

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Chapter 1 outlines an overview of research study. This chapter will discuss literature review on organizational commitment, personal characteristics and work-related variables. An overview, definitions, relevant theory and measurement of organizational commitment will be examined. The discussed personal characteristics are age, gender, tenure, marital status and educational level, whereas work-related variables are job satisfaction, job involvement, job autonomy, job performance feedback, role conflict and role clarity. This chapter will conclude with a summary.

2.2 Organizational Commitment

Organizational commitment within an organization is a complex issue which is demonstrated by the definitions that have been used throughout the literature for many years. Mowday, Steers and Porter (1979) and Meyer and Allen (1997) definition of organizational commitment are commonly used in academic research.

2.2.1 Definitions of organizational commitment

Organizational commitment has been theoretically defined in various ways by various researchers and scholars in different fields. Mowday, Steers and Porter (1979) have conceptually defined organizational commitment as a unidimensional construct.

According to them, organizational commitment can be characterized by at least three factors: (i) a strong belief in and acceptance of the organization's goals and values; (ii) a willingness to exert considerable effort on behalf of the organization; and (iii) a strong desire to maintain membership in the organization.

Becker, Randal and Riegel (1995) define organizational commitment in a three dimensions: (i) a strong desire to remain a member of a particular organization; (ii) a willingness to exert high levels of efforts on behalf of the organization; (iii) a define belief in and acceptability of the values and goals of the organization.

Northcraft and Neale (1996), organizational commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being.

Different definitions of organizational commitment are followed with each of the research stream and these can be categorized into two distinct but related concepts or components, namely attitudinal and behavioral commitment. Attitudinal commitment refers to the "attitude or an orientation toward the organization which links or attaches the identity of the person to the organization" (Sheldon 1971). Mowday et al., (1982) stated that attitudinal commitment reflects the individual's identification with organizational

goals and the employee's willingness to work towards them. Attitudinal organization commitment is view as a more positive individual orientation toward the organization.

In contrast, behavioral commitment reflects a person's willingness to expend effort on the organization, as well as his or her intention to remain in the organization. Behavioral commitment, is represented by what is termed attributional approaches to commitment, and it results from the binding of individuals to behavioral acts. Mowday et al., (1982) maintain that there is a cyclical relationship between these two types of commitment whereby commitment attitudes lead to committing behaviors which, in turn, reinforce commitment attitudes.

Meyer and Allen (1991) have attempted to integrate the behavioral and attitudinal perspectives of organizational commitment. They propose three dimensions (multidimensional) of organizational commitment, affective commitment, continuance commitment and normative commitment. These three sub-constructs of commitment will now be briefly discussed.

2.2.2 Dimensions of organizational commitment

Meyer and Allen (1991) conceptualize a multidimensional organizational commitment measure that drew on the early works of such researchers as Porter, Steers, Mowday, and Boulin (1974); Becker (1960); and Weiner and Vardi (1980). Meyer and Allen (1991) develop a three component model of commitment consisting of affective, normative, and

continuance domains. Affective commitment refers to employee's emotional attachment to, identification with, and involvement in the organization. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Finally, normative commitment indicates a feeling of obligation to continue employment. Meyer and Allen (1991) indicate that each conceptual approach can be clearly distinguished via measurement, and that these measures can be correlated to the variety of antecedent variables. These three dimensions of commitment will now be briefly discussed.

Affective commitment

Meyer and Allen (1991) define the affective component as employee's emotional attachment to the organization via identification, involvement and enjoyment membership. Meyer and Allen (1991) emphasize that employees who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. Employees with a high level of affective commitment behave in ways that support their organization, including the expectation of remaining employed by the organization because they desire to do so. This employee commits to the organization because he or she "*wants to*". In developing this concept, Meyer and Allen (1991) drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968) have strong affective commitment remain with the organization because "*they want to*".

