Review Of The Theoretical Contributions On The Organizational Commitment: Do Attitudes Matter?

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ABSTRACT
Organizational commitment is a job-related key attitude and, since the managerial point of view, its interest is based on its capacity to influence employees' behavior. Frequently, a consistent commitment is correlated with low absenteeism, low turnover and, a good employee's performance. But, at the present time, when the idea of an employee staying in the same organization for most of his career is becoming obsolete, when work instability is a fact….is still worthy to examine employees' commitment to their organization? In this theoretical study, the sense of analyzing this topic currently, is discussed following a literature review of theoretical and empirical updated contributions.

KEYWORDS: "Organizational Commitment, Job Satisfaction, Attitude, Organizational Behavior."

INTRODUCTION
Management studies should concentrate on managers' efforts to improve the attitudes of their employees(Census, 2015). According to his thesis, the attitude of an employee affects their behavior. What's more, is this really the case? Some researchers have questioned the relationship between attitudes and behavior in light of Leon Festinger's concept of cognitive dissonance. There is no direct correlation between attitudes and behavior, although recent research has shown attitudes may strengthen predictions of behavior. A comprehensive analysis of the general attitude toward work2 is one of the best indicators that a firm may have about its employees to explain their activities, according to Harrison et al. last year. The study's focus is on the mindset of (J Clay-Warner, 2005) Organizational commitment.

This article has focused on the topic of

Work, which is the primary focus of most organizational behavior research. You want to present a theoretical and contemporary assessment of organizational behavior in this essay, as well as a fast overview of the importance of your study in the current environment.(Cohen-Charash, 2001) As a

consequence of our investigation, we've made an effort to provide answers to the following four critical questions: Commitment to a business has several meanings. Is there another layer to it that complicates things further? As a consequence, what changes in behavior might we expect? Do you think your findings are still applicable today?

WHAT DO WE UNDERSTAND BY ORGANIZATIONAL COMMITMENT?

The interest in this topic has its origin in the late 1960s, mainly in the sociological field. Over time, to begin with, this construct has gained prominence in the literature on organizational because of its potential to serve as a predictor of employee turnover.(C Cranny, 1992)

There are several methods to define, quantify, and investigate commitment. An individual's level of commitment to a certain organisation is frequently referred to as "the relative degree of an individual's identification and engagement" When it comes to organizational commitment defined it as a feeling of belonging to the organisation and its goals. The desire to remain at the firm was high among employees in 1990, as stated by Allen and Meyer.(Crow, 2012) For further information on a person's commitment to a company or organisation, see when an employee is satisfied with their work environment, it is a consequence of an emotional response, says. Adherence to the organization's principles and aims should be taken into account when individuals express a strong desire for long-term employment.(P Currie, 2006)

But in the literature, not only can you find a multitude of generic definitions of commitment organization - some examples we have just seen -, but also referred to the various forms of commitment: some more social, Commitments include things like a person's job, goals, or the purpose of a company two recent papers .(K Dhillon, 2011)

Nonetheless, the authors contend that the idea is distinct from other commitments because of its "basic character". According, who collected and analyzed a number of definitions before defining the "essence of commitment"4, one of the most commonly used definitions of commitment is as follows: There are many distinct manifestations of this mindset that tie a person to a certain path of action. (Eisinga, 2013).

A basic essence is assumed, but the presence of numerous types of commitment is clearly acknowledged in these attempts to integrate. As a result, it recognizes the relationship between attitude and behavior and the potential of modifying the amount of commitment .However, this idea may have an effect on people's behavior regardless of their thinking or other attitudes despite our awareness of it (E Davis, 1995)

It is the most investigated and developed kind of commitment and while its theoretical framework may be broadened to other forms of commitment, we will only explore commitment to organisation in this study.

DIMENSIONALITY OF THE ORGANIZATIONAL COMMITMENT

When numerous theories from other domains are being studied at the same time, it is far more difficult to reach agreement. The notion and precise number of dimensions are still up for discussion, but researchers have come to recognize that commitment has numerous aspects. Despite the overwhelming agreement that commitment is multidimensional, some researchers continue to question the idea and the number of dimensions three-dimensional model. There are several examples of Meyers and Meller Because of this, our project will be categorized as follows.(Eisinga, 2013)

Affective "commitment," "continuance "commitment," and normative "commitment" are

the three components of Meyer and Allen's commitment paradigm (normative commitment"). Many authors have emphasized the three-dimensionality of their work, emphasizing the reality that each dimension has its own origins and consequences. Employees' desire to remain with a company is an example of emotional commitment in this idea. One must adopt and internalize the organization's ideals and goals in order to be considered a devoted member. With this degree of commitment, they are likely to put forth more effort on the organization's behalf.(A Elangovan, 2001)

According to the literature, it has been the commitment affective that has received the most attention. Employees are more likely to stay engaged if they believe that quitting the organisation will be expensive (for example, a lack of other job options and the potential for a loss of certain benefits). "Extrinsic" commitment, rather than "affective," is what we'd call a person's desire to remain employed by the organisation because of the perks that come with it, which the person is hesitant to give up. (R Engel, 2005)

