CHAPTER 3   **ORGANISATIONAL COMMITMENT**

The main focus of this chapter is to explore the concept "organisational commitment". The discussion includes the following aspects: theoretical background; definition of the concept; adopted model for this study, dimensions of organisational commitment; development of organisational commitment; factors affecting the employees' commitment; the effects of commitment; and the management of organisational commitment.

3.1   THEORETICAL BACKGROUND OF THE CONCEPT "ORGANISATIONAL COMMITMENT"

The concept organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Early studies on organisational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organisation.

Porter et al (1974, p 604) further describes organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf". Individuals consider the extent to which their own values and goals relate to that of the organisation as part of organisational commitment, therefore it is considered to be the linkage between the individual employee and the organisation.

Another perspective on organisational commitment is the "exchanged-based definition" or "side-bet" theory (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973). This theory holds that individuals are committed to the organisation as far as they hold their positions, irrespective of the stressful conditions they

experience. However, should they be given alternative benefits, they will be willing to leave the organisation.

Mowday, Porter and Steers (1982, p 26) support the "side-bet" theory by describing organisational commitment as a behaviour "relating to the process by which individuals become locked into a certain organisation and how they deal with this problem". This behavioural aspect of organisational commitment is explained through calculative and normative commitments.

The calculative or normative perspective refers to an employee's commitment to continue working for the organisation based on the notion of weighing cost-benefits of leaving an organisation (Hrebiniak & Alutto, 1972). Wiener and Vardi (1980, p 90) describe organisational commitment as "behavioural intention or reaction, determined by the individual's perception of the normative pressure".

Meyer and Allen (1984) initially viewed organisational commitment as two-dimensional namely, affective and continuance. Meyer and Allen (1984, p 375) defined the first dimension, namely affective commitment as "positive feelings of identification with, attachment to and involvement in the work organisation", and they defined the second dimension, namely continuance commitment as "the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving". After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment.

Allen and Meyer (1990, p 6) define normative commitment as "the employee's feelings of obligation to remain with the organisation". Consequently, the concept organisational commitment is described as a tri-dimensional concept, characterised by the affective, continuance and normative dimensions (Meyer & Allen, 1991).

Common to the three dimensions of organisational commitment is the view that organisational commitment is a psychological state that characterises organisational members' relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation (Meyer & Allen, 1997).

3.2 DEFINITION OF ORGANISATIONAL COMMITMENT

Definitions of the concept organisational commitment include the description by O'Reilly (1989, p 17), "an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation". Organisational commitment from this point of view is characterised by employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee, 2001).

Cohen (2003, p xi) states that "commitment is a force that binds an individual to a course of action of relevance to one or more targets". This general description of commitment relates to the definition of organisational commitment by Arnold (2005, p 625) namely that it is "the relative strength of an individual's identification with and involvement in an organisation".

Miller (2003, p 73) also states that organisational commitment is "a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation". Organisational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organisation's goals and values.

In addition, Morrow (1993) describes organisational commitment as characterised by attitude and behaviour. Miller (2003, p 72) describes an attitude as "evaluative statements or judgements - either favourable or unfavourable - concerning a phenomenon". Organisational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the

organisation as an object of commitment (Morrow, 1993). Meyer, Allen and Gellantly (1990, p 711) also suggest that organisational commitment as an attitude is "characterised by a favourable positive cognitive and affective components about the organisation".

The second characteristic that is used to describe the concept organisational commitment is behaviour (Morrow, 1993). Best (1994, p 69) maintains that "committed individuals enact specific behaviours due to the belief that it is morally correct rather than personally beneficial". Reichers (1985, p 468) is of the opinion that "organisational commitment as behaviour is visible when organisational members are committed to existing groups within the organisation". Therefore, organisational commitment is a state of being, in which organisational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organisation (Miller & Lee, 2001).

The adopted definition for this study corresponds with definitions by Meyer and Allen (1991, p 67) mentioned above. According to this definition organisational commitment "is a psychological state that characterises the employee's relationship with the organisation, and has implications for the decision to continue membership in the organisation".