Continuance commitment

Stebbin (1970) defines continuance commitment as the awareness of being unable to choose another social identity because of the penalties associated with making alternations.

Meyer and Allen (1991) view that continuance commitment results from an employee's commits to the organization because they perceive high costs of losing organizational membership (cf. Becker's 1960 "side bet theory"), including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because of "*they have or need to*".

Normative commitment

Meyer and Allen (1991) indicate normative commitment as a feeling of obligation to continue employment. It includes feelings that a particular behavior is the "right" or "moral" thing to do. Employees with a higher level of normative commitment believe they should remain with the organization and should expend effort on its behalf because "*they feel they ought to*".

According to Finegan (2000), normative commitment refers to an employee's feeling of obligation to stay with their organization and is frequently seen as a personal value orientation rather than one which is influenced greatly by the actions of the organization.

The work of Meyer, Allen and Smith (1993) has broadened understanding of the concept of organizational commitment from a unidimensional concept to a multidimensional construct. The three component conceptualization indicates that organizational commitment is made up of affective, normative, and continuance commitment. Multidimensionality organizational commitment which consists of affective, normative and continuance commitment defined by Allen and Meyer (1991) as employees “they want to, they feel they ought to and they have or need to”, will be used for the purpose of this research.

2.2.3 Theoretical framework of organization commitment

The concept of organizational commitment has been received considerable attention from scholars or researchers. The interest has been demonstrated not only in theoretical effort to explain the construct but also in empirical efforts to determine the antecedents and outcome organizational commitment. The psychological bond between employee and employer, in terms of consequences and antecedents, is an important correlate of work-related attitudes and behaviors, namely: several personal variables, role states, and aspects of work environment, as well as, predicting employees’ absenteeism, performance, turnover, and other behaviors (Mathieu and Zajac, 1990). A singular focus on a given view of commitment is, thus, gradually being replaced with a multiple components model of commitment.

Mowday et al., (1982) have suggested that gaining a greater understanding of the processes related to organizational commitment has implications for employees, organizations, and society as a whole. Thus organizational commitment will appear to have potentially serious consequences for overall organizational performance. The employees' level of commitment to an organization may make them more eligible to receive both external benefits, such as better wages, and psychological rewards associated with belonging.

Organizations value commitment among their employees because it is typically assumed to reduce undesirable behaviors, such as lateness, absenteeism and turnover. Committed employees may also be more likely to engage in "extra-role" behaviors, such as creativeness or innovative, that is vital for maintaining the organization's competitiveness (Katz and Kahn, 1978). Because low job performance, and absenteeism, and turnover are costly to organizations, organizational commitment is generally assumed to be a desirable quality that should be fostered in employees. A committed employee is perceived to be one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects company assets, and shares company goals (Meyer and Allen, 1997). Viewed from an organizational perspective, having a committed workforce is highly desirable.

2.2.4 The measurement of organizational commitment

The conceptual richness and diversity found in the various approaches to defining organizational commitment necessarily lead to diversity in approaches to measuring the construct. There are two different approaches to measuring organizational commitment reported within the literature.

The first method for measuring organizational commitment is developed by Mowday et al., (1982). This method employs the previously mentioned attitudinal approach as it conceives commitment as a mind-set, which is relative to the strength of an individual's identification with and involvement in a particular organization. This notion is characterized by a belief in the goals and values of the organization, a willingness to exert effort on behalf of the organization and a strong desire to remain with the organization.

The second method employs to measure organizational commitment is behavioural approach, which is largely concerned with the process by which individuals come to develop a sense of commitment not to an organization, but to their own actions. It is the process by which individuals come to develop a sense of psychological ownership of their actions (Meyer and Allen, 1991). Unlike attitudinal commitment, the behaviourists argue that commitment is driven not by an urge to reciprocate the receipt of anticipated rewards but by a desire to remain psychologically consistent across different situations. This behavioural approach of measurement method is utilized in this study.

