IMPACT OF ORGANIZATIONAL IDENTIFICATION ON EMPLOYEES WORK COMMITMENT

Fatima Shahnawaz

Research Scholar, Department of Psychology, Aligarh Muslim University,Aligarh, India.
fatima.shah03@rediffmail.com

ABSTRACT

For healthy living, positive thinking is one of the most important aspects for every one either at work or outside the work place. The present paper was aimed in the same direction for looking into the impact of organizational identification on work commitment because of the fact that identification with work and/or an organization itself help in improving the work or within the work organization. If it is so happens then organizational identification is most likely to boost of employees work commitment. The study was conducted on teaching faculties working in a central university. The finding of this study revealed that organizational identification has a significance aspect of work commitment. In the light of the finding, it is suggested that entire working conditions along with the conditions and enriching the quality of life at both psycho-physical level be improved for ultimate work related behavioral outcome viz., organizational commitment . Hence, it will be an approach of developing positive thinking for positive living especially at work which may be fruitful for both individual employee and the organization.

Key Words: Work, Employees and Commitment.

INTRODUCTION:

In the present modern age 'job life' has probably become the most significant form of life for the modern man. Enriched job life does not merely provide job satisfaction but also contributes to heighten other work related outcomes as well as life satisfaction. In the work pace in an organization, employers are highly concerned with employee's work efficiency and for such reason organization identification and work commitment seem to be highly important for determining efficiency. Hence, the present endeavor is to study work commitment as a function of identification. In this regard it is imperative to mention the attitude of people towards job, other similar activates or. Objects are inculcated during the process of socialization and enculturation. According to Roe

(1956) parents create a particular psychological climate which satisfies or frustrates the needs of the child in early childhood period. As a result, experiences of satisfaction or frustration help to develop a sort, of attitude or reaction toward person or objects. Thus, early experiences play a significant role for including attitude or establishing reactions towards any vocation or profession through adult socialization.

In view of the increasing competition in the global world, developing organizational effectiveness has become an important issue in achieving organizational objectives. Employee's attitudes towards the job and the organization as well determine job motivation, and job satisfaction, job involvement or any behavior that may be related to job or productive efficiency. It is imperative to mention here that since the present piece of research is related to the influence of organizational identification (IV) on work commitment (DV), and organizational identification (OI) has been most commonly defined as a congruence between individual and organizational values (Pratt, 1998), as well as the perception of oneness with and belongingness to the organization (Ashforth & Mael, 1989). Likewise, organizational identification has been researched as an individual's view and classification of oneself in terms of organizational membership (Rousseau, 1998). Social identity theory has combined the cognitive elements of organizational identification. For example, emotional attachment, feelings of pride, and other positive emotions that are derived from organizational membership have been incorporated in the operationalization of organizational identification. Similarly, O'Reilly and Chatman (1986) conceptualized organizational identification in terms of affective and motivational processes. They argued that organizational identification arises from attraction and desire to maintain an emotionally satisfying, self-defining relationship with the organization. Perhaps the most comprehensive definition of organizational identification would conceptualize it as a perceptual link to an organization. This link is established by employees through various cognitive and affective processes that occur as employees and an organization (including all its constituents—co-workers, supervisors) interact.

Under such new conceptualization, organizational identification is treated as a result of individual's assessment and evaluation of a plethora of social identities (enacted by multiple social categorization and self-categorization into certain social groups). And each social category has an identity (or multiple identities), which can be defined as the meaning(s) attributed by persons who

belongs to such social category. Organization is seen to be a salient social category, paralleling other social categories, e.g. ethnic groups, gender, religion. Once the organizational employees reach a positive evaluation (e.g. attractiveness in terms of maintain and enhance their self-continuity, self-distinctiveness, and self-esteem) of the identity (identities) and/or image (how others might see the organization) of their work organization, they tend to define themselves in terms of their membership with the organization, and internalize their believed organizational value and beliefs into their own value system. And they tend to be proud of being a member of that organization, and tend to more proudly claim their organizational membership publicly more often in contrast to other social categories/groups they belong to. This identification process certainly has wide implications for   organizational members' behaviors, e.g. championing their work organization to their relatives, friends, or the general public; more positive organizational citizenship behavior; cooperative behavior, etc (Dutton et al 1994).