3.3   ORGANISATIONAL COMMITMENT MODEL

Meyer and Allen (1997, p 106) use the tri-dimensional model to conceptualise organisational commitment in three dimensions namely, affective, continuance and normative commitments. These dimensions describe the different ways of organisational commitment development and the implications for employees' behaviour.

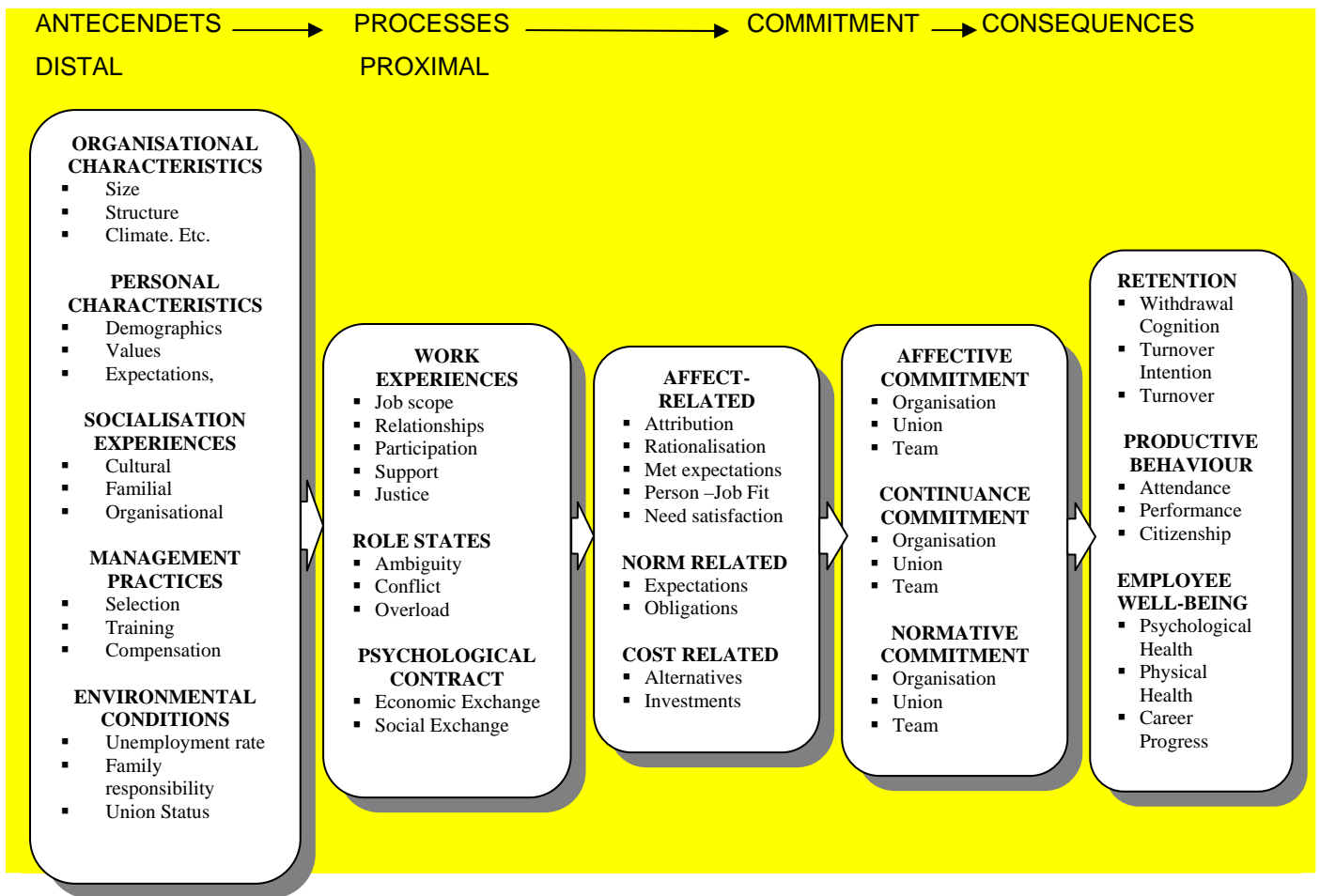Figure 3.1 presents the tri-dimensional organisational commitment model.