In this section of the chapter, the construct organization commitment is discussed. The various definition of organization commitment are presented and for the purpose of this research. The construct organizational commitment is then conceptualized into two approaches namely, the behavioral or attitudinal approach. Three-conceptualization defined by Meyer and Allen (1991) are discussed. There are affective commitment, continuance commitment and normative commitment. Thus, meaning of three-conceptualization (affective commitment, continuance commitment and normative commitment) are presented.

Two types of organizational commitment measurement are discussed. The first measurement method is attitudinal approach, develops by Mowday et al., (1982). The second method is behavioural approach, develops by Meyer and Allen (1991). In this study, organizational commitment measurement develops by Meyer and Allen (1991) is utilized.

In next section, the relationship between organizational commitment with each of the selected personal characteristics and work-related variables in the present study is discussed below.

2.3 Personal Characteristics Antecedents of Organizational Commitment

A wide range of personal characteristics have been investigated in relationship to organizational commitment (Mathieu and Zajac, 1990). The most frequently investigated in the international literature are age, tenure and education level (Randall, 1993). The personal characteristics included in this research are age, gender, tenure, marital status, and education level. These personal characteristics that employees bring to, or experience in the organization. The research has tended to focus on individual differences as antecedents of organizational commitment.

Iverson and Buttigieg (1999) have categorized personal variables as antecedent variables for organizational commitment. Personal variables are comprised the individual characteristics that employees bring to, or experiences in the organization. These consists of education level, tenure in the organization, tenure in a particular location, responsibilities, job expectations, values, affectivity, and work motivation.

The findings by Ahmad and Bakar (2003) among white-collar workers in Malaysia, the study demonstrates that Malaysians might have different attitudes towards organizational commitment. The older they are and the longer they stay within an organization do not imply that they will be committed towards their organization. This phenomenon can be attributed to the uncertain business environment in Malaysia. The findings further support by Moha, Munir, Zikri and Hassan (2007) state that Malaysia SMEs usually are used as a

stepping- stone for unskilled or semi-skilled employees to gain experience or additional experience before moving on to bigger and better firms.

Therefore, in the research, suggests to find out organizational commitment and its relationships with personal characteristics in a France MNC.

2.3.1 Organizational commitment and personal characteristics

In this section, relationship between organizational commitment and personal characteristics will be defined and discussed. Personal characteristics focusing upon the individual are included age, gender, tenure, marital status, and education level.

Age

In this study, age is conceptually defined as the employees' biological age. Age has been a positive predictor of commitment for a variety of reasons, such as for older workers alternative employment options generally decrease (Mathieu and Zajac, 1990) and they may have more commitment to their organization because they have a stronger investment and greater history with the organization than do the younger workers (Dunham, Grube and Castaneda, 1994). As individuals get older, alternative employment opportunities tend to decrease and personal investment in the organization tend to increase, thus enhancing employees' commitment to organization (Becker, 1960; Salancik, 1977).

However, not all studies have confirmed this correlation (Kwon and Banks, 2004). A study of Malaysian employees' organization in a Japanese multinational company concludes that organization commitment is not significantly related to age (Ab Rahman, Senik and Kemat, 2008). Noor and Noor (2006) indicate that the relationship between age and continuance organizational commitment is negative. This is explained that majority of women librarians are inclined to opt for early retirement.

In this research, a positive relationship between Malaysian employees' age and organization commitment in a MNC is predicted. As employees get older and stay longer in the organization, alternate employment opportunities tend to diminish. Such a situation, will therefore enhance commitment levels towards the organization they are currently employed.

Gender

A meta-analysis of the commitment literature indicates that there is little difference in levels of overall organizational and occupational commitment between men and women (Mathieu and Zajac, 1990). It is also found that women tend to have less commitment enhancing jobs than males (Marsden, Kalleberg and Cook, 1993). However, when organizational commitment is broken down into affective commitment (also called attitudinal) and continuance (also called behavioral) commitment, then there are significant differences, women being more likely to have high continuance commitment and low affective or attitudinal commitment scores than men.

