ORGANIZATIONAL COMMITMENT: A SUSTAINABLE APPROACH AND APPLICATION

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Abstract

Organizations are endlessly faced with the demand and supply challenges coming from the changes in the market. In order for the organization to adjust to the forceful competition in the market place and the rapid changes in technology, it requires employees that are internally or affective committed. The three measures of organizational commitment such as affective commitment, normative commitment, and continuance commitment should be managed, to ensure sustainability. The commitment of workers involves their loyalty, emotional attachment, and willingness to contribute to organizational goals. A high level of organizational commitment is associated with improved opportunities for growth, job performance, fairness, reduced turnover, and organizational citizenship behaviors, Organizations should develop inclusive environment that recognizes rewards, fair policies, growth opportunities, and workers efforts.

Keywords: Organizational commitment, Affective commitment, Normative, continuance.

Introduction

The valuable commitment of employees in Nigeria has become worrisome for employers, government, and national assembly to do the needful by directing employers to take care of their workers. Ordinarily, employees are the core assets of the organizations, in which the survival and future of the organization rest upon them. Thus, any organization that wants to succeed and sustain business performance have to embrace staff welfare or provide workers needs that could trigger employee commitment. Most organizations have not shown enough awareness regarding the factors that could boost employee commitment. Organization does not work in emptiness but uses workers who are the sustainable resource to manage other resources and technology to achieve organizational goals. Organizations that support employees with favourable remuneration, training and development are likely to enhance job performance and high commitment from the workers. Employee commitment is very crucial for the development and sustainability of the organization. If organizations adhere to workers desire it affects their integrity, self-determination, performance, and productivity within the framework of employment relationship. It is the management that expects employees to demonstrate commitment needed to transform the organization. Organizational commitment is regarded as the most important idea of employee attachment (Sommer et al., 1996). Organizational commitment connotes individual's dedication to the organization with the intention to remain in it, and identify with the values and goals of the organization (Meyer & Allen, 1997). Similarly, Allen and Meyer (1991) asserted that organizational commitment is the employee psychological involvement with the respective duties of the organization. Indeed,

organizational commitment refers to the willingness of employees to apply extra effort to achieve organizational goals. This assumption states that employees are committed to the organization when their needs and positions are protected, regardless of the stressful conditions they battle.

Literature Review

Benkhoff (1997) described organizational commitment as an individual's demonstrative loyalty to the organization, as well as a sense of job involvement, trustworthiness, and belief in the values of the organization. In admiring this view, Adrain and Adrain (2019) noted that organizational commitment is characterized by employee's willingness to exercise effort on behalf of the organization and acceptance of organizational goals. The description of commitment relates to the opinions of Meyer and Allen (1997), who insisted that organizational commitment is the relative strength of an employee involvement, devotion to work, and identification with the organization. Although, commitment is a force that binds an individual to a course of action of relevance to achieve more objectives. Organizational commitment entails the degree in which an employee is willing to protect his stay or interest in the organization through his enthusiastic efforts to accomplish the established goals. In addition, Anthony (2017) stipulated that organizational commitment contains evaluative statements or judgements that are favourable or unfavourable concerning a phenomenon, feelings like attachment, identification, and loyalty to the organization. Furthermore, Cesário and Chambel (2017) stated that organizational commitment refers to state of being, in which employees are bound by their actions and principles, that sustain their activities and involvement in the organization. Employee commitment is a vital factor which enhances organizational sustainability and deserves both employer and employee attentions. Meyer and Allen (1997) conceptualize organizational commitment in three dimensions specifically affective, continuance, and normative commitments. These dimensions define the different ways of organizational commitment development and the implications for workers' behaviour.

