

# Analysis of Influencing Factors of Employee Organizational Commitment

Shaoxi Li<sup>1, a</sup>

<sup>1</sup>Graduate School of Business, Graduate University of Mongolia, Ulaanbaatar, 11000, Mongolia  
<sup>a</sup>420029510@qq.com

## Abstract

At present, domestic and foreign scholars have different understandings of organizational commitment. This paper analyzes the mechanism of the influence of organizational commitment on employee behavior based on previous theories. With the further research of scholars on the relationship between organizational commitment and employee performance, as an individual psychological phenomenon, Organizational commitment, like other attitude and incentive variables, has a significant impact on individual behavior in the organization, which provides the basis for modern organizational management practice. This paper analyzes the connotation and structure of organizational commitment, analyzes the influencing factors of organizational commitment, and puts forward relevant effective measures, which lays a strong foundation for further research on organizational commitment.

## Keywords

Enterprise employees; Organizational commitment; Influencing factors; Management suggestions.

## 1. Introduction

The concept of organizational commitment was first proposed by American sociologists in 1960, and has become one of the important contents of management, psychology and organizational behavior research. Organizational commitment reflects the employee's recognition of the enterprise, and is an important indicator to test the employee's loyalty to the enterprise and predict the employee's performance, job satisfaction and turnover rate. In addition to the influence of economic and contractual laws and regulations, it is also influenced by moral norms, emotional factors, values and personal abilities. At present, there are few analysis of influencing factors on employee organizational commitment in China. In view of this, it is necessary to conduct systematic research and analysis on this aspect.

## 2. Related Concepts of Organizational Commitment

### 2.1. Connotation of organizational commitment

Chinese researchers translate employee organizational commitment into "organizational loyalty", "organizational belonging" or "organizational identity". After this concept was put forward, many researchers have given different definitions from different angles, but they all reflect that organizational commitment is the link between employees and enterprises. They are generally divided into two broad categories, namely, tradeoff commitment and attitude commitment. Balance commitment means that employees continue to work in the organization after a comparative balance in order not to lose the economic benefits and welfare benefits they have invested in the organization for many years. This commitment focuses on the consideration of economic costs. Attitudinal commitment focuses on the perception of the

organization formed by emotion and responsibility, which refers to the degree to which employees participate in and invest in the organization's work due to their dependence on the organization's emotion, and the sense of responsibility and obligation formed by employees under social influence such as ethics, so they have to stay in the organization to work. Studies have found that although these two aspects are highly related, they cannot replace each other.

## 2.2. Structure of organizational commitment

### (1) Single factor model and three factor model

In early studies, the structure of organizational commitment was considered to be single-dimensional. Becker et al. understood organizational commitment from the perspective of contract relationship in economics. In the research process, they proposed the "unilateral input theory". He believed that employees of enterprises would not give up the economic benefits such as welfare and position obtained by years of investment, so as to continue to work in enterprises. Porter, Mowday et al. also considered from the perspective of emotion. They understood organizational commitment as having a strong sense of identity and trust in the values and goals of the organization, being willing to make a lot of efforts for the interests of the enterprise, and having a strong desire to maintain the relationship between members of the enterprise. Although the concept has three components, they still believe that organizational commitment is a one-dimensional concept. In 1984, Mayer and Allen combined the work of Porter and Becker to propose a two-dimensional structure of organizational commitment that includes both sustained commitment and emotional commitment. In 1990, they added normative commitments to a two-dimensional structure, forming what is now commonly recognized as a three-factor model, reflecting the three dimensions of normativity, continuity, and emotion, reflecting that employees stay in the organization because they need to, have to, or feel they should.

### (2) Multi-factor model

In 1998, in order to make the research more localized, Zhang Zhican et al., based on Mayer and Allen's three-factor model, adopted structured questionnaire survey, semi-open questionnaire survey, interview and other methods. A questionnaire on organizational commitment in Chinese enterprises was compiled, and the psychological structure of organizational commitment in Chinese enterprises was discussed by means of multivariate statistical analysis. In 2001, a five-factor model was proposed, namely, economic commitment, normative commitment, emotional commitment, opportunity commitment and ideal commitment. This model is called multi-factor model.