Figure 3.1 Organisational Commitment Model (Meyer & Allen, 1997)

3.3.1 Affective commitment dimension

The first dimension of organisational commitment in the model is affective commitment, which represents the individual's emotional attachment to the organisation. According to Meyer and Allen (1997, p 11) affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organisation". Organisational members who are committed to an organisation on an affective basis, continue working for the organisation because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation (Beck & Wilson, 2000).

Affective commitment is a work related attitude with positive feelings towards the organisation (Morrow, 1993). Sheldon (1971, p 148) also maintains that this type of attitude is "an orientation towards the organisation, which links or attaches the identity of the person to the organisation". Affective commitment is the relative strength of an individual's identification with and involvement in a particular organisation (Mowday et al, 1982).

The strength of affective organisational commitment is influenced by the extent to which the individual's needs and expectations about the organisation are matched by their actual experience (Storey, 1995). Tetrick (1995, p 589) also describes affective commitment as "value rationality-based organisational commitment, which refers to the degree of value congruence between an organisational member and an organisation".

The organisational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Affective commitment development involves identification and internalisation (Beck & Wilson, 2000). Individuals' affective attachment to their organisations is firstly based on identification with the desire to establish a rewarding relationship with an organisation. Secondly, through internalisation, this refers to congruent goals and values held by individuals and the organisation. In general, affective organisational commitment is concerned with the extent to which an individual identifies with the organisation (Allen & Meyer, 1990).

3.3.2   Continuance commitment dimension

The second dimension of the tri-dimensional model of organisational commitment is continuance commitment. Meyer and Allen (1997, p 11) define continuance commitment as "awareness of the costs associated with leaving the organisation". It is calculative in nature because of the individual's

perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Meyer and Allen (1991, p 67) further state that "employees whose primary link to the organisation is based on continuance commitment remain because they need to do so". This indicates the difference between continuance and affective commitment. The latter entails that individuals stay in the organisation because they want to.

Continuance commitment can be regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organisation (Meyer & Allen, 1984). Best (1994, p 71) indicates that "continuance organisational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organisation.

Meyer et al (1990, p 715) also maintain that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". This implies that individuals stay in the organisation, because they are lured by other accumulated investments which they could loose, such as pension plans, seniority or organisation specific skills.

The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving.   Tetrick (1995, p 590) support the profit notion by describing the concept continuance organisational commitment as "an exchange framework, whereby performance and loyalty are offered in return for material benefits and

rewards". Therefore, in order to retain employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

3.3.3 Normative commitment dimension

The last dimension of the organisational commitment model is normative commitment. Meyer and Allen (1997, p 11) define normative commitment as "a feeling of obligation to continue employment". Internalised normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation (Allen & Meyer, 1990). According to Meyer and Allen (1991, p 67) "employees with normative commitment feel that they ought to remain with the organisation". In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

Wiener and Vardi (1980, p 86) describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organisation". Organisational members are committed to an organisation based on moral reasons (Iverson & Buttigieg, *1999)*. The normative committed employee considers it morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years.

The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development.

Meyer and Allen (1991, p 88) argue that "this moral obligation arises either through the process of socialisation within the society or the organisation". In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organisation under the moral obligation to respond in kindness.

3.4   DEVELOPING ORGANISATIONAL COMMITMENT

Organisational commitment is a spontaneous process, which develops through the orientation of individuals to the organisation. The development process can be described based on stages and levels of organisational commitment.