Mathieu and Zajac's (1990) research indicate that American women have reported more commitment to their organizations than have men, although the statistical relationship is not strong. A more recent study (Kwon and Banks, 2004; Bruce, Stanley, Barbara and Julie, 2007) confirm the greater commitment by females compared with their male counterparts to their organization. The reason is a difference in perceived alternative employment opportunities between genders. However, studies Marsden et al., (1993) find that males expressed higher organization commitment than females in professional occupations. Therefore, researchers suggesting further support for occupation.

In Malaysia, many women attend universities and hold responsible job in government and the private sector. In this study, predicts that women tend to be more committed to the organization. This is because women have to overcome more barriers than men to gain acceptance.

Tenure

In this study, organization tenure is conceptually defines as number of years an employee has been working in the present organization. In general, tenure tend to be positively correlated with organizational commitment according to researcher such as March and Simon, 1958; Angle and Perry, 1981; Mowday et al., 1982; Mathieu and Zajac, 1990. note that when tenure in the organization increase, the individual's opportunities for alternative employment become more limited. This decrease in an individual's degrees of freedom may increase the perceived attractiveness of the present employer, thereby leading to increased psychological attachment. Long tenure with the organization, or on

the job, for example, is likely to be associated with accumulation of material benefits, skills, friendships and so forth. The threat of losing these “investments”, along with a perceived lack of alternatives to replace or make up for the loss of these, commits the individual to the organization (Becker, 1960 p. 38-39). Over a period of time, certain costs accrue which make it more difficult for individual to leave the present organization.

In contrast, Kwon and Banks (2004) indicate no significant relationship between tenure and organization commitment. A survey by Lim (2001) reported that Malaysian respondents are only willing to stay with their current organizations for less than three years. This is supported by Moha et al., (2007) mentioned that employees used small or medium organization as a stepping- stone to gain experience or additional experience before moving on to bigger and better firms.

In this study, organization tenure predicts that correlate to MNC’s organization commitment. This assumption is made based on MNCs which is consider as bigger and better corporations which employees are prefer to attach to.

Marital status

Marital status has been found to relate to commitment, with married individuals having greater commitment to organization (Mathieu and Zajac, 1990). In Malaysia context, Azzat, Nasurdin, Ramayah, Mohamad and Seow (2003) who does a study on employees in a manufacturing sector in Penang found that marital status (unmarried) has negative relationships with commitment towards organization. One potential argument is that

married employees may have a higher level of continuance commitment because they have greater financial burdens and family responsibilities.

In this research, predicts that married employees are more committed with their jobs than other employees are.

Educational level

In contrast to age and tenure, educational level has been reported to be negatively correlated with organizational commitment (Angle and Perry, 1891; Morris and Sherman, 1981; Morris and Steers, 1980; Steers, 1977). It has been argued that this inverse relationship is attributable to the fact that more highly educated individuals have higher expectations. They are therefore, more likely to feel that they are not being rewarded adequately by their employers, and so the level of organizational commitment diminishes. They may also believe that they have many job alternatives.

Ahmad and Bakar (2003) reveal that there is negative relationship between educational level and continuance commitment among white-collar workers in Malaysia. This signifies that less educated employees thought the cost of leaving their organization is very high. On the other hand, more educated employees feel that they have little to lose if they leave the organization.

A summary of the findings from the literature review regarding the relationships between organizational commitment and personal characteristics are summarized as below.

