

Organizational Commitment and Organizational Sustainability

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ABSTRACT

Organizational commitment in implementing strategic management plays a very important role, both in the planning, implementation, and evaluation stages. However, especially in the implementation phase, organizational commitment has a very prominent role. Strategy implementation requires commitment from teams throughout the organization. Strategic commitment is defined as joint voluntary effort, cooperation, and support for strategy within organizational units. Before an organization can commit to a strategy, organizational members need to know and understand the strategic vision, where employees are very interested in the goals, values, and goals of the organization. Thus, a shared understanding of organizational strategy, forms an important starting point in developing an understanding of how strategic leadership can influence organizational strategic commitment. Because organizational commitment includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization for the achievement of goals. The involvement of personnel in strategic planning can increase member commitment, so that commitment will be carried into program implementation and managers need to involve personnel in strategic planning so as to increase personnel commitment in strategy implementation. Overall organizational commitment is a state of the extent to which an employee sided with a particular organization and its goals, and intends to maintain membership in the organization to maintain the continuity of the organization.

KEYWORDS: *Organizational Commitment, Organizational Sustainability*

INTRODUCTION

Strategy implementation requires commitment from teams throughout the organization. Strategic commitment is defined as joint voluntary effort, cooperation, and support for strategy within organizational units (Dooley et al., 2000). When employees are committed to strategy, they realize that their efforts are an integral part of the successful implementation of the organization's strategy. Strategic commitment thus goes beyond a positive attitude towards strategy; it includes the willingness of employees to exert effort in implementing the strategy (Herold, Fedor, Caldwell, & Liu, 2008). Before an organization can commit to a strategy, organizational members need to know and understand the strategic vision. Thus, the researcher argues that

research on strategic consensus, a shared understanding of organizational strategy (Kellermanns et al., 2005), forms an important starting point in developing an understanding of how strategic leadership can influence organizational strategic commitment. The rich research tradition in strategic management supports the central role of strategic consensus in strategy implementation (Kellermanns, Walter, Floyd, Lechner, & Shaw, 2011). This is because strategic consensus reduces the pursuit of subunit goals over organizational goals (Ketokivi & Castaner, 2004) and facilitates communication, collaboration, and coordination focused on strategy realization (Kellermanns et al., 2005). This article discusses the importance of

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organizational commitment in creating organizational competitiveness and maintaining organizational sustainability.

Organizational Commitment

Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization in order to achieve goals (Steers & Porter, 2011).

According to Kaswan (2017) in Ridlo, M., Wardahana, IA, & Jessica, KG (2021) organizational commitment is a measure of employee willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to make an effort to get the job done and a desire to continue working there. Kreitner, Robert & Kinicky, Angelo. 2013 in Kaswan 2017 states that organizational commitment reflects how individuals identify with the organization and are bound by its goals.

Mowday, RT (1998) argues that organizational commitment is the identification of a person's relatively strong involvement in the organization and is willing to strive for the achievement of organizational goals. Lutthans, Fred. (2005) defines organizational commitment as a strong desire to become a member of a particular organization. Organizational commitment is also a desire to achieve a high level of expertise on behalf of the organization, a certain belief, and acceptance of the values and goals of the organization.

According to Sianipar, ARB, & Haryanti, K. (2014) organizational commitment is an employee's decision to continue his membership in the organization by wholeheartedly accepting the organization's goals and making the best contribution to the progress of the organization. Kreitner, Robert & Kinicky, Angelo. 2013 states that organizational commitment is the degree to which an employee identifies with the organization and wants to continue to actively take part in it. Mathis and Jackson (in Sopiah, 2008) also state that organizational commitment is the degree to which employees believe and are willing to accept organizational goals and will stay or will not leave the organization.

According to Meyer and Allen regarding the dimensions of organizational commitment (in Luthan, 2001) and a questionnaire made by RT Mowday; RM Steers, and LW Porter (Luthan, 2004). Commitment can be seen from three dimensions, namely: a).

Affective commitment which is a form of employee emotion such as identification and involvement in the organization; b). Continuous commitment in the form of involvement based on benefits and costs, and c). Normative commitment in the form of attachment to rules or obligations. Thus, the commitment variable is operationalized into several indicators (Luthan, 2002), namely:

- A. Strive for organizational success.
- B. Pride in the organization.
- C. Alignment of individual and organizational values.
- D. Caring for the fate of the organization.
- E. Inspiration to improve performance.
- F. Accept any assignment from the organization.
- G. Involvement in organizational policy making
- H. Feeling happy choosing / getting a job in the organization.
- I. Desire to stay in the organization.
- J. Loyalty to the organization.
- K. Shows love for people outside the organization for the organization where they work.
- L. Loyalty to the organization, whatever the conditions.