3.4.1   Stages of organisational commitment

Organisational commitment develops through stages, which are outlined by O'Reilly (1989, p 12) as compliance, identification and internalisation. These stages are described below:

3.4.1.1   Compliance stage

The first stage, namely compliance centralises around the employee accepting the influence of others mainly to benefit from them, through remuneration or promotion (O'Reilly, 1989). At this stage, attitudes and behaviours are adopted not because of shared beliefs but simply to gain specific rewards. The nature of organisational commitment in the compliance stage is associated with the continuance dimension commitment, where the employee is calculative with the need to stay in the organisation when evaluating the rewards (Beck & Wilson, 2000). This implies that at this stage employees stay in the organisation because of what they receive (Meyer & Allen, 1997).

3.4.1.2   Identification stage

The second stage, namely identification occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organisation (O'Reilly, 1989). Employees feel proud to be part of the organisation; they may regard the roles they have in the organisation as part their self-identity (Best, 1994). Organisational commitment at this stage is based on the normative dimension (Meyer & Allen, 1997). The individual stays because he or she should and is guided by a sense of duty and loyalty towards the organisation.

3.4.1.3   Internalisation stage

The last stage, namely internalisation takes place when the employee finds the values of the organisation to be intrinsically rewarding and congruent with his or her personal values (O'Reilly, 1989). Organisational commitment at this level is based on the affective dimension (Meyer & Allen, 1997). The employee at this stage develops not only the sense of belonging but passion to belong to the organisation hence the commitment is based on a "want to stay" basis. The values of the individual are therefore congruent with those of the group and the organisation (Suliman & Iles, 2000).

3.4.2   Levels of organisational commitment

There are different levels of organisational commitment which are related to the individual's development of the individual's organisational commitment (Reichers, 1985).

Figure 3.2 depicts the levels of commitment when it is increasing and when it is decreasing. Employee's level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Reichers, 1985).
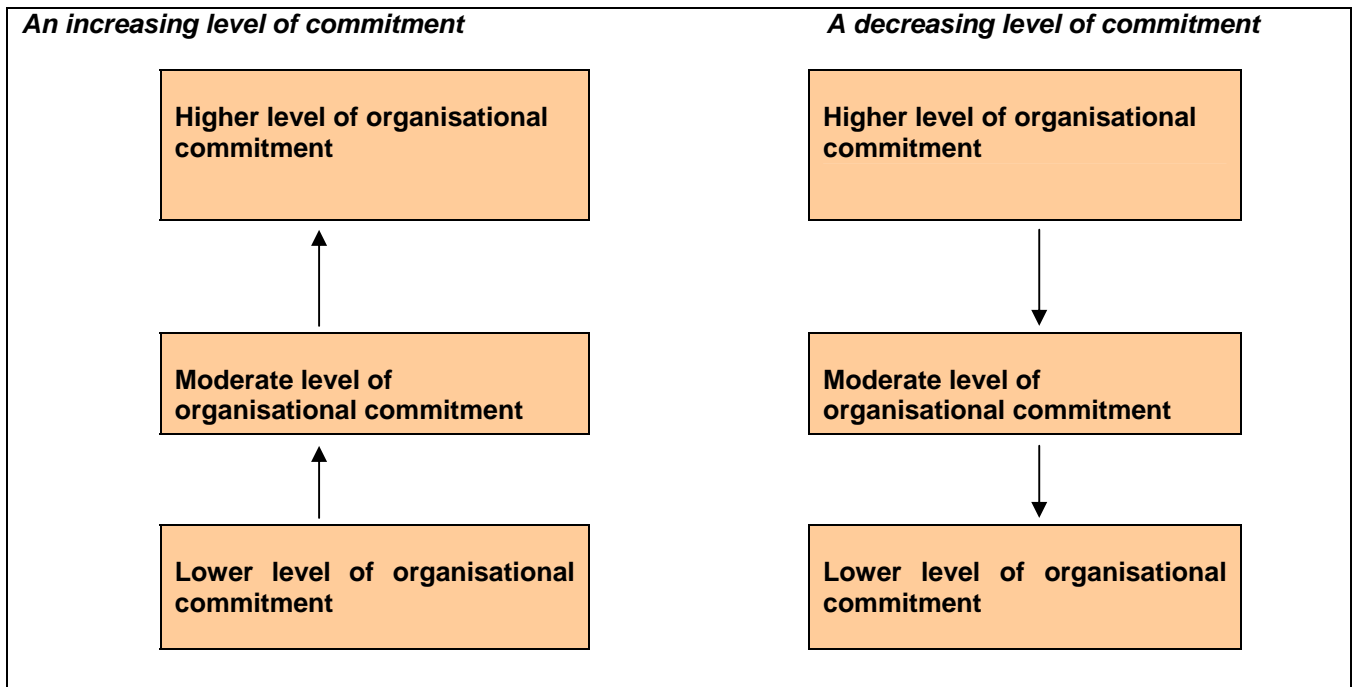
Figure 3.2: Levels of organisational commitment development (Reichers, 1985)