## 2.3. Formation of organizational commitment

The antecedents of organizational commitment mainly include the following variables: First, organizational characteristic variables, which mainly include organizational support, organizational fairness, team spirit and organizational culture, etc. In recent years, more studies mainly focus on the impact of perceived organizational support on organizational commitment, and consider POS as the main intermediary variable; The second is the variable of job characteristics, including the challenge of the job, the satisfaction of the job, the clarity of the goal and the difficulty of the goal. The third is the individual characteristic variables, including age, working years, education level, work experience, marital status, personality characteristics and so on. The relevant variables of organizational commitment are: job satisfaction, job involvement, motivation, tension, occupational commitment and so on. Job satisfaction has the most direct and strongest influence; The second is achievement motivation and role pressure. As an attitude, organizational commitment, job satisfaction, and job engagement are three different but closely related concepts that interact with each other. Robert Knoop(1995) studied the relationship among organizational commitment, job satisfaction and job

engagement, and found that job satisfaction is related to organizational commitment, while job engagement is somewhat related to organizational commitment, while job engagement is unrelated to job satisfaction. He believes that the relationship between organizational commitment and job satisfaction can be explained by the following three variables: (1) satisfaction with the job itself; (2) Satisfaction with superiors; (3) Satisfaction with promotion.

### **3. Analysis of Influencing Factors of Employee Organizational Commitment**

The connotation and structure of organizational commitment determine its influencing factors. Through research and analysis, Ling Wenqing et al. found that the factors affecting the five basic types of organizational commitment of enterprise employees can be summarized as follows: (1) The influencing factors of emotional commitment include; Organizational dependability, life support from the organization, employee's trust in the leader and the leader's group maintenance behavior. (2) The influencing factors of standard commitment include: the degree of dependence of employees on colleagues, the level of social fair exchange of employees, and the collective work spirit of the group in which employees belong. (3) The influencing factors of ideal commitment include: job support from the organization, employee's trust in the leader, position, education level, leader's job-oriented behavior, job satisfaction, and promotion system. (4) The influencing factors of economic commitment include: the level of social equity exchange of employees, the trust of employees to leaders, and the length of service. (5) The influencing factors of opportunity commitment include: life support from the organization and the possibility of changing careers. Satisfaction with remuneration, level of social fair exchange of employees, organizational dependability, educational level, overall satisfaction with the organization, age, corporate culture, team management, leadership style and leader-member relationship all have relevant effects on organizational commitment. Team management is a predictor of emotional commitment, and it has a significant impact on emotional commitment. The influence of leadership style and leadership member relationship on emotional commitment did not reach the significant level, but it can be seen from the correlation analysis that they have a high correlation with organizational commitment. Therefore, their effect on emotional commitment may be achieved through other variables. In enterprises, women have a higher level of normative commitment than men. Chinese culture emphasizes the individual's obligation to social relations and the active role of moral subjects, so women have a higher level of normative commitment. The level of ideal commitment of enterprise employees indicates that they attach great importance to the realization of personal ideals, the improvement of the pursuit of ability and personal growth. It may be because with the increasingly fierce competition in the talent market, enterprise employees generally attach great importance to the realization of personal ideals, their own growth, and are very concerned about whether their own talents can be fully played in the enterprise. Whether the company can provide promotion opportunities, various working conditions and training opportunities, and whether it can achieve its ideals. In some enterprises with lower treatment and income, the level of economic commitment of employees is low. Therefore, these enterprises should improve the various benefits of employees, including learning opportunities and various training activities, and excel in the use of material and moral incentives to increase their level of economic commitment. For large cities with high material quality, there are more job opportunities, which leads to a correspondingly low opportunity commitment. Enterprises should provide employees with a good working environment and further enhance the opportunity commitment of employees.

