A model of antecedents strengthening organizational commitment

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CHRONICLE	ABSTRACT
	Due mainly to the importance of organizational commitment for both employees and employers, it has been the subject attracting researchers over the last few decades. Therefore, the paper aims to build a model of antecedents strengthening organizational commitment. First, the paper reviews six main concepts including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support. Next, Five-point Likert scale is used to measure those factors with two hundred and forty-nine fulltime Vietnamese employees who are working at 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Finally, quantitative research is obtained by using EFA, CFA analysis and structural equation modeling. The findings show that three prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification.

1. Introduction

The concept of organizational commitment has received increased attention from scholars and practitioners over the world. They have researched and conducted several social experiments to increase employee commitment to organizations (Moon, 2000; Steers, 1977). Employees are considered as organization's assets; therefore, they play the central role for several reasons. Buchanan (1974) and Wall (1980) confirm that employees feel tightly closed to goals and values of the organization toward organizational commitment. Previous researches also reveal that high performance is surely fulfilled by highly committed employees than less committed ones (Mowday, Steers, & Porter, 1978; Steers, 1977). Put it another way, according to Yousef et. al (2017), organizational commitment consists of three main categories. The first type is affective commitment relates mainly to emotional attachment, identification with and involvement in. The second one is continuance commitment which is based on the leaving organizational costs. Normative commitment is the third type known as a sense of obligation to the organization (Yousef, 2017). In fact, organizational commitment has been defined and conducted in a variety of research perspectives and methods. For contributing more empirical results, the purpose of this paper aims to propose a model of antecedents strengthening organizational commitment in the context of Vietnamese organizations in order to help leaders making plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization. The result is collected by the survey of two hundred and forty-nine fulltime Vietnamese employees who are working at about 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. To begin with, the paper reviews six main concepts including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support. Next, Five-point Likert scale is used to measure those factors with two hundred and forty-nine fulltime

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Vietnamese employees who are working at 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Finally, quantitative research is obtained by using EFA, CFA analysis and Structural equation modeling. The findings show that four prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation, employee voice and organizational identification.

2. Literature review

2.1 Organizational commitment

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. In recent years, these terms have been discussed theoretically and tested empirically by Gautam et.al (2004). These authors strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam, Dick, & Wagner, 2004). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et al. (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least there elements "1) a strong belief in arid acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization" (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). From recent researches, according to Yousef et al. (2017), organizational commitment is originated from 3 distinct categories. The first type is affective commitment relates mainly to emotional attachment, identification with and involvement in. The second one is continuance commitment which is based on the leaving organizational costs. Normative commitment is the third type known as a sense of obligation to the organization (Yousef, 2017).

2.2 Organizational Identification

It's quite different from organizational commitment. Organizational identification is self-definitional or self-referential (Gautam, Dick, & Wagner, 2004). The first term that needs to be explained is identification. It is the role's defining essence defined by an individual (Ashforth, Harrison, & Corley, 2008). From his study, Gautam (2004) finds out that organizational identification refers to the individuals' definition of him or herself (Gautam et al., 2004) and is defined as the perception of oneness or belongingness with an organization where he or she tightly involves in and shares with its successes and failures (Mael & Ashforth, 1992). To some extent, the concept of identification is related to three dimensions: oneness, loyalty and shared characteristics. While oneness is the share of common goals with others in an organization, loyalty is shown in terms of attitudes and behaviors protecting the organization. Shared characteristics are what individuals and others in the organization have in common (Lee, 1970). Put it another way, organizational identification is the part of more general definition as identification with a psychological group which is perceptual rather than affective (Albert, Ashforth, & Dutton, 2000; Mael & Ashforth, 1992) and it stays when an individual feels proud of being a part of a group and highly appreciates the group's values and achievements without gaining them as his or her possession (Charles O'Reilly & Chatman, 1986). Importantly, organizational identification has been criticized to help strengthen a sense of meaning, belonging and control at the workplace (Kreiner & Ashforth, 2004).So far forth as Knippenberg's conclusion, the fundamental difference between identification and commitment originated from the relationship between individual and organization is that whereas identification relates to psychological oneness, commitment shows a bond between separate psychological entities (Edwards, 2005; Knippenberg & Sleebos, 2006). Therefore, the authors posit:

H$_1$: *Organizational identification will positively affect Organizational commitment.*

Besides this, motivation also plays an essential role in forming employees' commitment with an organization.