The following is a description of the levels of organisational commitment:

3.4.2.1   Higher level of organisational commitment

A high level of organisational commitment is characterised by a strong acceptance of the organisation's values and willingness to exert efforts to remain with the organisation (Reichers*, 1985).* Miller (2003, p 73) states that "high organisational commitment means identifying with one's employing organisation". The "will to stay" suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

3.4.2.2   Moderate level of organisational commitment

The moderate level of organisational commitment is characterised by a reasonable acceptance of organisational goals and values as well as the willingness to exert effort to remain in the organisation (Reichers, 1985).

This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997). The individuals stay in the organisation because they should do so.

3.4.2.3   Lower level of organisational commitment

The low level of organisational commitment is characterised by a lack of neither acceptance of organisational goals and values nor the willingness to exert effort to remain with the organisation (Reichers, 1985). The employee who operates on this level must be disillusioned about the organisation; such an employee may stay because he or she needs to stay as associated with the continuance dimension (Meyer & Allen, 1997). Given an option they will leave the organisation.

3.5   FACTORS AFFECTING ORGANISATIONAL COMMITMENT

There are a variety of factors that shape organisational commitment. Such factors include the following: job-related factors; employment opportunities; personal characteristics; positive relationships; organisational structure; and management style.

3.5.1   Job-related factors

Organisational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or visa versa (Randall, 1990). The job role that is ambiguous may lead to lack of commitment to the organisation and promotional opportunities can also enhance or diminish organisational commitment (Curry, Wakefield, Price & Mueller, 1996).

Other job factors that could have an impact on commitment are the level of responsibility and autonomy. Baron and Greenberg (1990, p 174) state that "the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it".

3.5.2 Employment opportunities

The existence of employment opportunities can affect organisational commitment (Curry et. al., 1996). Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organisation as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of organisational commitment (Vandenberghe, 1996). As a result, membership in the organisation is based on continuance commitment, where employees are continuously calculating the risks of remaining and leaving (Meyer & Allen, 1997).

3.5.3 Personal characteristics

Organisational commitment can also be affected by the employee's personal characteristics such as age, years of service and gender (Meyer & Allen, 1997). Baron and Greenberg (1990, p 174) state that "older employees, those with tenure or seniority, and those who are satisfied with their own levels of work performance tend to report higher levels of organisational commitment than others". This implies that older people are seen to be more committed to the organisation than other age groups.

Another personal characteristic that may affect organisational commitment is associated with gender (Meyer & Allen, 1997). However, it is argued that gender differences in commitment are due to different work characteristics and experiences that are linked to gender (Mathieu & Zajac, 1990).

3.5.4   Work environment

The working environment is also identified as another factor that affects organisational commitment. One of the common working environmental conditions that may affect organisational commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process (Klein, 1987). This concept of ownership which includes participation in decision-making on new developments and changes in the working practices, creates a sense of belonging (Armstrong, 1995). A study conducted by Subramaniam and Mia (2001) also indicates that managers who participate in budget decision-making tend to have a high level of organisational commitment.

Another factor within the work environment that may affect organisational commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style (Meyer & Allen, 1997). Metcalfe and Dick (2001, p 412) in their study conclude that "the low level of organisational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behaviour that has a negative effect on organisational commitment of subordinates".

