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**ORGANIZATIONAL VALUES AND MANAGEMENT
PREREQUISITES OF ORGANIZATIONAL COMMITMENT**

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Abstract:

In a highly competitive global economy, it is becoming more and more obvious that the real organizational competitive advantage is represented by the employees. The organization's members are the most important assets, and the manner they are organized and mobilized depends on the knowledge, skills, competencies, attitudes and behavior of the people in management structures. Management structures determine the direction of organizational activities in order to achieve the goals and objectives in the most efficient way, without affecting the quality of results. However, most of the time, organizational success does not depend only on the education and skills of the employers, but also on the way the employees perceive their relationship with the organization.

Key words: commitment, loyalty, employee, management, needs, career, profession, occupation, values, satisfaction

1. Introduction

The most important asset for every organization are the employees therefore their motivation and retention process should be perceived as a significant investment in the long term organizational performance. Many organizations develop their training programmes, benefit packages, work systems and other motivation tools based on their company mission, vision and policies in order to attain their objectives. Such activities and policies aim at obtaining success through the development of loyal employees. The value and importance of an employee increases in time, the longer the time spent in the same organization, the better their activity.

Organizational loyalty or commitment is based on the employee's attachment to the organization, it is a reciprocal relationship in which the employee's behaviour is a reaction to the way the organization treats them. Both employees and organizations have responsibilities in this relationship nevertheless, the demands/obligations of both sides should be realistic.

ORGANIZATIONAL VALUES AND MANAGEMENT PREREQUISITES OF ORGANIZATIONAL COMMITMENT

2. Organizational Commitment

Organizational commitment is defined as how strongly the employee feels responsible that has towards the mission of the organization so, it stresses the attitude and behavior of the employees. The higher the sense of organizational commitment, the faster the objectives are accomplished.

Employees' loyalty cannot be enforced and cannot be measured, classical performance measurement scales cannot be applied here. Quantitative measurement will never show the degree of commitment the employee has towards the organization, on the other hand, qualitative assessment can be used only partly since good work does not overlap completely with loyalty and appreciation towards the organization. The employee's behavior can exhibit all the required characteristics (punctuality, tasks accomplishment, correctness etc.) and at the same time be indifferent to what happens in the organization, using any opportunity to get a better paid or more comfortable job.

Commitment becomes clearer and more visible under special circumstances. Loyalty and commitment are more than simple correct behaviour, it is the belief that being part of that specific organization (the one employing them) is the best option. According to Northcraft, commitment is an ongoing process through which organization members show their interest in the organization and its long term performance well being [1]. Organizational commitment is the degree in which the employee perceives organizational objectives as being his own and remains in the organization of his own free will [2]. At the same time, it is a process through which an organization manages to instill the sense of loyalty in its members, retaining them there for the right reasons and not only for salary or other incentives. Salary, health insurance, paid vacations are simply hygiene factors as Frederik Herzberg said in 1964 [3] they are not motivators, but their absence can be a huge demotivating factor.

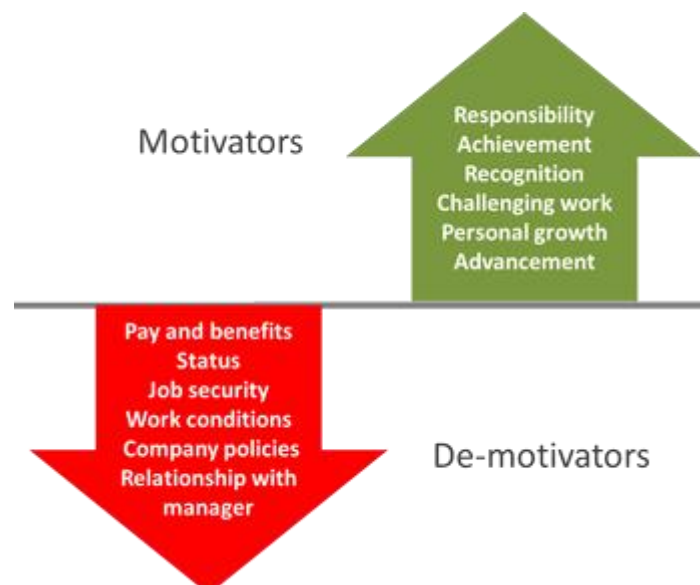


Fig.1. Two factors theory (Herzberg), motivators and demotivators (source: <http://www.jacquette.com/category/blog/customer-experience-design/>)

1.1 Organizational commitment components

A simple analysis of the reasons people work in an organization shows that financial, emotional and status needs are the most frequent and important. There is no strict order of importance One of the most important theories about organizational commitment

ORGANIZATIONAL VALUES AND MANAGEMENT PREREQUISITES OF ORGANIZATIONAL COMMITMENT

is the 3-component model (or TCM) developed by John Meyer and Natalie Allen, the Three Component Model of Commitment. The model states that organizational commitment has three distinctive components: affective commitment, continuance commitment and normative commitment.

Affective commitment is based on positive emotions. Any employee who enjoys their relationship with the organization is likely to stay and to accomplish the tasks thoroughly. They stay of their own will, they work of their own will, and they work well.