2.3 Internal and External Motivation

There have been some previous studies on motivation and its relationship with organizational commitment (M..J. Moon, 2000). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagne et al., 2010; Kuvass, Buch, Weibel, Dysvik, & Nerstad, 2017; Moon, 2000). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagne et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvass et al., 2017). From another perspective known as Self-Determination theory, Garne (2015) reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation. The author prefers autonomous, because while autonomous motivation is about individuals' optimal functioning such as well-being, performance etc., controlled one is less beneficial (Gagne, Forest, & Vansteenkiste, 2015). However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition.

Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Jones & Lloyd, 2005; Kuvass et al., 2017; Moon, 2000; Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). This leads to the following hypotheses:

H_2: *Intrinsic motivation will positively affect Organizational commitment.*
H_3: *Extrinsic motivation will positively affect Organizational commitment.*

Motivation cannot be existed without receiving supports from the organization. Perceived organizational support is supposed as the leverage for stronger organizational commitment.

2.4 Perceived Organizational Support

Perceived organizational support (POS) is considered as the antecedent increasing employee's attachment to the organization (Eisenberger & Huntington, 1986; Shore & Wayne, 1993). It results from organization's treatment to an employee in a wide variety of situations such as illnesses, mistakes, performance and so forth in order to make employee's job interesting and useful and meets the needs for praise and approval (Eisenberger & Huntington, 1986). Moreover, POS is considered as employees' perceptions of the organization's commitment which are relied on how the organization recognizes their contributions and support their well-being (Kim, Eisenberger, & Baik, 2016; Shore & Wayne, 1993). Having the same perspective, Eisenberger et. al believe that POS relates to meeting employees' socio-emotional needs and the readiness the organization does to appreciate increased work endeavor (Eisenberger et al., 2002). This term becomes more interesting for recent studies because it positively affects job satisfaction and organizational commitment (Jaiswal & Dhar, 2016). POS will be stronger in case the organization assures to make an employee's job effective and decrease stressful situations (Rhoades & Eisenberger, 2002). The prominent beneficial influence of POS is that it creates among employees a feeling of obligation to repay the positive treatment they received from their organization (Caesens et al., 2015; Eisenberger et al., 1990). Thus:

H_4: *Perceived organizational support will positively affect Organizational commitment*.

Moreover, in order to partly contribute to the organizational outcome, employee voice also plays an important role.

2.5 Voice

In the organizational science, the term voice has been defined in various ways. Farndale (2011) states that voice relates to employees' ability to affect the outcome of organizational decisions by giving them the chance to raise their ideas (Farndale, Rruiten, clare Kelliher, & Hailey, 2011). Traditionally, it is defined mostly as criticism of one's work organization but recently voice is defined as offering improvements, discussing problems in the workplace (Cosier, Dalton, & Taylor, 1991). In terms of employee voice, it is originated by several purposes such as rectifying a problem with management, offering a countervailing source of control to management, contributing to improve quality and outcomes, or suggesting long-term viability for organization(Tony, Adrian, Mick, & Peter, 2004). In addition, based on Dyne's study, voice consists of two elements: employees' complaints or grievance at work to management and employees' participation in decision-making processes of the organization and is divided into two types: mandated voice and voluntary voice (Linn Van Dyne, Ang, & Botero, 2003). Similarly, Detert (2007) claims that voluntary voice considered as upward voice is preferred by communicating suggestions, information or strategies to management (Detert & Burris, 2007; Morrison, 2014). Levels of employee engagement are either directly or indirectly influenced by employee perceptions of voice behavior targeting at increasing job performance (Rees, Alfes, & Gatenby, 2013a). As the result, the authors propose:

H_5: *Voice will positively affect Organizational commitment.*

3. Method and results

3.1 Data Collection

The data for research is based on the survey of two hundred and forty-nine fulltime Vietnamese employees who are working at 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. All correspondents are subordinates with various titles from middle managers to staffs. The questionnaire was contained six constructs including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support and distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 32 items: totally disagree, disagree, neutral, agree, totally agree. A total of 280handouts of the questionnaire were delivered within six months in Hochiminh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling.

