tendencies in organizations are requiring radical changes in the behavior of part or all employees, and commitment to the organization is one of the key postulates of modern research concepts in that manner. Creating these new behaviors is based on the human resources sector/function. All this is changing the way of understanding organizational commitment, and practical analysis of this phenomenon with examples of specific businesses, which we present in

this paper, is important for understanding future trends in public and private sector organizations in Serbia.

2. OBJECTS AND TYPES OF ORGANIZATIONAL COMMITMENT

Employees can be devoted to different entities in their organizations. Thus, employees may be committed to their:

- **Work group levels**, in which again employees can be devoted to *informal* or *formal* group of colleagues who are in direct contact with them at work, and, on the other side, to their direct superiors. That feeling may result from close friendly relations that developed between colleagues as well as from years of working together and helping each other. Commitment to colleagues can come even from friendly relationships and kinship ties outside the workplace. Dedication to superiors occurs mostly due to very good acceptance from the beginning, and the mutual understanding and friendship that eventually developed between them,
- **Organizational level**, which is commitment to organization in general and leadership (management) of organization on the other side. In smaller organizations, employees are more likely directly devoted to the charismatic management and the commitment to the organization derives from it. In larger organizations, the situation is reversed, the employee does not know the management of the enterprise and commitment to them can only occur as a result of commitment to the organization as a whole [1].

Since the commitment may be low or high on the work group level and at the organizational level, we can construct a matrix of organizational commitment.

On the other hand, we distinguish three types of organizational commitment:

- **Affective organizational commitment** is defined as an emotional attachment to the organization, identification and involvement by employees with organization and its goals. Employees who are affectively committed believe in the organizational goals and values, and they are ready to focus efforts on helping the organization to achieve the same, and develop relational relationship with the employer [2].
- **Continuous organizational commitment** is the endeavor to remain in the organization because of the lack of other alternatives, work social security and possible pension, but in this type of commitment quality relationships with other employees are important. Therefore, employees who are continuously committed remain in the organization not because they want to, but because they must.
- **Normative organizational commitment** is dependent on social circumstances and external pressures (family, environment), but also employees

who are normative committed have a sense of obligation to their own workplaces [3].

3. IMPLICATIONS OF ORGANIZATIONAL COMMITMENT TYPES IN RESEARCHED TEXTILE ORGANIZATIONS

If we accept conclusions of Meyer, Allen and Smith's: Employees with a strong sense of affective commitment will remain in the organization because they want and desire so, those with a strong continuous commitment because they have to, and those with strong normative commitment because of feelings of duty [4], and three basic types of organizational commitment we separate on the grounds of their associated factors, we can conclude that in our study of four organizations normative commitment is the list represented, followed by affective commitment, and continuous commitment to the organizations is most common, and no doubt due to the general situation of the Serbian economy, the lack of adequate alternative for employment and the desire to achieve a greater number of years of service, but the worst is a sense of personal long-term "investment" in the development of the organization, which are not good circumstances.

Analysis of *normative commitment* shows that there are a less number of employees (1 of 10 across all surveyed organizations) who feel any moral obligation to the employer, which is at least negative. Almost 2 out of 10 respondents said that in the organizations continue their work life due to external influences and pressures (marriage, family), which also speaks for itself about the crisis of the positive trends of organizational commitment in companies in Serbia.

We must say that the concepts of organizational commitment and career commitment strongly influence each other, so that this interaction should be tested in the near future, because there is no doubt that employees who are committed to develop good career will develop organizational commitment (probably affective) and be more organizational then personally oriented [5]. That could further examine the relationship and interaction effects of organizational commitment to the career commitment, but also the reverse relationships. If we consider time of employment in one particular organization and age, the influence of these variables on certain types of organizational commitment, and what implications they might have on the possible favorable behavior in the workplace is not fully explained. Note that none of the proposed future studies so far did not conducted in theory and practice.

4. "SUPERHEROES" AND "SABOTEURS"

Research shows that employee engagement is directly linked to the performance achieved by the organization in product sales. When an organization fails to meet the expectations of employees, or violates the psychological contract as an implicit set of expectations that employees have of their employers, employees will feel the injustice and will be fewer hired, interested and dedicated to the organization in every sense.

Thus, employees are trying to reclaim disturbed balance - reducing the results of their work and reducing job and organizational commitment, but also reducing commitment to whole work environment. It returns all the items of the parties of the old psychological contract, in which employment was guaranteed and assumed whole working life, and the continuous nature of organizational commitment - employees do what they need to keep their jobs but nothing more. So employees can be divided as follows in *figure 3*.

Superheroes are the most innovative, and believe that the organization has fully met all its obligations to them, maybe even more than expected. They lead the organization forward and propose innovations, because they feel the need to support management in all business ventures. They go beyond the requirements of their jobs and trying to remain “free mind”. They are usually affectively committed and personally and substantially connected with the organization.

Troupers also like superheroes find that their expectations are realized and met. In the defined responsibilities and parameters of their job, they will fight to give more speed through the organization and achieve more quality work. They are realizing the vision which has been created by superheroes. They will develop affective or normative organizational commitment. *Law Abiders* are those whose expectations are largely fulfilled, but still – they are disappointed. They will meet the demands of their job, but they will rarely give the organization more than that – continuous organizational commitment.

Opportunists minimize all the effort. These individuals believe that many of their expectations were not fulfilled in practice, and that the organization failed to fulfill its obligations to them. They are trying to meet the minimum requirements of the job and they will be achieving negative results if there is not adequate control. These individuals usually develop continuous organizational commitment or because of external pressure - the normative commitment to organization [6].

Saboteurs destroy the existing value. They believe that there is a significant breach of their psychological contracts, a situation that inevitably follows when one side continuously fail to meet expectations. These individuals provide active or passive resistance. They sabotage management and the quality of the work to balance the psychological contract breach. They are completely not committed employees.

5. CONCLUSION

Dedicated employees are the basis for any successful organization development. Committed employees feel the problems of the organization as their own, they feel the organization as a part of their family, they are very emotionally attached to organizational values, and have a strong sense of belonging. These employees will be productive and their organizational behavior will be more favorably oriented than with

those who are not committed. Organizational commitment has a significant effect on the overall organizational culture, which proved true in our analyzed cases. The high degree of employees' commitment indicates a greater motivation, and consequently, a higher degree of productivity of their work. Dedicated staff will certainly be absent from work less and will show less tendency to leave the organization, so internal and external fluctuations will be smaller. Finally, organizational commitment has positive personal consequences. It leads to a better understanding of careers in general and thus a better and greater satisfaction and better business performance in the future. Committed employees are more satisfied with their work, a pleasure to be spilled over into the private life, because, as research shows, those who are dedicated to their work and their organizations have a successful career and lead a comfortable life in every other way. Finally, organizational commitment can have significant implications to organizational effectiveness and overall performance. One organization that has dedicated and loyal workforce have greater potential than other organizations in which this is not the case. Therefore, the need for dedication and organizational commitment of the employees is very important, and the construction of quality trends should be a core strategy for human resources of each organization.

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This article was originally published in the "Tekstilna industrija" magazine, November, 2012.