Table 2.1
Correlation between personal characteristics and organizational commitment

| Personal Characteristics | Study | Significance of relationship |
|--------------------------|--------------------------|---------------------------------|
| Age | Mathieu and Zajac (1990) | Medium positive correlation |
| Gender | Various study | Significant or not significance |
| Tenure | Allen and Meyer (1993) | Positive correlation |
| | Other study | Not significance |
| Marital Status | Mathieu and Zajac (1990) | Small correlation |
| Educational Level | Steers (1977) | Low negative correlation |
| | Other study | Not significance |

In summary, studies on antecedent and correlates to organizational commitment, with focus on personal characteristics have been extensively done by various parties including academicians, researchers, and government agencies both at the national and international level. This indicates that personal characteristics are widely recognized and its significance in enhancing organizational commitment is very high. On the basis of a review of the literature, personal characteristics that age, gender, tenure, marital status and educational level are correlated with organizational commitment. In next section, the focus of interest lies in the inter-relationship which might exist between the six work-related variables and how they influence organizational commitment will be presented.

2.4 Work-Related Variables Antecedents of Organizational Commitment

Work-related variables have been identified in the empirical literature to have statistically significant effect on the variation of organizational commitment among employees. In the study of Noor and Noor (2008) demonstrate that work-related variables such as job satisfaction, job autonomy, job involvement, job performance feedback, role conflict and role clarity to be significantly and positively correlated with affective organizational commitment. In this study, work-related variables are identified as job satisfaction, job involvement, job autonomy, job performance feedback, role conflict and role clarity.

Therefore, in the research, suggests to find out organizational commitment and its relationships with work-related variables in a France MNC.

2.4.1 Organizational commitment and work-related variables

In this section, work-related variables will be defined and discussed. The work-related variables included in this research are job satisfaction, job involvement, job autonomy, job performance feedback, role conflict and role clarity.

Job satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's jobs and an attitude towards one's job (Weiss, 2001 and 2002). Frederick Herzberg's Two Factor Theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different

factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions (Hackman and Oldham, 1976).

The relationship between job satisfaction and organizational commitment is well-established. In Mathieu and Zajac (1990) meta-analysis on organizational commitment, find that a strong, positive relationship between these two constructs both in terms of overall job satisfaction as well as all facets for both attitudinal commitment (similar to Meyer and Allen's affective commitment) and calculative commitment (similar to Meyer and Allen's continuance commitment).

Meyer, Stanley, Herscovitch and Topolnytsky (2002) update meta-analysis find a significant relationship between organizational commitment and the facets of coworker and work satisfaction. Several researchers have made the case that job satisfaction is a predictor of organizational commitment (Porter, Steers, Mowday, and Boulian, 1974; Price, 1977; Rose, 1991). Employees with higher job satisfaction levels believe that working in their organization will be satisfying in the long run, that they will care about

the quality of their work, and that they will be more committed to the organization (Bavendam, 2000). If dissatisfied employees remain in the organization they may engage in counter-productive behaviours such as poor service, destructive rumours, theft and sabotage of equipment (Spector, 1997). Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship (Organ and Ryan, 1995), absenteeism (Wegge, Schmidt, Parkes and Dick, 2007) and turnover (Saari and Judge, 2004). Turnover, absenteeism and counter-productive behaviour results in a financial cost to the organization in terms of lost productivity and replacement costs.

The findings reveal that job satisfaction is an important element in influencing an organizational commitment. This is because high level of job satisfaction will produce a positive attitude towards job commitment, which in turn can reduce the level of absenteeism, termination of service, negligence at work, productivity and can increase efforts towards work excellence. High job satisfaction level has enormous impact not only on the sense of loyalty, absenteeism, efficiency, productivity, termination of work, but also on mental and physical health. Thus, in this study, anticipates a relationship exists between job satisfaction and organizational commitment.

