



Investigation of Commitment to Different Organizational Foci

Research project by

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Agenda

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- › The theoretical foundation
- › Model for analyses
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- › **Problematics for discussion**



Research questions

- › Which relations can be identified between commitment to the job, department, organization, and profession?

- › And the sub-research questions are as follows
 - › How is the degree of employee participation related to the research question?
 - › How is the intention to quit a job, department, organization and profession connected to these relations?
 - › How is job performance connected to these relations?

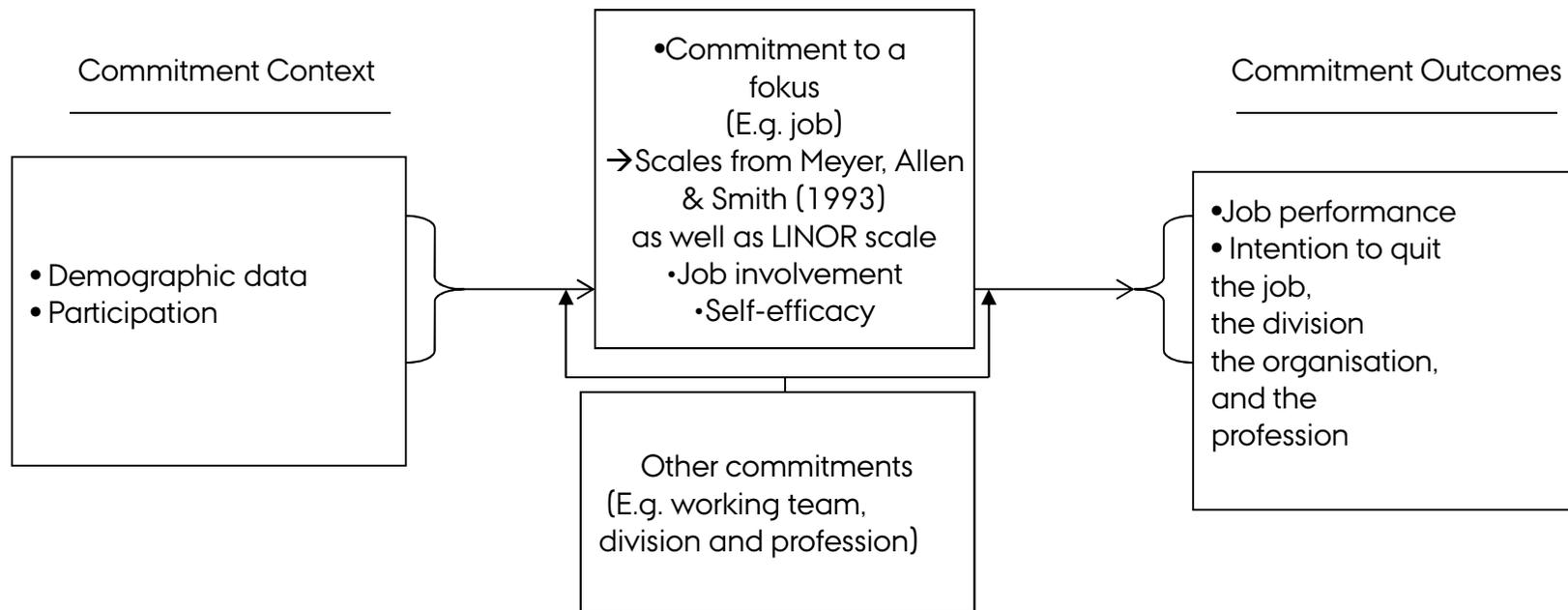


The theoretical foundation

- › Commitment refers to the bonds between the employee and different targets in the working life, which imply commitment to be considered to a focus such as organization, team, or customer.
- › The employees can have different forms of commitment to multiple targets in varying degrees.
- › The current dominant perspective in the study of commitment is taken by Meyer and Allen (1991;1997). Here commitment is experienced as one or more three distinct mind-sets.
 - › The affective mind-set is characterized by the employee's emotional attachment, identification, and involvement.
 - › The normative mind-set is where a feeling of obligation is dominant.
 - › The continuative mind-set is characterized by an awareness of cost.



