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ORGANISATIONAL COMMITMENT, MOTIVATION AND JOB SATISFACTION

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ABSTRACT

Employee engagement is a constant theme in the business world. When employees are successful, so are the companies they work for. The purpose of this article is to bring to the forefront some information that can influence higher organisational engagement and help managers approach open methods of employee relations to get employees dedicated to collaborative work and results. In business, motivation is closely linked to organisational commitment. The higher the level of engagement, the more things like productivity or efficiency can occur, giving the employer more advantages over the competition.

KEYWORDS: organizational management, employee satisfaction, employee commitment, employee loyalty, loyalty management

JEL Classification: M1, M5

1. Introduction

On an increasingly competitive and demanding market, any company wants a bigger profit and, more recently, a good reputation. On the other hand, employees are no longer satisfied with job security and have become more demanding in their relationship with employers, which are more flexible and less attached. In this situation, we are witnessing two scenarios when it comes to organizing commitment: companies that are constantly investing in rewards and recognitions (R & R), benefits and remuneration policies and employees-who are constantly looking for new perspectives. In this respect, there are many concepts that guarantee a better retention of employees: motivation, involvement, satisfaction, satisfaction, attachment etc. Certainly they all have their benefits for the organization, but we think it is essential to understand and identify these concepts correctly before deciding on what to invest or how and how to apply. Engagement is the link between the employee and the company. It is a different concept of

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satisfaction, motivation or involvement. At the organizational level, the concept was and is debated and approached from different perspectives. Representation in this regard is considered to be the three-dimensional approach of Meyer and Allen (1991). According to this approach, we understand that engagement levels are affective, normative and organizational commitment to continuity:

– Affective organizational commitment – is the emotional commitment the employee has to the company. This is manifested by: the feeling of belonging to the company and the pleasure with which the employees are involved in solving the problems or with which the company represents in relation to third parties. This type of commitment is based on desire, emotions, feelings.

– The normative organizational commitment – we understand it in terms of its commitment based on social norms. In other words, the employee remains in the company because he feels obliged to do so, according to his personal set of beliefs and values; he believes it is not ethical to change his employer, considering he must be loyal to the company. This type of commitment is based on loyalty.

– The organizational commitment to continuity is influenced by the benefits packages the company offers to employees and which they feel attracted to; we are talking about a mix of interests, recognized and fulfilled by the organization. More specifically, employees remain in the organization because they believe that the next employer could not provide the same benefits. This type of commitment is cost/ benefit-based.

Organisational engagement can turn into a competitive advantage for companies. There are many examples around us, but we are still hesitant to fully understand and apply the concept. Perhaps because the results are not very tangible and, above all, because they cannot be observed in the short term. However, the contribution that a skilled and engaged workforce makes to an organisation needs to be understood. Higher retention rates, lower costs for new hires and training, employer branding. It is a medium to long term investment, but it is high value and healthy – both for the individual and the company.

2. Methodology

The article aims to highlight the importance of engagement in the organizational environment and the relationship between human resource management and how to improve the level of engagement depending on the link between the employee and the company.

The article was based on a literature review relevant to organizational culture from social and management perspectives.

The research was gathered primarily through desk research. All secondary data related to the topic was extracted from journals, newspapers, conference proceedings, government/corporate reports and the internet and were critically analysed.

3. Theoretical Framework

3.1. Commitment Conceptualization

Affective commitment refers to feelings of belonging and attachment to the organization and has been linked to personal characteristics, organizational structures, and work experiences (salary, supervisors, role clarity, and diversity of skills). The concept is based on the assumption that if an organization succeeds in gaining an employee's emotional commitment, the employee will resonate emotionally with the organization's successes or failures, the organization's goals will *"become his or her goals"*, and the person will be maximally committed to helping the organization. Affective commitment involves a positive emotional attachment to the organization and high self-esteem. Some modern organizations are developing special programs to promote

affective commitment among employees. There is also a surprise for theorists and managers: these employees become more *"attentive"* to organizational outcomes and more receptive to supervisors' decisions when they do not match their view of things and are not subjectively interpreted as *"right"*. Affective commitment is only closely related to what employees perceive as right or wrong.

Thus, affective commitment to the organization develops only when they interpret the organization's policies and procedures as *"right"*. On the other hand, if they perceive some procedures as wrong, they will be the first to fall away, surprising anyone who leaves the organization (the affective commitment paradox). Empirical observations show that the *"positive affective charge"* has the same magnitude, but this means that the person who has identified his or her own goals with those of the organization will feel blindsided by expectations when leaving. It would be interesting to examine the extent to which employees with high affective commitment to a particular organization may or may not be able to commit to another organization when they change jobs.