Job involvement

Job involvement as conceptualized and used in this study concerns an individual's ego involvement with the job—that is, the degree to which his self esteem is affected by his work performance (Lodahl and Kejner, 1965). From an organizational perspective, job

involvement has been considered the key to activating employee motivation (Lawler, 1986) and a fundamental basis for establishing competitive advantage in business market (Lawler, 1992; Pfeffer, 1994). From an individual perspective, it has also been considered to be essential to personal growth and satisfaction within the workplace, as well as to motivation and goal-directed behavior (Hackman and Lawler, 1971; Khan, 1990; Lawler and Hall, 1970). High levels of job involvement could possibly lead to trading off family commitments in favour of job commitments. Preoccupation with work may also cause stress, anxiety, and health complaints (Brown, 1996).

Job involvement is an important factor in the lives of most people. Work activities consume a large proportion of time and constitute a fundamentally important aspect of life for most people. Increasing job involvement can enhance organizational effectiveness and productivity by engaging employees more completely in their work and making work a more meaningful experience (Brown, 1996). In order to achieve organizational commitment, employers need to help their employees' value involvement in the organization. The more employees' value being part of the organization, the more likely they are stay with the organization.

Mathieu and Zajac (1990) in a meta-analytic review of the antecedents and correlates of organizational commitment have found job involvement to be significant correlated with organizational commitment. These high-involvement employees identify with, and care about, their jobs and are thus less likely to quit their jobs. In another study, organizational

commitment was observed to have positive correlation with job involvement (Mowday et al., 1979). Chong at Kota Kinabalu (2006) finds that job involvement to have an effect on employees' organizational commitment.

Thus, in this study, a significant positive relationship between job involvement and Malaysian employees' organizational commitment is expected.

Job autonomy

Job autonomy is conceptually defined as the degree to which employees' are allowed freedom, independence and discretionary power when performing their job tasks and responsibilities (Sims, Szilagy and McKemey, 1976). The more autonomy an employee has about what, when and how to do work, the greater he or she would feel a sense of responsibilities towards job related activities. Hackman and Oldham (1976) have defined job autonomy as the degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

Kanter (1979), in his study on organization power structure, has stated that increases autonomy through equitable distribution of power and authority has a positive effect on organizational performance by decrease powerlessness among workers, which in turn creates and enhanced sense of existence and satisfaction with their jobs. A number of studies have concluded that empowerment can be used as a good parameter for

describing organizational commitment because empowered members demonstrate more positive attitudes towards each other and show higher levels of cooperation which in turn increase their sense of commitment to the organization (Kanter, 1986). In this study, anticipates a relationship exist between job autonomy and organizational commitment.

Job performance feedback

Sims, Szilagy and McKemey (1976) have conceptually defined job performance feedback as the extent to which employees receive information that reveals how well they are performing on the job. Hackman and Oldham (1975, 1980) develop Job Characteristics Model as a theoretical framework. In their theory, job performance feedback defines as the degree to which carrying out the work activities required by a job results in the individual's obtaining direct and clear information about the effectiveness of his or her performance.

Hackman and Oldham (1975) conceptualize job performance feedback in two ways. There are feedback from the job itself and feedback from agents. Feedback from the job itself is the degree to which performing the job tasks and responsibilities required by the job results in employees obtaining information about his or her performance. Feedback from agents is the degree to which employees receive direct and clear information about his or her performance from supervisors and co-workers. In the study on organizational commitment among nursing employees in Malaysia, Pearson and Chong (1997) found a weak correlation between job performance feedback and organizational commitment. Steers (1977) finds that job performance feedback was related to commitment among

scientists and engineers. In this study, job performance feedback anticipates to be correlated with organizational commitment.

Role conflict

Role conflict occurs when simultaneous and competing role expectations are received by the employee and complying with one set of expectations interferes with complying with the others (Katz and Kahn, 1978; Rizzo, House and Lirtzman, 1970). Role conflict has consistently been found to be significant correlate and predictor of organizational commitment in a number of studies. Role conflict has been conceptually defined in terms of the degree to which demands are made on the employees in the workplace (Rizzo, House and Lirtzman, 1970). There could for instance be a conflict between organizational demands and employees' own values, conflict between numerous or difficult tasks and conflict between obligations to several individuals.