Model for analyses





Research hypothesis (examples)

- › A high degree of employee participation to a work focus will correlate positively with a high degree of commitment to the same focus.
- › Commitment to the job is of more importance for commitment to the organization than the commitment to the organization is for commitment to the job.
- › A low degree of organizational commitment, a high degree of job commitment, and a high level of job autonomy will correlate negatively with the intention to quit the job.



Methodology

> Population

- > The project is implemented in cooperation with the healthcare system in South Denmark. The data will be gathered on three divisions distributed on four different hospitals (n about 800). The study will include various professions such as doctors, nurses, as well as social and healthcare assistants.

> Data will be collected through a questionnaire survey. In the survey there will be scales related to

- > The employee's commitment to the job, profession, division, and organization.
- > Employee's perception of participation, self-efficacy, job involvement, job performance, intention to quit, as well as personal- and work demographic data.

> Longitudinal study

- > First data collection 26. October 2011, second data collection April 2013.



Development of a LINOR affective commitment scale

- › In Meyer's later work (for example Meyer, Becker and van Dick (2006) and Meyer (2009)) he separates identification from commitment, which has also been supported elsewhere theoretically and empirically (Jaussi, 2007; Van Kippenberg & Sleebos, 2006; Riketta & Van Dick, 2009).
- › The operationalizations of affective commitment by Allen and Meyer (1990) and Meyer, Allen and Smith (1993) do only include identification and an emotional attachment (Jaussi, 2007).
- › We developed an affective commitment scale to reflect the theoretical development in the field, where commitment is reflected by involvement and emotional attachment.



Development of the scale

- › Allen and Meyer (1990) and Meyer, Allen and Smiths (1993) scales have to be modified to each different focus.
 - › For example: “I would be very happy to spend the rest of my career with this organization” is difficult to use for commitment to a change process.
- › This means that it is questionable if the same construct is being measured. Therefore, we wanted it to be possible to apply our scale on any focus.



Development of the scale

- › Meyer and Allen's (1991; 1997) commitment theory is built on previous work, from where they extracted the three commitment mind-sets.
- › We have gone back in the early, as well as present, work and let us inspire by how involvement and emotional attachment have been operationalized.
 - › We identified 20 operationalizations based on literature search on PsychINFO as well as Jaros (2009).
 - › These questions were gathered and translated into Danish.
 - › An example is Torka og Schyn's (2010) question "I like the job I do"



Development of the scale

- > We added some questions based on what we thought reflected emotional attachment and involvement.
 - > An example is "I am very involved in___"
- > Hereafter the questions were tested in a pilot study distributed through facebook where 189 persons fully completed the questionnaire.
- > The factor analyses helped to select the questions (based on factor loading). Correlation analyses were also made to help reduce the questions, since many of them were very similar with intern correlations as high as 805. Now the intern correlations are between .428 and .701.



The LINOR affective commitment scale

- > We ended up with the following seven items, reflecting an emotional attachment and involvement. The cronbach alpha in the pilot were .899 (for commitment to the job). The factor analysis show that the items reflects one construct.

| | Not at all | A little | Some | Much | Very much |
|--|------------|----------|------|------|-----------|
| I am willing to put a great deal of effort beyond normally expected ____ | 1 | 2 | 3 | 4 | 5 |
| I am very involved in ____ | 1 | 2 | 3 | 4 | 5 |
| I am very interested in ____ | 1 | 2 | 3 | 4 | 5 |
| I really care about ____ | 1 | 2 | 3 | 4 | 5 |
| I feel emotionally attached to ____ | 1 | 2 | 3 | 4 | 5 |
| I like the ____ | 1 | 2 | 3 | 4 | 5 |
| I do feel a strong sense of belonging to ____ | 1 | 2 | 3 | 4 | 5 |



Problematics for discussion

- › What type of concept is commitment? (Attitude, force or bond)
- › Should behavioral terms be included in the definition of commitment?
- › What is the dimensionality of commitment?
- › Should commitment reflect the same core regardless different foci?
- › Should commitment be understood as a conscious choice?



Thank you for your attention





Literature

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