3.2 Data analysis and Results

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. The descriptive statistics result shows that it ranges with mean from 3.41 to. 4.0 and its standard deviations fluctuate from 0.756 to 0.976. Moreover, Cronbach's Alpha ratio is 0.966 (>0.8) with 32 items (see Table 1).

Table 1
Descriptive statistics

	N	min	max	Mean	Std. Dev.
OGC1.You have warm feelings toward this organization as a place to live and work.	249	1	5	3.74	.856
OGC2.You feel yourself to be part of the organization.	249	1	5	3.68	.857
OGC3.You like to feel you are making some effort, not just for yourself but for the organization as well.	249	1	5	3.90	.792
OGC4.You really feel as if this organization's problems are your problems.	249	1	5	3.96	.756
OGC5.You feel a sense of pride working for this organization.	249	1	5	3.85	.804
OGC6.In your work, you are willing to put in a great deal of effort beyond that normally expected.	249	1	5	3.82	.778
OGC7.The offer of a bit more money with another employer would not seriously make you think of changing your job.	249	1	5	3.41	.976
EV1.Leaders here at providing everyone with the chance to comment on proposed changes.	249	1	5	4.00	.833
EV2.Subordinates strongly express ideas.	249	1	5	3.73	.784
EV3.Leaders here at listening ideas and suggestions from subordinates.	249	1	5	3.96	.805
EV4.Leaders here at responding to suggestions from employees.	249	1	5	4.00	.854
IM01.Doing your job well gives you the feeling that you have accomplished something worthwhile.	249	1	5	3.96	.750
IM02.The things you do on your job are important to you.	249	1	5	3.93	.762
IM03.You enjoy this work very much.	249	1	5	3.87	.769
IM04.You have fun doing your job.	249	1	5	3.82	.797
EM01.If you produce a high quality of work output, you will lead to higher pay.	249	1	5	3.73	.909
EM02.This job affords you a certain standard of living.	249	1	5	3.57	.918
EM03.It allows you to make a lot of money.	249	1	5	3.28	.976
EM04.Producing a low quality of work decreases your chances for promotion.	249	1	5	3.71	.911
POS1.The organization is willing to extend itself in order to help you perform your job to the best of my ability.	249	1	5	3.79	.770
POS2.Help is available from the organization when you have a problem.	249	1	5	3.75	.791
POS3.The organization wishes to give you the best possible job for which you are qualified.	249	1	5	3.77	.813
POS4.The organization is willing to help you when you need a special favor.	249	1	5	3.78	.775
POS5.The organization would understand if you were unable to finish a task on time.	249	1	5	3.45	.879
POS6.The organization really cares about my well-being.	249	1	5	3.49	.907
OI01.You are proud to be an employee of the organization.	249	1	5	3.81	.737
OI02.You often describe yourself to others by saying 'I work for this organization' or 'I am from this organization.'	249	1	5	3.84	.812
OI03.You talk up this organization to your friends as a great company to work for.	249	1	5	3.60	.888
OI04.You become irritated when you hear others outside the organization criticize your organization	249	1	5	3.62	.922
OI05.You have warm feelings toward this organization as a place to work.	249	1	5	3.82	.833
OI06.You would describe your organization as a large 'family' in which most members feel a sense of belonging.	249	1	5	3.71	.905
OI07.You are willing to put in a great deal of effort beyond that normally expected to help this organization to be successful.	249	1	5	3.99	.868
Valid N (listwise)	249				

EFA factor analysis is the next step. It is analyzed in two phases. Phase one is for independent variables, and phase two is for the dependent one. In the first phase, five independent variables which are intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support are included in EFA factor analysis with principal components method and rotation Varimax. Specifically, KMO equals to 0.931 (≥0.5) and sig.001 (≤0.05), therefore Bartlett's Test is statistically significant (see Table 2).