Continuance commitment represents the belief that staying in the organization is better than leaving it and also, that leaving the organization would be costly. Sometimes people consider that leaving an organization will have as a consequence the loss of a certain degree of status, personal status being frequently associated with the position held in the organization. So, leaving is associated with loss and staying with gain.

Normative commitment (obligation-based commitment) is the degree to which the individual feels he obliged to stay in the organization even if that position does not bring any satisfaction or happiness still, [4].

“Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to” [5].

However, organizational commitment is never based only on just one of these elements, it is a mixture of the elements. And now the question arises: how can we achieve commitment that is not based on fear, lack of options or convenience?

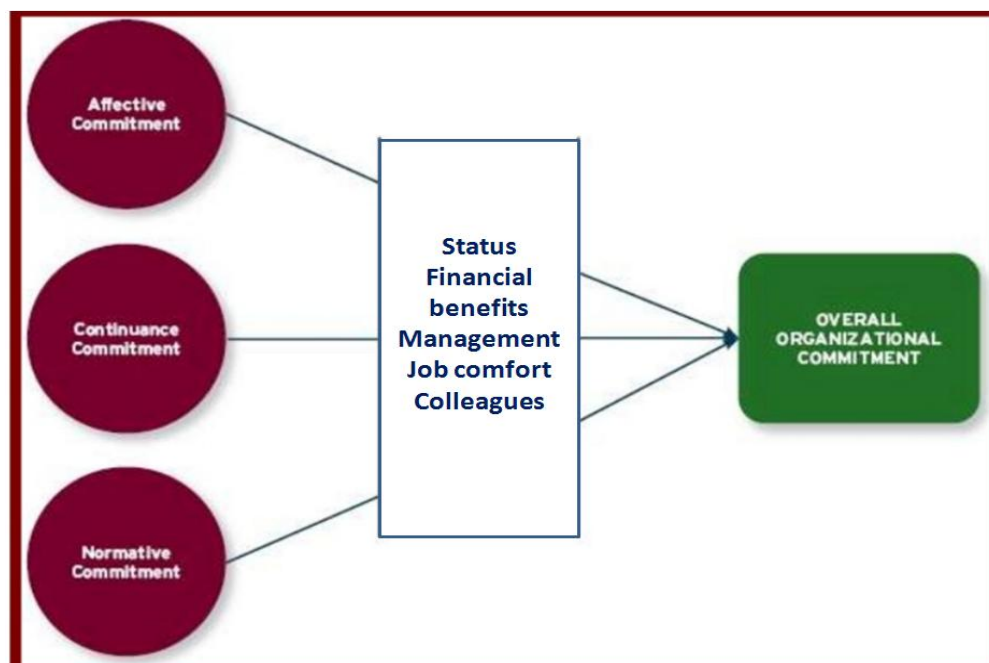


Fig. 2. Organizational commitment components

As we mentioned before, commitment is more than appropriate behavior or behavior under normal circumstances. Everybody is happy when things go well, but what happens when there are sacrifices to be made like working unpaid, longer hours, giving up the perks, accepting a salary cut? Or, what happens when a better offer appears? Taking into consideration the affective commitment perspective, the employer should focus on building stronger connections among the employees, strengthening the feeling of

ORGANIZATIONAL VALUES AND MANAGEMENT PREREQUISITES OF ORGANIZATIONAL COMMITMENT

community. From a continuance commitment angle, the financial benefits should generate the need to stay and from the normative perspective the personal and professional development possibilities should fulfill the employees' needs.

3. Job satisfaction

Employee assessments and appraisals also play an important role in creating a sense of loyalty. They are not only assessments of task accomplishment, of the monthly or yearly activity, but also a manner of showing appreciation of the good work and respect for the worker thus, increasing their job satisfaction. Well developed assessment systems should assess quality and not only quantity, should be seen as instruments to increase performance and not disciplinary means.

There is a strong and undeniable link between job satisfaction and organizational commitment. Job satisfaction is always a motivator and consequently, its lack or loss a demotivator, it turns a simple job into a profession and a career. Many a time, individuals become members of an organization out of necessity: financial needs, social constraints or simply because their qualifications match the organizational requirements. Very rarely do people look for a match between their beliefs and the organization's mission and vision, few people identify themselves with the organization from the very beginning, but this sense of belongingness can be developed. Feeling appreciated for what they do, being seen as members and not numbers on a roll increases people's contentment and therefore their efforts and concern for the well being of the organization

Common job satisfaction triggers include: the relationship with coworkers, the appreciation of their work, the benefits, the promotion possibilities, supervision, and organization's policies or procedures. As one can see, they are the same elements that appear in figure one and that contribute to the development of organizational commitment. All these elements can be very well manipulated by the management in a way that would benefit both management and employees.

4. Conclusion

Organizational commitment is "multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership"[6]. Unfortunately, most of the time people see their job as an occupation, not a profession, but if managers used the instruments they have wisely the organizational benefit would increase as well as the employees'. Employee commitment always leads to positive consequences such as increased performance and decreased turnover and poor results.

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***ORGANIZATIONAL VALUES AND MANAGEMENT PREREQUISITES
OF ORGANIZATIONAL COMMITMENT***

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