3.5.5   Positive relationships

The organisation as a workplace environment is built up of working relationships; one of which is the supervisory relationship. According to Randall (1990, p 370) "the supervisory relationship can affect organisational commitment either positively or negatively". A positive supervisory relationship depends on how work-related practises such as performance management are being implemented in the organisation (Randall, 1990). When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organisation (Benkhoff, 1997).

Other work relationships, such as teams or groups, which exist in the workplace, can affect organisational commitment. Organisational members can demonstrate commitment when they are able to find value through work relationships (Mathieu & Zajac, 1990). Brooke, Russell and Price (1988, p 141) state that "employee commitment and attachment to the organisation can be increased through efforts made to improve the organisations social atmosphere and sense of purpose". In essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organisation.

3.5.6   Organisational structure

Organisational structure plays an important role in organisational commitment. Bureaucratic structures tend to have a negative effect on organisational commitment. Zeffanne (1994, p 991) indicates that "the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organisation". The management can increase the level of commitment by providing the employees with greater direction and influence (Storey, 1995).

3.5.7   Management style

It is stated by Zeffanne (1994, p1001) that "the answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivators such as styles of management not suited to their context and to contemporary employee aspirations". A management style that encourages employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organisational goals.

Gaertner (1999, p 482) argues that "more flexible and participatory management styles can strongly and positively enhance organisational commitment". Organisations need to ensure that their management strategies

are aimed at improving employee commitment rather than compliance (William & Anderson, 1991).

3.6 EFFECTS OF ORGANISATIONAL COMMITMENT

Organisational commitment can have either a negative or a positive effect on the organisation.

3.6.1 Negative effect of low level organisational commitment

The negative effect implies that the level of organisational commitment is low. Employees with a low level of organisational commitment tend to be unproductive and some become loafers at work (Morrow, 1993).

Lowman (1993, p 65) states that organisational commitment can be regarded as a "work dysfunction when it is characterised by under-commitment and over-commitment". The following are the characteristics of over-commitment and under-commitment according to Lowman (1993, p 65 - 142):

TABLE 3.1   CHARACTERISTICS OF OVER-COMMITMENT AND UNDER-COMMITMENT (Lowman, 1993)

Under-commitment	Over- commitment
Fear of success.	Overly loyal employees.
Fear of failure.	Job and occupational burnout.
Chronic and persistent procrastination.	Obsessive-compulsive patterns at work.
Negative cultural, familial and personality factors.	Neurotic compulsion to succeed.
Chronic and persistent under-achievement.	Extreme high level of energy.

In certain cases the high rate of staff turnover and absenteeism are associated with the low level of organisational commitment (Morrow, 1993). Cohen (2003, p xi) motivates that "lack of organisational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate".

Organisational commitment is regarded to be the best predictor of employees' turnover, than the far more frequently used job satisfaction predictor (Miller, 2003). Given the fact that employees who operate in a continuance commitment dimension are calculative of their stay, one would deduce that such employees may continuously stay away from work when they feel like, doing so.

3.6.2 Positive effect of organisational commitment

Committed organisational members contribute positively to the organisation which is not the case with less committed members. Cohen (2003, p 18) states that "organisations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness". This implies that employees with a high level of commitment tend to take greater efforts to perform and invest their resources in the organisation (Saal & Knight, 1987).

Organisational commitment can result in a stable and productive workforce (Morrow, 1993). It enables employees to release their creativity and to contribute towards organisational development initiatives (Walton, 1985). Employees who are highly committed do not leave the organisation because they are dissatisfied and tend to take challenging work activities (Meyer & Allen, 1997). Committed members are normally achievement and innovative orientated with the ultimate aim of engaging in and improving performance (Morrow, 1993).

Other positive effects of organisational commitment include feelings of affiliation, attachment and citizenship behaviour, which tend to improve organisational efficiency and effectiveness (Williams & Anderson, 1991). Affectively and normatively committed members are more likely to maintain organisational membership and contribute to the success of the organisation than continuance-committed members (Meyer & Allen, 1997).