Aspects of Organizational Commitment

Steers and Porter (2011) suggest that organizational commitment is divided into three aspects, namely:

A. Identification

Identification is the acceptance of organizational goals that employees trust because they have been prepared to meet the employee's personal needs and desires. Employee identification is seen through the attitude of agreeing to organizational policies, the similarity of personal values and organizational values, as well as their pride in being part of the organization.

B. Involvement

Involvement is the extent to which the employee's efforts to accept and carry out every task and obligation assigned to him. Employees not only carry out their duties but always try to exceed the minimum standards set by the organization. Employees will also be encouraged to do work outside of their duties and roles if required by the organization, in collaboration with leaders or with fellow co-workers.

C. Loyalty

Loyalty is an evaluation of commitment with an emotional bond between the organization and employees and a strong desire to remain a member of the organization concerned.

Aspects of organizational commitment are further put forward by Luhans (2006):

- A. **Effective commitment** Effective commitment is an employee's emotional attachment, identification and involvement in the organization
- B. **Continuance commitment** Continuity commitment is a commitment based on the costs associated with leaving an employee from the organization. This may be due to loss of seniority over promotions or benefits.
- C. **Normative commitment** normative commitment is a feeling of obligation to be in the organization because it has to be, it is the right thing to do.

Based on the description previously described, there are three aspects of organizational commitment according to Steers and Porter (2011) namely identification, involvement and loyalty, besides that organizational commitment also includes three other aspects according to Luhans (2001) namely effective commitment, continuation commitment, and normative commitment. .

Organizational Commitment Factors

Dyne and Graham (in Priansa, 2014) state that there are factors that influence organizational commitment, namely:

- A. **Personal** Personal factors include personality traits, age, education level, gender, and marital status, further explanations are:
 - 1. Personality traits, namely extroverted individuals tend to be more optimistic in carrying out their duties. In addition, extroverted individuals are more team-oriented and place group goals above their own goals and individuals who are altruistic (like to help) will tend to be more committed to their organizations.
 - 2. Age, namely employees who are older tend to have a sense of attachment or commitment to the organization compared to younger ones, thereby increasing their loyalty to the organization. This is not only due to the longer stay in the organization, but with the old age, the fewer opportunities for employees to find the organization.
 - 3. The level of education, namely the higher the level of education of a person, the more expectations that may not be accommodated, so that the commitment is lower.
 - 4. Gender, namely women have a lower commitment than men due to discrimination in the workplace which considers women's abilities to be not the same as men so that most women get relatively low positions or positions and are less involved in organizational problems.
 - 5. Marital status is a person who is married tends to have good work performance because he will receive various forms of rewards, both financial and non-financial, all of which indicate a greater responsibility to his family. Married employees

are closer to the organization, so they can form a strong commitment to the organization where they work.

B. Situational

Situational factors include workplace values, workplace values, organizational justice, job characteristics, and organizational support. Further explanations are:

- 1. Workplace values, i.e. shared values, are a crisis component of the interrelated relationship. The values of quality, innovation, cooperation, participation, and trust will make it easier for every employee to share and build close relationships. If employees believe that the value of the organization is the quality of products and services, employees will engage in behaviors that contribute to making that happen.
- 2. Organizational justice is justice related to the fairness of the allocation of resources, justice in the decision-making process, and justice in the perception of fairness in maintaining interpersonal relationships.
- 3. Characteristics of work that is meaningful, autonomous and feedback work can be an internal work motivation. Network, Beggs states that satisfaction with autonomy, status and policy is an important predictor of commitment. Characteristics of the specifications of the job can increase a sense of responsibility, as well as a sense of attachment to the organization.
- 4. Organizational support is the support provided by the organization, contribution awards and appreciation for employees in their work, this is something that is perceived by employees which is commonly called Perceived Organizational Support (POS). Employees' perceptions of organizational support that can prosper them make employees more committed because their expectations are met, so they are willing to commit to being further involved with their organization in order to achieve organizational goals (Dyne & Graham in Priansa, 2014)

C. Positional

Positional factors include years of service and level of work, further explanations are:

- 1. A long working period will make employees more committed, this is because it gives employees more opportunities to give challenging assignments, greater autonomy, and higher promotion opportunities, as well as opportunities for personal investment in the form of greater thoughts, energy and time. , more meaningful social relationships, and reduced access to new job information.

2. Employment Level Various studies mention socioeconomic status as the strongest predictor of commitment. High status tends to increase motivation and ability to be actively involved.