Another type of commitment is the ongoing commitment, which is related to the perceived financial and nonfinancial costs of leaving and the perceived lack of alternatives. In the past, companies developed internal policies to promote employees where length of service was a criterion and penalized employees who left early. Another potential cost is the unnecessary effort in regard to skills, knowledge and systems that cannot be transferred. Alternatives reflect the availability of other employment opportunities. Therefore, few alternatives can have a negative impact on the engagement of individuals who are currently dissatisfied with their jobs and a positive impact on those who are satisfied with their jobs and work. Neither cost nor alternatives per se are determinants of high or low organizational commitment.

The last type, regulatory commitment, refers to the employee's commitment to stay in the organization. The authors describe this phenomenon as follows: The general cultural expectation that a person should not change jobs too often as he or she will be seen as unreliable and unpredictable. It can also increase when we talk about rewards in advance, such as training, paying for studies, and accommodating various special needs. The extent to which a company exceeds expectations can affect the employee's sense of being forced. Normative commitment does not occur until the *"debt"* is perceived as paid.



Figure no. 1: *Organization commitment process*
(Source: Authors)

3.2. Employee Satisfaction Conceptualization

Satisfaction in work is a positive emotional state resulting from the employee's personal opinion on his/her work or work climate, a state of equilibrium that the individual comes to when responding completely to conscious needs or conscious or unconscious expectations. Satisfaction with work may concern different aspects, including: wages, salaries, material benefits, promotion, recognition, working conditions, supervision, work colleagues, organizational policy (Dotson & Allenby, 2010). Satisfaction with work is of great importance to managers, as it is estimated that a satisfied employee will be more efficient.

Studies have shown a direct link between lack of performance and job dissatisfaction. At the same time, employees experiencing dissatisfaction at work have a higher percentage of physical or psychological symptoms, fatigue, and a higher rate of absenteeism. The importance of work is special for the development of each individual (Rich, Lepine & Crawford, 2010). At work, the person satisfies his aspirations, realizes his ideals, he enriches and enriches his personality. Career choices are based on aspirations, ideals, interests, aptitudes, etc. Thus, while some of us opt for a particular job because we believe that through that work we will achieve our hopes, others choose another job to get a better salary, or to meet the need for affiliation, or simply, we choose a job at random without knowing much about what we are going to do. The reasons for choosing a career are extremely diverse. The reason is the psychichological phenomenon that plays an essential role in triggering, guiding and modifying behavior.



Figure no. 2: *Employee satisfaction pyramid model*
(Source: Authors)

3.3. Employee Motivation Conceptualization

Motivation is a psychological and physiological change that occurs in the human being whenever a need arises; to meet that need, the individual adopts a behavior aimed at restoring the psychological and physiological balance. Human activity is multi-motivated. We can speak of a motivational complex that varies from individual to individual or from situation to situation. The motivation for work can be divided into: intrinsic motivation – which contains the motives that come from the

work itself (man works out of pleasure without any external pressure) and extrinsic motivation – which includes the motives that stand outside of the actual work. Extreme motivation can be positive (economic stimulation, promotion, appreciation of others, prestige) or negative (economic penalty, boss, colleague, relegation, etc.). Psychosocial studies on motivation have demonstrated the superiority and effectiveness of intrinsic motivation to extrinsic motivation. Even a psychological law has been formulated in this respect, which states that the more complex the work, assuming a critical degree of creativity and higher qualitative performance, the inner motivation is more efficient than the external one.



Figure no. 3: *Employee motivation elements*
(Source: https://st.depositphotos.com/1004370/1366/i/950/depositphotos_13667555-stock-photo-diagram-of-employee-motivation.jpg)

As for the relationship between motivation and satisfaction, there is no complete agreement between the authors' views, which is explained by the complexity of the phenomena and by their nature, which are sometimes very similar. However, M. Zlate (1981) believes that the relationship between motivation and satisfaction can be captured in the following statements:

– Satisfaction/dissatisfaction is an indicator of motivation, of its efficient or inefficient way of realization; man feels satisfied when he has achieved his goal and is dissatisfied when the realization has not taken place;

– Motivation and satisfaction appear in a double quality, both cause and effect. Motivation is a cause, and satisfaction is an end state. However, there are also cases where a vibrant, sustainable livelihood can become a source of motivation;

– Both motivation and satisfaction refer to the performance of the activity, which can be either positively or negatively affected.

4. Employee Commitment and Its Relation to Engagement and Loyalty

Research over the last few years shows us that organizational commitment is the one that makes the difference and has a crucial impact on the performance and the way people work at work. Usually, each of us when entering a company comes with a high level of energy and a positive attitude. But it is not enough to find the company's level of commitment, as a manager, the leader to know how to act to maintain and develop your team's commitment; studies show that a high level of engagement leads to better performance and efficiency, and such individuals develop performance-oriented behaviors. As a rule, people come into the company involved: they increase their commitment and lose it, developing a wrong attitude or losing the energy they put into the system for various reasons. The way people are treated affects how they behave.