Lopopolo's (2002) studied on hospital employees working with physical therapy indicated that negative relationship between organizational commitment and role conflict, role overload, and role ambiguity. In studies concerning role states, Mathieu and Zajac, (1990); Leong, Furnham and Cooper (1996); Babakus, Cravens, Johnston and Moncrief (1996); and Singh (1998); Joanne, Rosemary and Jon (2008) found that conflict and ambiguity role states have a significant negative correlation with organizational commitment. Employee with a high tolerance for ambiguity would be hypothesized to be less stressed by role conflict or role ambiguity than those with a low tolerance of

ambiguity. Western researchers Keenan and McBain, (1979); Wright and Thomas, (1982) have found that in an Asian context as many Asians are said to look for clear guidelines from authority figures. When such specific guidelines are lacking in the workplace, Asian managers might experience ambiguity as a negative feature of their jobs. In this study, anticipated role conflict would have a statistically significant effect on organizational commitment.

Role clarity

An assessment of employee's need for clarity is crucial to enhance understanding of the importance or lack of importance of clear role communications. Role clarity is conceptually defined by Rizzo, House and Lirtzman (1970) as the extent to which an employee knows what is expected of him or her for adequate performance of his or her job tasks and responsibilities. Role clarity would enhance a sense of felt responsibility and as such would bring about an increase in organizational commitment among employees. Mathieu and Zajac (1990) in their meta-analytic view of the antecedents and correlates of organizational commitment found role clarity to be a consistent predictor of organizational commitment. In this study, anticipates a statistically significant relationship would exist between role clarity and organizational commitment.

A summary of the findings from the literature review regarding the relationships between organizational commitment and work-related variables are summarized as below (Table 2.2).

Table 2.2
Correlation between work-related variables and organizational commitment