Factors of organizational commitment further stated by Allen, NJ, & Meyer, JP (1996)), namely:

A. Individual personal characteristics

Individual personal characteristics are divided into two demographic variables and dispositional variables. Demographic variables include gender, age, marital status, education level, and the length of time a person has worked in an organization. Dispositional variables include the personality and values of organizational members, including the need for achievement, a good work ethic, the need for affiliation, and the individual's perception of his or her own competence.

B. Organizational characteristics

The things that are included in the characteristics of the organization are the organizational structure, the design of policies in the organization, and how to socialize the policies of the organization.

C. Experience during organization

Organizational experience is included in the satisfaction and motivation of organizational members while in the organization.

Based on the factors that have been described previously, there are three factors according to Dyne and Graham (in Priansa, 2014) namely the first personal which includes personality traits, age, education level, gender, and marital status, the second situational which includes workplace values, organizational justice, job characteristics, and organizational support, and the three positions which include tenure and level of work, in addition there are other factors according to Allen and Meyer (1991) namely individual personal characteristics, organizational characteristics, and experience during the organization.

Organizational Commitment Strategy

Furthermore, according to Armstrong (1991), there are 10 components as a strategy for management to increase member commitment to the organization in achieving its goals, namely:

1. Define and disseminate the organization's mission and values;
2. Disseminate organizational goals by increasing everyone's understanding of the organization's strategy and inviting organizational members to participate in translating goals into strategy;
3. Invite members of the organization to be involved in defining the problem and being involved in

solving it until they feel that this step is their "own";

4. Provide a pattern of transformational leadership that is giving members of the organization inspiration for ideas that lead to the future;
5. Use every available communication medium to convey the right message about the mission, values, and strategy of the organization;
6. Provide examples and training that is the embodiment of the organization's management style in increasing the involvement and cooperation of members;
7. Develop organizational processes and climates capable of enhancing the development of people's skills in achieving higher achievement goals;
8. Introduce to members of the organization's profit (profit) organization and profit achievement plans for the years to come;
9. Use existing training programs to increase the good impression of employees, especially new employees, of the organization;
10. Use workshops or other types of training to get everyone to discuss important issues facing the organization and give them the opportunity to contribute ideas. Even if necessary take action regarding their good ideas

The Importance of Organizational Commitment

Organizational commitment in implementing strategic management plays a very important role, both in the planning, implementation, and evaluation stages. However, specifically in the implementation phase, organizational commitment has a very prominent role, this is evidenced by the results of research conducted by Wijayanti (2007). The involvement of personnel in strategic planning can increase member commitment, so that commitment will be carried into program implementation, as Kohtamaki *et.al.* (2012, p. 159) in their research shows that managers need to involve personnel in strategic planning so as to increase personnel commitment in implementation strategy.

From several aspects of organizational commitment that have been described, the researchers chose to use the aspects proposed by Steers and Porter (2011), namely Effective Commitment, Continuing Commitment, and Normative Commitment. This aspect was chosen as a reference used to measure organizational commitment to government institutions or institutions. Researchers have considerations in choosing these aspects, namely in line with the variables used, the description is more concrete, supported based on the results of interviews, and seen from the conditions of the research place so

that the three are able to reveal the organizational commitment of the subject.

Omar Diaj Bin Omira (2015) in his research found that the full mediating effect of organizational commitment on the relationship between organizational culture and organizational performance, but organizational commitment was found to partially mediate the relationship between leadership style and organizational performance. No mediation of job satisfaction was found on the relationship between leadership style and organizational performance and on the relationship between organizational culture and organizational performance. Organizational commitment is the degree to which employees believe and accept the goals of the organization and will stay or will not leave the organization. Organizational commitment is an individual's loyalty and identification with the organization. Overall organizational commitment is a state of the extent to which an employee sided with a particular organization and its goals, and intends to maintain membership in the organization to maintain the continuity of the organization. Based on these definitions, it can be concluded that organizational commitment is a psychological bond between members of the organization in the organization which is characterized by the presence of (strong belief and acceptance of the goals and values of the organization, willingness to strive to achieve organizational interests, strong desire to maintain position as a member of the organization). These are the things that will strengthen the organization, become the competitiveness of the organization and create long-term survival.

Conclusion

Commitment can be seen from three dimensions, namely: a). Affective commitment which is a form of employee emotion such as identification and involvement in the organization; b). Continuous commitment in the form of involvement based on benefits and costs, and c). Normative commitment in the form of attachment to rules or obligations. Thus, organizational strategic management in ensuring organizational survival needs to consider several aspects of organizational commitment proposed by Steers and Porter (2011) and several factors that influence organizational commitment proposed by Dyne and Graham (in Priansa, 2014) and can measure organizational commitment through several indicators from (Luthan, 2002), in researching organizational commitment and organizational survival.

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