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Relationship between organizational policies and organizational commitment

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Abstract

A review of the literature shows that organizational policies can have an impact on the organizational commitment that employees demonstrate. The focus of this study is to examine the relationship between organizational policies and organisational commitment in an organization.

Keywords: Organizational policy, organizational commitment

Introduction

Today Organizations are facing challenges and opportunities due to the constantly changing business world. The changes in the business world include advances in technology and changing economic trends in the global market. The consequence of these constant changes for companies that are part of the global marketplace today is that they are expected to compete and survive in a dynamic business environment. These changes also impact other aspects of functioning of the organizations such as organizational policies and organizational commitments.

According to Cohen, organisational commitment is “an important research topic, regardless of its setting, because a better understanding of the phenomenon can help us better understand the nature of the psychological process by which people choose to identify with different objects in their environment, and how they find meaning in life ^[1]. Organizational policies as precursors to organizational commitment. This points to the need for a research study that will determine the relationship between organizational policies and organizational commitment.

Harrison's approach seems appropriate for this type of study as it categorizes organizational policies into four cultural dimensions, which could lead to easier identification of a possible relationship to organizational policy commitment ^[2]. Harrison and Stokes define the four dimensions of organizational policy as follows:

Power dimension: Describes an organizational policy based on unequal access to resources. It has a single source of power from which rays of influence spread throughout the organization. This means that power is centralized and organizational members are linked to the center by functional and professional strings.

Role dimension: This type of culture focuses primarily on job description and specialization. In other words, the work is governed by procedures and rules underlying the job description, which is more important than the person filling the position.

Achievement Dimension: This often refers to a task culture, meaning that organizational members are focused on achieving the organization's stated purpose and goals. The key strategic goal of this culture is to bring the right people together to achieve organizational goals.

Support dimension: Describes an organizational climate based on mutual trust between the individual and the organization. A supportive organization exists only for the people that compose it and can be represented schematically as a cluster in which no individual is dominant.

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Referring to the motivational perspective, O'Reilly states that organisational commitment is the "psychological attachment of the individual to the organization, including a sense of professional involvement, loyalty, and belief in the organization's values" [3]. From this point of view, organizational commitment is characterized by the acceptance of the corporate goals by the employees and their willingness to work for the organization. Werner points out that organizational commitment as a "work-related attitude appears to be closely linked to employee performance and turnover" [4].

Meyer and Allen state that organisational commitment is "a psychological state that affects the employee's relationship with the organisation characterizes and impacts the decision to continue membership in the organization" [5]. This attitudinal definition of organisational commitment is relevant to this study because it helps determine organizational members' sense of connectedness, identification, and loyalty to the organization as an object.

Meyer and Allen initially viewed organizational commitment as two-dimensional, namely affective and ongoing commitment. He defined the first dimension, namely affective commitment, "as positive feelings of identification with, attachment to, and involvement in the work organization, and they defined the second dimension, namely continuity commitment, as the extent to which employees respond to the associated Costs of their organization feel committed They feel connected to leaving". After further research, Allen and he also added a third dimension, namely normative commitment. He defines normative commitment "as the employee's sense of obligation to stay with the organization" [6].

The three-dimensional model for conceptualizing organisational commitment in three dimensions, namely, affective, ongoing, and normative engagement. These dimensions describe the different ways in which organizational commitment develops and the impact on employee behavior [7].

Common to the three dimensions of organisational commitment is the view that organisational commitment is a psychological state that characterizes organizational members' relationship with the organization and impacts their decision to continue or terminate membership in the organization. Werner points out that "an employee who is committed to the organization is emotionally, cognitively and personally committed to the organization and its goals by exceeding the basic requirements and expectations of the job" [8].

Organizational commitment is "a state in which an employee identifies with a particular organization and its goals and desires to maintain membership in the organization" [9]. Organizational commitment, therefore, is the degree to which an employee is willing to retain membership because of interest in and connection with the goals and values of the organization.

Organizational Commitment Scale (OCS)

The Organizational Commitment Scale (OCS) was developed to measure organizational commitment as a three-dimensional construct. The OCS is a questionnaire consisting of 24 structured statements or items that measures the affective, ongoing, and normative dimensions of organizational commitment. This scale has 24 structured questions or items, i.e. eight items per dimension [10]. A

seven-point Likert scale is used for respondents to rate their responses. The ratings are defined as follows:

1 = totally disagree 2 = somewhat disagree 3 = somewhat disagree 4 = neither agree nor disagree 5 = somewhat agree 6 = moderately agree 7 = strongly agree.

Areas of organizational policy are moderated by business strategies (cost, quality, innovation), and in addition, achievement motivation is further moderated by management style and organizational policy. Furthermore, the results show that the impact of organizational policies on organizational performance is mediated entirely through employee skills, attitudes, and behavior. The paper concludes that although achievement motivation in the area of organizational policy causes organizational performance, employee attitudes can support that organizational performance positively moderates the effectiveness of this area of organizational policy, raising the question of reverse causation.

On the contrary, organizations with a cost strategy will not afford higher premiums or promotion policies because they are trying to keep costs down. In general, the emphasis on organizational policy in relation to innovation strategy facilitates collaborative, longer-term, interdependent behavior and promotes thought-sharing and risk-taking. The emphasis on organizational policy in relation to quality strategy facilitates quality improvement by helping to ensure highly reliable behavior from individuals who identify with the organization's goals. Finally, the emphasis on organizational policy in relation to cost strategy maximizes efficiency by providing management with the means to closely practice employee activities wake up and control [11]. Organization policies can play an important role in building the organization's human capital pool by developing its rare, inimitable and irreplaceable internal resources (resource-based view). The core philosophy of the resource-based view suggests that organizational policies have a direct impact on employee skills, motivation, and behavior, which are subsequently translated into improved organizational performance [12].

Thus, these areas of organizational policy can affect organizational performance either directly or indirectly through the skills, attitudes, and behaviors of the organization's human capital pool. Therefore, the philosophy of the AMO perspective is that it involves facilitating changes in employee skills, motivations, and opportunities for involvement that positively affect organizational performance, thus coloring the "black box" in the relationship between organization and performance. However, the impact of organizational outcomes such as employee skills, attitudes and behaviors increases organizational performance can be both direct and indirect, from skills through attitudes and then through behaviors [13].

Conclusion

The literature review focused primarily on conceptual descriptions of organisational commitment and organizational policies. Organizational culture directly or indirectly influences the organization's engagement through values and beliefs implemented in the organization's policies and practices. This influence occurs when organizational members find that the organization's values and beliefs are either consistent or inconsistent with their personal values and beliefs. This theoretical link between organizational culture and organisational commitment

suggests that organisational commitment is a result of organizational policies.

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