Social identity model of organizational identification emphasizes the link between Organization's identity/image and self-concept (Dutton et al 1994). It is argued that Organizational identity (the organizational members' perception of the central, distinctive, and enduring characteristics of an organization) and construed organizational identity/image (the organizational members' belief of how external people perceive the central, distinctive, and enduring characteristics of an organization) are the two perceptual antecedents to organizational members' identification with their work organization. The model suggests that when organizational members perceive the organizational identity and/or construed organizational identity as more attractive, the more strongly they will identify with the organization. Organizational identity and/or construed organizational identity become more attractive when they can fulfill organizational members' self-concept needs, e.g. self-continuity, self-distinctiveness, and self-enhancement. Therefore, organizational identification happens when organizational members define their self-concept (continuity, distinctive, and enhancement) by reference to their perceived organization's central, distinctive and enduring characteristics. Dutton et al (1994) also suggested a reciprocal effect of organizational identification on organizational identity/image. In other words, organizational members who identify strongly with their work organization also, in turn, tend to perceive their organization's identity more favorably. So it is not necessary to highlight the studies related to job

motivation and job satisfaction. However, descriptions of work commitment are highly necessarily important, hence, being presented below.

 Therefore, employees' commitment with work plays a very significant role which in our view is highly determined by work identification. Padaki and Gandhi (1981) have rightly stated that "the initial positive feelings for the job, amount of efforts and early experiences on the job lay foundation for work identification". Padaki (1984) has pointed out in the light of the review of literature on job attitude that the relationship of an individual with his organization is based on two components of one's work life i.e. , (1) The nature of work he performs and (2) the conditions under which he works which seem to be very important in developing identification with work and thereby, determining the level of work commitment. The phenomenon of work commitment is universally accepted which refers to individuals attachment to the work and the organization. Whyte (1950) evolved the concept of "the organization man" that refers to once over-commitment to the organization. In whyte's opinion organizational man is a person who works for the organization as well as possess a feeling of psychological belongingness. In the area of commitment Lawrence (1958) , Kelman (1958) , Backer (1960) , Kanter (1968), Brow (1969), Hall et.al (1970) , and Romzek (1989) have deliberated on work and organization commitment but Meyer and Allen's (1961) concerted efforts noticed that all definitions or explanations regarding commitment reflected three broad aspects viz. , affective orientation, cost-based and obligation or moral responsibility. In the light of these observations Meyer and Allen (1993) proposed a three component model of organizational commitment namely, affective, continuance and normative commitment. Thereafter, Allen and Meyer examined affective, continuance and normative commitment as a function of age, service tenure and positional tenure. Also, in quest of the prediction of affective commitment, a study was conducted on library and hospital employees. They found that positional tenure was positively related with affective commitment. Angle and Lawson (1994) in their study found distinction between affective and continuance commitment that were in line with Meyer and Allen contention. A good number of studies on work commitment in the line of Allen and Meyer have advocated similar findings (Vanderberg and Scarpello, 1994; Shore et al, 1995; Meyer, Irving and Allen, 1998). The study of Shah (2000) and Imiaz(2000) have also

supported the distinction among affective, normative and continuance commitments as suggested by Meyer and Allen (1993).

In view of the above deliberations it was aimed to study work commitment as a function of work or/ an organizational identification. It is imperative to mention that work commitment is one of the key phenomenon that is likely to govern the intensity with which motivation at work take place and subsequently and make one feel satisfied with work. Moreover, work commitment is found conducive at work and likely to have very positive influence on work related behavior but it is indeed true that the phenomenon of work commitment is not possible in the absence of work and/or an organizational identification. Hence, in quest of testing the influence of the pattern of work and/or identification on work commitment it was hypothesized that work and/or an organizational identification and its two facets will significantly influence work commitment.

RESULT AND DISCUSSION:

It is important to mention that Organizational identification is an important factor contributing to work commitment of an employee. It seems that in the present context the word being highly commercial and calculative every individual worker calculates his benefits at work that make them to develop or experience commitment with work. Organizational identification is an outcome of socialization and acculturation process. Whereas, work commitment is a function of organizational conditions. It is a matter of fact that, once identification with the organization or work itself becomes instrumental in accelerating the level of commitment with work or organization. This is the reason why, the obtained findings asserts to the very positive influence of organizational identification on work commitment.

Organizational identification increase the quality of work as well as quality of life and positive thinking, as a result of which employees develop healthy living and they are satisfied with their work, this is more fruitful for both employee as well as organization too. Organizational identification is also responsible for the maintenance of psycho-physical level of an individual employee, because employee feel more adjustable with working conditions inside the organization and create an inner feeling of positive thinking through which there is a increment of production of an organization and employee's incentive (salary) because of the fact that organizational

identification itself help in improving along with increasing the work commitment of an individual employee.

CONCLUSION:

   At length, it is to be concluded that organizational identification is pre-requisite condition for developing commitment with the work or organization, although, these two phenomena are highly interrelated to each other. Whereas, organizational identification influence the work commitment and improving the employees positive thinking which are responsible for healthy living.

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