3.7 MANAGING ORGANISATIONAL COMMITMENT

Organisations are continuously faced with the demand and supply challenges of the changing market. In order for the organisation to adapt to the intense competition in the market place and the rapid changes in technology, it requires organisational members have to be internally committed (Miller, 2003). The organisation is then faced with a challenge of managing its employees' commitment throughout, to ensure sustainability.

O' Reilly (1989, p 20) states that "to understand what commitment is and how it is developed, is by understanding the underlying psychology of commitment so that we can think about how to design systems to develop such an attachment among employees". It is therefore crucial for the organisation to first understand commitment in order to manage it.

According to Arnold (2005, p 268) "organisational commitment can be fostered by giving individuals positive experiences". A study by Finegan (2000) suggests that affective commitment correlates with an organisation perceived to value humanity, while the value of convention is correlated with continuance commitment.

Goss (1994) is of the opinion that the structural and job design techniques can be used to foster organisational commitment in the following ways:

❖ Firstly, structural technique involves a flat organisational structure that limits hierarchical order of reporting and encourages one on one contact. It also encourages the coordination of shared goals and communication in the organisation that is both horizontal and vertical, thereby reaching all levels.

❖ Secondly, job design related techniques focus mainly on allowing employees to be involved in the decision-making processes and it emphasises the importance of work teams.

Another important mechanism to manage organisational commitment is through substantial human resource policies and practices that are fair. Meyer and Allen (1997, p 47) argue that "one way that organisational fairness is communicated is through the development and enactment of specific policies and procedures that are and are seen to be fair". Figure 3.3 presents the link between human resources policies and organisational commitment dimensions (Meyer & Allen, 1997).

This link implies that the employees' perceptions of human resources policies and practices lead to the development of a particular dimension of organisational commitment. Human resources policies and practices that are perceived to enhance employees' self worth tend to lead to affective commitment to the organisation (Meyer & Allen, 1997).

On the other hand, continuance commitment is due to perceived cost of loss in human resources practices; while normative commitment is due to the perceived need to reciprocate (Meyer & Allen, 1997).
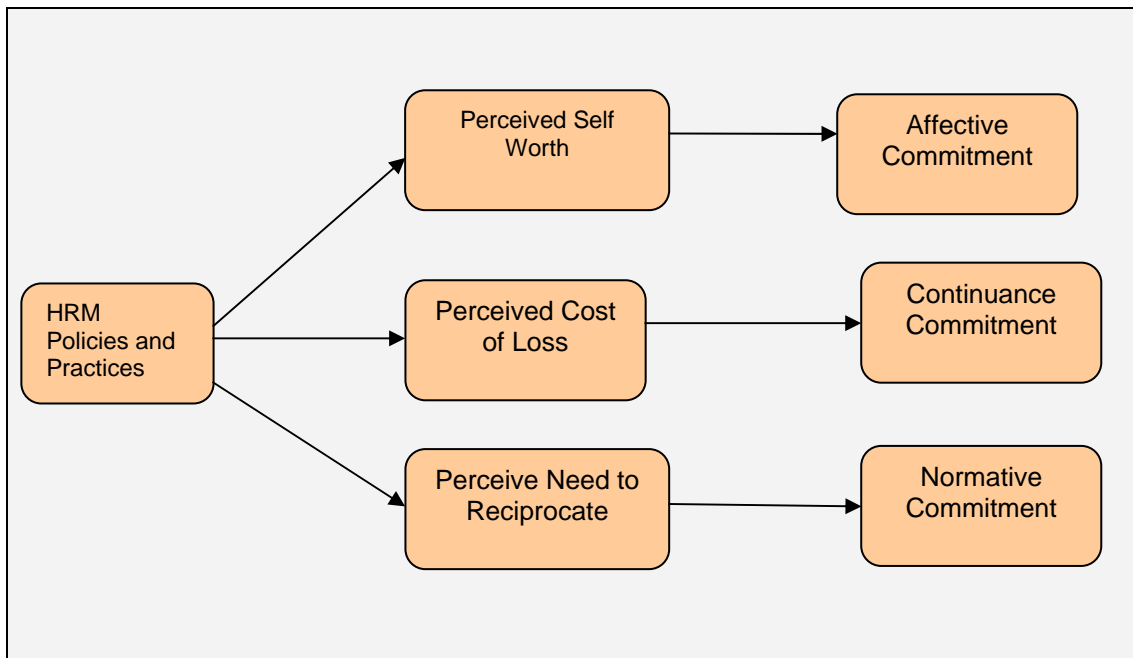
Figure 3.3 The link between organisational commitment dimensions and human resources policies and practices (Meyer & Allen, 1997)