Affective Commitment:

Meyer and Allen (1997) described organizational commitment as the employee emotional attachment, regard, and love for the organization. In organizational commitment, the employees perceive the company to have intrinsic rewards that are compatible with workers personal needs. Affective commitment refers to the emotional aspects of employees regarding their involvement in an organization (Meyer & Allen, 1991). Affective commitment relates to when employee personal employment relationship is corresponding with the values and goals of the organization. The employees at this stage develop sense of belonging and passion to belong to the organization hence the commitment is based on their interest or concern for the organization. Employees with affective commitment are valuable when they take part in active participation in the decision-making process of the organization to achieve productivity. Affective commitment is a work related attitude with positive feelings towards the organization (Hunt & Morgan, 1994). Workers that have affective commitment attach their identity and efforts to improve the performance of the organization. Moreover, affective commitment is also the relative physical strength of an individual's proof of identity with and involvement in

a specific organization (Becker et al., 1995). Affective commitment is prejudiced by factors like peer cohesion, role simplicity, job challenge, equity, personal reputation, goal clarity, steadiness, feedback, participation, and openness by management (Jaros et al., 1993). Improving affective commitment involves internalization with the desire to establish a rewarding relationship with an organization. Meyer et al. (2002) testified that the age of an employee is a good predictor of commitment. This result shows that the age and physical nature of older employees may not allow them to find alternative jobs; hence they tend not to leave their current job. Mathieu and Zajac (1990) acknowledged that there is a strong and positive relationship between age and affective commitment.

Continuance Commitment:
Continuance commitment relates to awareness of the costs associated with leaving the organization (Meyer & Allen, 1997). It is predictive in nature since the employee perception about costs, hardship, and risks associated with the difficulties in having alternative job influence the decision of leaving the current organization (Meyer & Allen, 1997). Continuance commitment is regarded as employee helpful attachment to the organization based on an assessment of economic benefits (Becker et al., 1995). Similarly, continuance commitment refers to employees desire to stay in the organization for the reason of high cost of leaving and fear of not having alternative employment.

Employees with continuance commitment, display behaviours not because of shared principles but simply to gain specific rewards. Romzek (1990) asserted that employees tend to evaluate their investments by considering their contributions towards the organization, what they could gain by remaining in the organization, and the disadvantage if they leave the firm. Allen and Meyer (1990) stated that employees exercise continuance commitment when they realize that the workers do not have the necessary skills to compete for a job in any other field, alternative, and limited opportunities. Employees exhibit continuance commitment when they perceive that the cost of leaving the organization is high. The application of continuance commitment is based on investments and alternative employments. However, employees who notice that they have alternative employment may demonstrate a weak continuance commitment. Ordinarily, the primary aim of workers to apply continuance commitment is for positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals (Mayer & Schoorman, 1992).

Normative Commitment:
Allen and Meyer (1990) conceived normative commitment as feeling of obligation to continue employment. Normative commitment denotes when employees express loyalty to remain in the organization because of the support, positive reward, and care which they received from the organization. Indeed, normative commitment occurs when an organization invested in developing employees through training and education, the workers feel indebted to pay back with high commitment and job performance. Workers who are normative committed are obliged to sustain membership in the organization through the positive reward they received from the organization (Mowday et al., 2013). The employees assume that it is the proper thing to work for organizations that have demonstrated staff welfare and improved condition of

service. Salary earners normative commitment, is guided by a sense of duty, moral reasons, obligation, and loyalty towards the organization (Newstrom & Davis, 2001). Normative commitment happens when the employee feels grateful towards the firm which has invested in them (Randall & Cote, 1991). Furthermore, the satisfaction employees received from an organization inspire them to express normative commitment. The strength of normative organizational commitment is influenced by social exchange theory, accepted rules, and reciprocal obligation between the organization and its employees (O'Reilly & Chatman, 1986). The reciprocal obligation states that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit by performing a good job (Meyer & Allen, 1997).

Conclusion

Organizations have to understand the factors that necessitate employee commitment for it to get quality performance from the workers. A frustrated and angry employee is dangerous to remain with the organization. The anger is capable of making the employee to exhibit negative behaviours that affects the job performance in the organization. Giving employees positive experiences and promoting their happiness could lead to high organizational commitment. Thus, organizational commitment has significant relationship with the employee job performance which fosters productivity and profitability. Employees with normative commitment are influenced by the satisfaction and training they acquired from the organization. Therefore, to enhance organizational commitment, organizations should encourage the coordination of shared goals and communication in the organization. Management of companies should adopt human resource policies and practices that are fair, beneficial to employees.

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