Table 2
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	4583.813
	df	300
	Sig.	.000

After Rotation method Varimax with Kaiser Normalization, 25 items of independent variables are separated into four factors. Component 1 consists of eight items, however one item IM03 is eliminated because the difference of factor loadings between two factors is less than 0.3. Thus, component 1 contains seven items named Organizational identification: IO1, IO2, IO3, IO4, IO5, IO6, IO7. Component 2 involves eight items called Employee voice: POS1, POS2, POS3, POS4, EV1, EV2, EV3, EV4. However, POS2 and POS4 are eliminated because the difference of factor loadings between two factors is less than 0.3. Similarly, component 3 mainly includes four items grouped as Extrinsic motivation: EM2, EM3, POS5, POS6 while POS2 and POS4 are removed. Last but not least, Intrinsic motivation is for component 4, mainly containing 5 items: IM01, IM02, IM04, EM01, EM04. The rest of component 4, item IM03 is dropped because the difference of factor loadings between two factors is less than 0.3. The evaluation of Cronbach's Alpha after EFA analysis rotatedfor4 factors: Organizational identification, Employee voice, Extrinsic motivation and Intrinsic motivation are simultaneously equal to .922, .887, .840 and .825 with KMO of 0.912, 0.866, 0.736 and 0.794, respectively. They all are accepted. (see Table 3). In the second phase, the dependent variable "organizational Commitment" is evaluated by EFA analysis. The result is that the evaluation of Cronbach's Alpha for dependent variable "Organizational Commitment" is .916 which is accepted. Furthermore, KMO equals to 0.931 (≥0.5) and sig.001 (≤0.05) that also mean the Bartlett's Test is statistically significant and all factor loadings are more than 0.505. (see Table 4).

Table 3
EFA Result – Rotated Component Matrix

	Component			
	1	2	3	4
EV1		.740		
EV2		.684		
EV3		.773		
EV4		.742		
POS1		.505		
POS2		.531	.546	
POS3		.684		
POS4		.610	.555	
POS5			.624	
POS6			.583	
IM01				.594
IM02				.674
IM03	.522			.503
IM04				.560
EM01				.549
EM02			.742	
EM03			.850	
EM04				.571
OI01	.735			
OI02	.642			
OI03	.768			
OI04	.693			
OI05	.798			
OI06	.712			
OI07	.638			
Eigenvalue	4.790	3.839	2.704	2.949
Cumulative	68.422	63.987	67.600	58.976
Cronbach Alpha	0.922	0.887	0.840	0.825

Table 4
KMO and Bartlett's Test

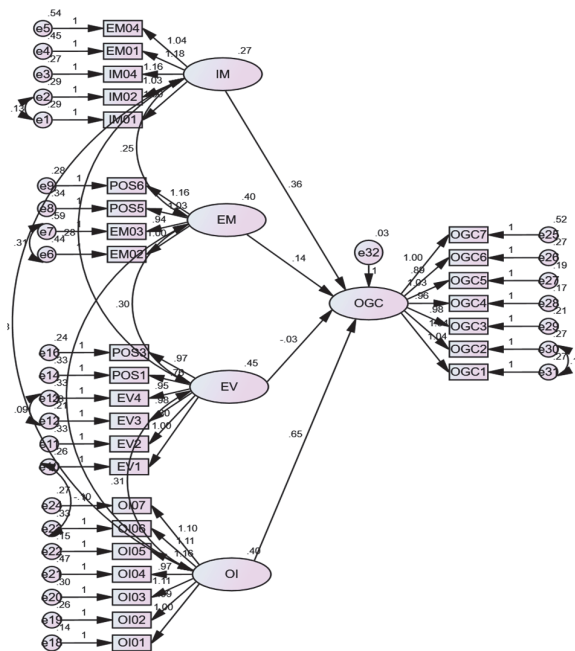| Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	4599.510
	df	300
	Sig.	.000

CFA Factor Analysis

Fig. 1. Results of CFA concepts of research model (standardized)
P=.000; CFI = .884; TLI = .870; GFI = .781; RMSEA = .084.