To create a model for employee commitment, we must think about the following situation: we divide our employees into 3 categories:

– Category A with "Extraordinary Performance": we can always rely on them, usually do much more than they are required to do, it is a pleasure to work with them.

– Category B "Employees with Medium Performance": they do a good job, but there is nothing extraordinary about their work, they are okay from the point of view of their work and behavior.

– Category C: "Employees with Low Performance": hard to work with because they always try to get rid of tasks and do not take responsibility for their work.

When managers work with category A, they usually listen to their concerns, are friendlier to them, give more information about their work and about what is happening in the company. The manager gives them challenging tasks, compliments them more, and tells them more about the value of their contribution. When managers work with Category C employees, they tend to avoid them, give them little information, rarely compliment them on their work, consider their efforts of little value, and rarely listen to their concerns. But what would happen if managers treated employees "C" the same way they treat employees "A": giving them more information, praising them more, giving them more challenging tasks? Maybe they would start behaving more like employees "A".

The organizational commitment model is one that measures two dimensions: energy and positive attitude. The intersection of the two results in 4 communities. Some characteristics of each category:

– People who are involved: These are people who think they can make a change in the organization and often do it.

– Spectators: They are usually told what they say, there are those employees who do the job well.

– People who have a negative attitudes: nothing happens the way it should and management is to blame, and no one listens to them.

– Restrained individuals: they are regarded as 'victims of circumstances'. They just do their job and nothing else.

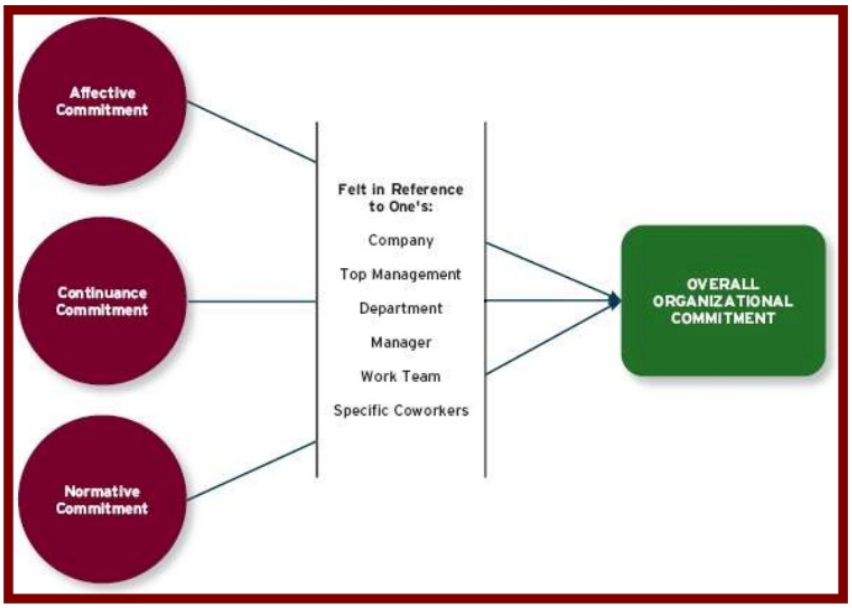


Figure no. 4: *Drivers of organizational commitment*
(Source: Calicut, 2013)

The model can be used to create a dialogue between managers and employees to create a working environment conducive to excellence, establish the practices the organization needs to focus on in order to improve, decide on concrete actions for growth and improvement, measure the effect of implemented initiatives.

Some recommendations to increase engagement in teams may include:

– managers should treat people the same way managers deal with their best and best performing employees.

– managers could try to see who they don't understand and have a one-to-one discussion with them.

– managers should help employees to realise that they have choices and control over their jobs and how they handle daily tasks.

– managers should try to give tasks that are a little more challenging for people.

– managers should encourage people to describe what they would do to meet a new challenge.

– managers might be willing to support people if they go beyond their comfort zone.

– managers should try to ask the employees to think and plan what they would do in a project that involves taking risks.

– it is important to create an atmosphere that promotes the sense of mutual support among colleagues.

– managers can make sure that team members are seen as very valuable employees if they take on higher-risk projects but with higher income potential.

– managers should try to show no sign of favoritism or special treatment

– managers can encourage employees to take risks productively and provide support if needed.