Meyer and Allen (1997, p 68 –72) suggest that when implementing human resources policies and practices as a strategy to manage organisational commitment, it is important to consider the following:

- ❖ Firstly, that interests of the organisation and organisational members do not necessarily coincide.

- ❖ Secondly, management must not define and communicate values in such a way that inhibit flexibility, creativity and the ability to adapt to change.

- ❖ Thirdly, not too much should be expected from campaigns to increase organisational commitment.

Leaders in the organisation have an important role to play in developing the needed organisational commitment. Tjosvold, Sasaki and Moy (1998, p 571) maintain that "the three possible ways to enhance organisational commitment are to focus on: the employees' need for fulfilment; their self-esteem; and social support". This strategy is not an attempt by leadership to manipulate employees to accept management values and goals. In essence, when organisations trust and treat employees like adults, they develop a sense of

belonging, as a result employees respond with total commitment to the organisation (Finegan, 2000).

The traditional way to build organisational commitment or loyalty by offering job security and regular promotions is becoming impractical for many organisations (Arnold, 2005). Another way of managing organisational commitment is through resuscitating the survivors of change due to restructuring (Meyer & Allen, 1997). Organisational change through restructuring often involves significant downsizing and this has a negative impact on the survivor's moral and organisational commitment.

3.8 CHAPTER SUMMARY

This chapter described the concept organisational commitment based on the adopted model for this study. Herewith the second specific aim of the literature review, namely to explore the concept organisational commitment was met by focusing on the development, effects and management of the concept in detail.

An integration indicating the impact of organisational culture on organisational commitment will follow.

Chapter 4 will discuss on the empirical study.

INTEGRATION

The theoretical link between organisational culture and organisational commitment is that the organisation's prevailing culture does appear to affect important outcomes such as organisational commitment and performance (Nystrom, 1993). Martins and Martins (2003, p 380) state that "organisational cultures create high levels of commitment and performance". This implies that organisational commitment is the result of organisational culture.

Black (1999, p 402) states that "culture influences employee's work effort and commitment, both directly through cultural values and attitudes; and indirectly through its impact on human resources practices". This suggests that organisational commitment develops through organisational culture, which is enforced through organisational practices.

A study conducted by Drenth, Thierry and Wolff (1998) found that there is a positive relationship between a high level of organisational commitment and the two dimensions of organisational culture - namely support-oriented culture and innovation-oriented culture. In other words, both support and innovation culture dimensions lead to a high level of organisational commitment.

The normative dimension of organisational commitment is also linked to organisational culture. Findings by O'Reilly et al (1991) suggest that individuals who fit the organisational culture, are those who are committed at a normative or value-based commitment dimension. Furthermore, normative commitment is often associated with organisations that have strong organisational culture (O'Reilly et al, 1991).

Nystrom (1993, p 46) states that "the correlation between organisational culture and organisational commitment indicates that people who work in a strong culture feel more committed". This theoretically suggests that organisational culture is a predictor of organisational commitment. Thus,

organisational culture is considered to play a crucial role for management to build organisational citizenship or commitment (Brightmen & Moran, 1999).

The theoretical integration of organisational commitment and organisational culture indicates that there is a link between the two variables as discussed above. However, there is no evidence found on similar studies conducted in South Africa. There is a need for an empirical study to further determine the correlation of these two variables. This study is therefore aimed at giving substantial scientific evidence which is based on empirical research, to indicate the relationship between organisational commitment and organisational culture from a South African point of view.

This postulates that theoretically the variable organisational culture have an impact on organisational commitment as an organisational outcome.