Both the "personal cost" of quitting one's job and the "limited possibilities" of obtaining a new one should be taken into consideration while making a long-term commitment (1995). The term "normative commitment" refers to the belief that workers have a moral responsibility to remain loyal to their employers. It has been suggested by that people's expectations of how much they should give to the organisation might impact their degree of commitment. There are three ways in which you might be linked to a business. The grounds for a person's loyalty to an organisation may include their own desires (affective), their needs (constant), or their feeling of responsibility (personal) (normative).(Fischer, 2008)

Those same writers who proposed that each of the three conceptualizations had different behavioral repercussions characterized three-dimensionality. They said it had three dimensions. Normative commitment has a lesser connection, but continued engagement is unimportant, as Meyer and colleagues discovered. Tenth-grade morals examining all three facets at the same time may provide different results. As an example, whereas the normative commitment and the emotional commitment are commonly related, the continuity and the emotional commitment are not often associated .(S, 2003)

It is widely accepted that Meyer's theory is correct, although there are still lingering doubts about the interrelationships between its many components11. Without understanding how the various components of organizational commitment interact, according to Bergman, it is difficult to advance organizational commitment theory (2006).

THE ORGANIZATIONAL COMMITMENT AND ITS CONSEQUENCES

In the preceding paragraphs we have defined behavior as an attitude of employees toward your organization that influences your behavior in the workplace. From that influence derive a series of consequences, which according to the literature are: performance, turnover, absenteeism and citizenship behavior. As we have pointed out in the introduction, in this work we wanted to deepen –even at a theoretical level- in the two most studied and controversial: performance and turnover.(Cropanzano, 1998)

There has been a lot of research done on organizational commitment because of its importance in forecasting staff churn. Employee turnover has a significant influence in this process, according to empirical findings. According to this idea, employee commitment and turnover have a stronger relationship than that of commitment and performance .

Despite previous studies showing a weak link between employee commitment and

performance, we also found studies that show no link between employee commitment and performance (or performance), such as An employee's attitude of dedication may not transfer into good performance owing to context (the lack of access to particular resources...) and personal factors, as stated by (The skills and abilities of the person). (Weissbein, 2003)

COMMITMENT YES, BUT WITH WHAT?

While some contemporary authors have defended the importance of the concept of commitment organizational for organizations and therefore, the importance of their study wonder if their study is interesting taking into account current trends in the Labor market (downsizing and outsourcing processes, labor instability...).

In 1999, Capelli argued that most contemporary companies still needed some form of commitment on the part of employees to achieve organizational goals. I observe that many organizations were attempting to redirect employee engagement away from the company as a everything, towards specific aspects of it, such as: the work team. In this sense, Gallaguer and argue that the organizational commitment literature is replete of recommendations to extol the labor commitment although anchored in the traditional conception of labor relations. These authors advocate recognizing the importance and differences between the various forms of engagement (namely, with employment, career, work and organization) in the current work environment as some of these forms of commitment may not be applicable to contingent employees.(Weissbein, 2003) can an employee contracted part-time or hired on a temporary basis to commit to the organization when the organization is not engaged with them? Of course not. But instead, if he can be expected to be committed with your work or with your work team and the organization benefits from it.

CONCLUSIONS AND FUTURE LINES OF RESEARCH

In a time like the current one of renewed interest in the constructs of organizational behavior and after what is stated in this article, it is difficult not to consider interesting and complex, the study of employee engagement. We have called the investigation of organizational commitment interesting, due in large part to the consequences of its influence on people's behavior (performance, turnover,

Absenteeism...). The review of the literature shows a strong and negative relationship between commitment and employee turnover as well as a weak correlation between employee engagement and performance. Workers. Regarding this weak relationship, it has been justified by alleging contextual and personal reasons. That can make a person's attitude not translate into high performance. According to the strong and negative correlation between commitment and rotation, it would be worth analyzing the role it plays, in it, job satisfaction since, in general, studies indicate that the "intention to leave the organization is negatively related to these two attitudes. As an example: and identified commitment as a mediator between satisfaction" and intentions to rotate. Similarly, relate organizational commitment with employee turnover, with satisfaction mediating this effect. But how do you Are these two attitudes interrelated? This is one of the lines of research that we have open – specifically, it corresponds to a part of the thesis of Prof. Eva Gallardo- and that we recommend to the reader in mind. Similarly, we have described the study of commitment as complex because it is not only a three-dimensional construct[13]– affective, continuous and normative commitment. The variety of ways you can adopt as well as the separate study of its different dimensions becomes important today due to the characteristics of the work environment.(Brunson, 2009)

The title of the fifth epigraph synthesizes very well, to our understand, the message we want

to convey: commitment yes - let's study it and keep it in mind - but, with what? Would it be logical to study the commitment to the organization of a temporary or permanent employee? Employment stability? Well, no, but it could be considered his commitment to his professional career, and therefore, their work or even work team. It is true that with each passing day the commitment to work is becoming more important. In other words, to a company that, for example, has a large part of temporary staff or with external contractual relationship, you will be interested to know how you can commit people to their work so that the performance of the organization is better. Improving their attitude towards their direct sphere of influence and on which they have certain feedback is can improve globally. (Greenberg, 1982)

In fact, there are authors who argue that the low demonstrated correlation between attitudes and performance may be due in large part to a study error: it should not be measured individually but at an organizational level. Certainly, analyze the consequences of individual behavior on the overall organization, would be another line of interesting research to continue as there is still little written so far. Without a doubt, the study of organizational commitment continues to be an attractive topic for researchers and recognizing the importance of its study can become a matter of competitive advantage.

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