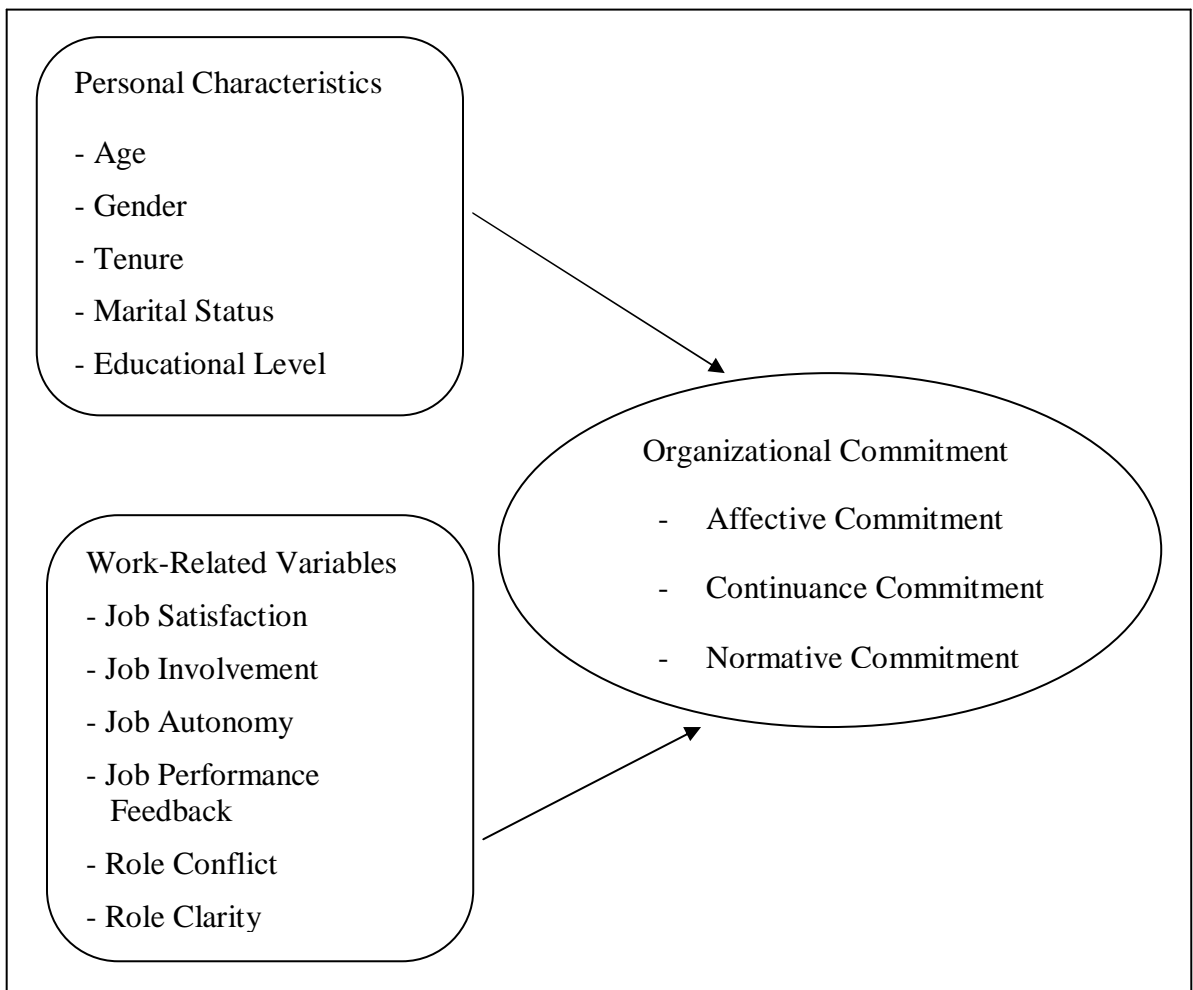
| Work-Related Variables | Study | Significance of relationship |
|--------------------------|--------------------------|------------------------------|
| Job Satisfaction | Mathieu and Zajac (1990) | Strong positive correlation |
| Job Involvement | Mathieu and Zajac (1990) | Positive correlation |
| Job Autonomy | Kanter (1979) | Positive correlation |
| Job Performance Feedback | Steers (1977) | Positive correlation |
| Role Conflict | Mathieu and Zajac (1990) | Negative correlation |
| Role Clarity | Mathieu and Zajac (1990) | Positive correlation |

In the literature review, work-related variables (job satisfaction, job involvement, job autonomy, job performance feedback, role conflict and role clarity) demonstrated as antecedents and correlates to organizational commitment. Besides, independent variables discuss (personal characteristics and work-related variables), control variables are examined which could have significant effect on organizational commitment. The control variables use in the study are trust, organization culture and leadership style. The detail of control variables will be discussed in Chapter 3 (3.3.5).

2.5 Research Model

The research model consists of personal characteristics and work-related variables which define as antecedents and correlates to organization commitment and presented in Figure 1.

Figure 1
Research Model



2.6 Chapter Summary

In this chapter, an overview of organizational commitment is discussed. Various definitions of organizational commitment are presented follow by a discussion of the dimensions of commitment, theoretical framework of commitment within an organization and organizational commitment measurement. Multi-dimensional definition of organizational commitment by Meyer and Allen (1991) is applied in this study. The multi-dimensional of organization commitment are affective, continuance and normative commitment.

In summary, personal characteristics and work-related variables are important predictor of organizational commitment in this study. A study of effect relationships among these variables and the dimensions of organizational commitment may be helpful to explain how the concept of commitment is operational within an organization. Such research may contribute further information concerning the antecedents and outcomes of organizational commitment. Furthermore, by better understanding of antecedents and correlates to organizational commitment, it will be useful for organization in designing policies and interventions to enhance employees' organizational commitment.

In Chapter 3, the study will describe about hypotheses development and research methodology. The chapter will be concluded by outlining statistic tools.