Table 6
Regression Weights

			Estimate	S.E.	C.R.	P	Label
OGC	←	IM	.364	.155	2.350	.019	
OGC	←	EM	.138	.067	2.051	.040	
OGC	←	EV	-.034	.071	-.475	.635	
OGC	←	OI	.649	.099	6.584	***	
IM01	←	IM	1.000				
IM02	←	IM	1.033	.077	13.443	***	
IM04	←	IM	1.162	.108	10.719	***	
EM01	←	IM	1.178	.122	9.631	***	
EM04	←	IM	1.040	.121	8.561	***	
EM02	←	EM	1.000				
EM03	←	EM	.944	.071	13.303	***	
POS5	←	EM	1.033	.103	10.018	***	
POS6	←	EM	1.163	.109	10.637	***	
EV1	←	EV	1.000				
EV2	←	EV	.796	.071	11.217	***	
EV3	←	EV	.981	.070	14.045	***	
EV4	←	EV	.945	.077	12.359	***	
POS1	←	EV	.758	.070	10.815	***	
POS3	←	EV	.967	.071	13.667	***	
OI01	←	OI	1.000				
OI02	←	OI	.994	.066	15.104	***	
OI03	←	OI	1.105	.071	15.525	***	
OI04	←	OI	.971	.080	12.083	***	
OI05	←	OI	1.164	.061	19.072	***	
OI06	←	OI	1.112	.073	15.274	***	
OI07	←	OI	1.101	.069	16.019	***	
OGC7	←	OGC	1.000				
OGC6	←	OGC	.887	.082	10.832	***	
OGC5	←	OGC	1.031	.086	12.016	***	
OGC4	←	OGC	.960	.081	11.912	***	
OGC3	←	OGC	.981	.084	11.657	***	
OGC2	←	OGC	1.038	.091	11.420	***	
OGC1	←	OGC	1.038	.091	11.436	***	

The results of CFA factor analysis of the research model are presented in Fig. 1. They are presented as follow: P=.000; CFI = .884; TLI = .870; GFI = .781; RMSEA = .084. According to the conditions with P < 0.05; CFI, TLI≥ 0.8; GFI is approximately equal to 0.781 and RMSEA is approximately equal to 0.08 and they both meet the requirements. Considering the above conditions, the model is consistent with market data. Based on the results in Table 6, the parameters (standardized) are statistically significant (p<0.05). However, three factors IM, EM and IO have significant effects on Organizational commitment with P-value < 0.05, while EV with weight of -.034 and P-value 0.635 does not. According to the regression weight between factors shown, while intrinsic motivation positively affects organizational commitment with weight of .364, extrinsic motivation positively affects organizational commitment with weight of .138. Specifically, when intrinsic motivation goes up by 1 standard deviation, organizational commitment goes up by 0.364 standard deviation and when extrinsic motivation goes up by 1 standard deviation, organizational commitment goes up by 0.138 standard deviation. Similarly, with weight of .649, organizational identification has a positive effect on organizational commitment. Clearly, whenever organizational identification goes up by 1 standard deviation, organizational commitment goes up by 0.649 standard deviation. (see Table 6).

4. Discussion

It is found that empirically, three antecedents mainly affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification but not employee voice. It may be explained that whereas employee voice is mentioned in the literature of organizational commitment as the outcome of organizational decision, it is insignificant in statistics because if the voice is mandated but not voluntary, in the long run, it will diminish employee's working enthusiasm and contribution and decrease job performance (Rees, Alfes, & Gatenby, 2013b). However, to those three main antecedent influencing organizational commitment, it is obvious that motivation plays an important role in encouraging employees to work much better for higher performance with a sense of achievement, and take more responsibility to their job (Jones & Lloyd, 2005; Latham & Pinder, 2005). Both intrinsic and extrinsic motivations really work well. Even though either of them has its own beneficial values, they are all linked to positive outcomes, higher productivity and even more organizational commitment. Employees tend to engage in their work and their organization (Gagne et al., 2010; Katzell & Thompson, 1990; Kuvass et al., 2017). Apparently, when employees feel engaged, they naturally have the perception of identification. In other words, they have their loyalty and shared characteristics with their organization and its success or failure as well (Lee, 1970;

Mael & Ashforth, 1992).Furthermore, they also feel proud of being a part of an organization and highly recommend the organization's values and achievement (Charles O'Reilly & Chatman, 1986).

5. Implications and discussion

5.1 Implications

For future research, in order to facilitate employees to more engage in their job and organization, based on the literature of organizational commitment, there are more factors which have the great impacts on organizational commitment rather than just these three ones. Therefore, what we should do next is to find out more factors affecting organizational commitment besides what have been investigated in this paper.

6. Conclusion

Recent years have witnessed a special interest in the concept of organizational commitment since it will bring several beneficial results to organizations. The term organizational commitment has been variably defined, measured, and researched. However, it has yet researched fully in the Vietnamese context. With the survey of 34 organizations from a variety of sectors such as tax, banking, health service, airlines, education and business, the findings show that empirically, three main antecedents that positively affect organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification. The model of antecedents strengthening organizational commitment will help leaders making plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization.

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