For many years, organizations have cherished customers who are loyal to a product or service, customers who frequently choose the product/service from the multitude of offers on the market and who recommend it to the people around them. In business, having a high customer retention rate is a high performance indicator of the organization (Mani, 2011). At the same time, within the organization, we can apply the same perspective: a high rate of employee loyalty as well as their contribution to the success of the

organization's products and services is an indicator of sustainable performance. Loyalty, responsible and creative participation, caring for the results and success of that organization are in fact what you may know as *"commitment"* the higher the commitment to the organization and, the higher its success and the better its results.

Commitment can mean *the rules that team members choose to follow and how they follow them together*. There are many teams that have worked together for years, never clarifying these aspects of their collaboration and becoming tolerant of each other (which can lead to a lot of stress and frustration). The point here is not to develop a high level of compliance with certain rules in the team, but to make it clear to team members how they want to work together, as well as how they can correct the harassment (self-regulation as a system). When team members are hired and take responsibility, they do not remain indifferent to individual or collective inappropriate behavior and do not wait for the leader to intervene or make the situation worse (Welch, 2011). The same understanding of meeting deadlines, the quality of the work done by everyone or the quality of the presence of each individual in the team, what the team is about and what the others need to know are some subtle but observable aspects in the day-to-day interaction and can indicate the real level of commitment, as well as the place where effective intervention can be made.

Furthermore, the long-term success of any organization depends on the quality and loyalty of its employees. Studies show that employee engagement attitudes determine financial performance and the company's performance in the marketplace. Improving the human factor has clear benefits (Sundaray, 2011). Research shows that using 10 % of profits to improve capital results in a 3.9 % increase in productivity. On the other hand, using the same percentage of profit to invest in employee human capital doubles productivity by up to 8.5 %. Managers understand very well the impact of employee loyalty on the long-term "health" of the company and must first ask the question, *"How loyal are our company's employees in reality?"*. This stage requires feedback from all employees (including managers) and the manager must be prepared to ask tough questions.



Figure no. 5: *The process of optimizing employee engagement and customer loyalty*
(Source: Hubbell Jr., n.d.)

In general, the correlation between employee attitudes toward loyalty and business results is important to managers from a practical standpoint because it provides relevant insight into the state of the business (attitudes toward loyalty correlate positively with each of the four factors). Although managers can gain relatively easy access to this type of information, most companies do nothing about it. The problem is that this type of information does not physically exist within a company, but rather, at the manager's request, data from various departments are processed into a final, complete form. A company's internal research, as outlined above, is rarely used because it often yields negative results. The reality is that employees are loyal to the company they work for, depending on how they perceive the company's loyalty to them. Building a company where employees are loyal and engaged ultimately depends on how well a company demonstrates that it deserves the loyalty of its employees.

Employees who are compatible with the company have a better understanding of what the company wants and needs. They can communicate more easily with other members of the organization and also have a better understanding of the behaviors that serve the organization's goals. Verquer, M.L., Beehr, T.A., and Wagner, S.H. (2003) defined the proactive individuals who share the organization's values as creative people and highlighted their tendency to want to improve the organization without affecting its core values. These employees will be more efficient and quicker to identify the changes that need to be made.

The changes they make are more likely to be accepted because they are interpreted as being for the benefit of the organization rather than in their own self-interest. Because proactive employees with high compatibility will remove the obstacles that would make them unhappy, they will have higher job satisfaction. Over time, they can look back on a series of successes, leading to higher job performance. For people with low compatibility, their actions will be interpreted as going against the company's goals and will not be accepted. Therefore, it is unlikely that their efforts will be appreciated or seen as a service to the organization. In other words, the strength of the relationship between proactive personality and job performance will be lower for people with low compatibility.

5. Conclusion

The concept of commitment has four important implications for management practice. First, it is about good management as opposed to demeaning management. Good management creates commitment, while derailing management destroys commitment. Second, because engagement is closely related to how managers lead their subordinates and there are no quick fixes, engagement depends on building relationships with people. Third, not all managers can or want to do this. And fourth, not all employees are willing to engage in the workplace. The impact of engagement on employees and companies is extremely important. When employees are engaged, they work hard and take pride in their work. Team members with high levels of engagement will work to achieve team goals, take their roles and responsibilities seriously, abide by team rules, and do what it takes to help their team win or succeed. If they are alienated, they will not even work hard or take pride in their own work. Low-commitment team members may agree and publicly abide by decisions, but in private they will ignore them without caring about team and group goals. At the same time, they focus on their own agenda and blame others when things go wrong. Work is viewed solely as a source of income. Engagement reflects how employees are treated by their direct reports.

In situations where employees perceive certain annoyances, they will become less engaged and committed to work; whereas, in safe situations they will be motivated to take action, get involved and be committed to work and the company. In addition to leadership, organizational culture also has a major impact on engagement. For example, cultures that foster trust in leadership and employee ownership create engagement; cultures that focus solely on profit tend to undermine engagement.

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