## 4. Influences and Suggestions on Employee Behavior By Organizational Commitment

Organizational commitment has many influences on employee behavior, mainly reflected in job performance, job change intention, attendance rate, lateness rate, job change and so on. The relationship between organizational commitment and job performance is complicated. Most researchers believe that emotional commitment has a significant positive correlation with employee performance, while it has an insignificant negative correlation with continuous commitment, and the relationship with normative commitment is uncertain. Mowday's research shows that employees with high organizational commitment will have higher work performance than those with low organizational commitment. Employees with high organizational commitment can identify with the goals and values of the organization. Especially when the organization is in difficulties, employees with high organizational commitment can exert enthusiasm and initiative to overcome difficulties, strive to achieve organizational goals, and produce high performance. Cui Xun conducted a study on the influence of employees' personal characteristics on organizational commitment and turnover intention. Based on a large number of questionnaires and empirical analysis of organizational commitment and turnover intention of Chinese employees, it is revealed that employees' personal characteristics have a significant impact on organizational commitment. He pointed out that emotional commitment and continuous commitment have a significant impact on turnover intention, and the higher the employee's organizational commitment, the longer the employee wants to work, the lower the turnover intention. According to the comparative study of employees at different career stages, Yang Dongtao pointed out that the human resource management department of an enterprise should have an insight into the problems at different career stages and pay attention to the changing trend of employees' emotional commitment, so as to formulate targeted human resource systems and incentive policies to improve employees' sense of corporate values and strengthen their centripetal force.

Organizational commitment Recommendations for managers, for managers, understanding the organizational commitment of employees is essential for formulating policies and improving management. How to improve employees' organizational commitment has the following management suggestions: First, culture attaches importance to the emotional experience component of experience, in order to win employees' emotional commitment, employees need to experience the organization's care and kindness in work practice. Therefore, managers should start from the needs of employees, carefully design various policies for employees, create a suitable working environment, and create conditions for employees to be highly involved and strive to achieve organizational goals. For every point of employee contribution, the company should give positive recognition and reward through a fair distribution and promotion system. The second is to do a good job in employee career management and establish an internal career development system. Provide more training and promotion space for the development of employees, meet the requirements of employees' ideal commitment, establish employees' work vision, and help employees carry out self-realization. The third is trust management: to win the feelings and loyalty of employees must give employees trust. Managers should establish a relationship of mutual trust with employees through honest and open communication, give employees a sense of belonging, and reduce the occurrence of undesirable behaviors by education and training, not through strict rules. Thus, the negative influence of employment instability on organizational commitment can be eliminated. The fourth is to investigate the organizational commitment of employees by using the "Chinese Employee Organizational Commitment Questionnaire" to understand the status and level of employees' commitment. Each employee's organizational commitment has the above five commitment factors, but their respective levels are different, only one or two commitment

factors dominate. Among them, the turnover rate of employees dominated by economic and organizational commitment is higher. For these employees, targeted measures can be taken to retain them according to their performance and organizational needs, and opportunity committers can let them flow naturally. Because maintaining a certain rate of talent turnover is also necessary for the company. However, when the overall commitment level of employees in the organization is low, it means a high risk of brain drain, requiring managers to be highly alert and introspect, and adjust management measures.

## 5. Conclusion

Only by better understanding and mastering the factors that affect the organizational commitment of employees, combined with corresponding effective measures, can we create better economic value for the enterprise, realize the personal ideal of employees, and increase the sense of belonging of employees.

## References

- [1] Pu Y F. The impact of organizational commitment on nurses' turnover intention [J]. China Nursing Administration, 2007(3):54-55.
- [2] Ling Wenqing, Fang Liluo, Zhang Zhican, Research on the Structural model of employee organizational Commitment in China [J]. Journal of Management Science, 2000(2):77-81.
- [3] LIU Xiaoping, Research on Organizational Commitment and its Formation Mechanism [M]. Hangzhou: Zhejiang University, 2000.