

## Organizational Commitment and Social Interaction: A Multiple Constituencies Approach

Tonia S. Heffner

*U.S. Army Research Institute, Alexandria, Virginia*

and

Joan R. Rentsch

*Department of Management, The University of Tennessee at Knoxville*

A model of organizational commitment is presented proposing that social interaction influences affective commitment. Employing a multiple constituencies approach, it was hypothesized that work group social interaction would influence work group affective commitment. Further, department social interaction and work group affective commitment would independently influence department affective commitment. Similarly, organizational interaction and department affective commitment would independently influence organizational affective commitment. The model was tested using survey responses from 154 employees. The path analytic results supported the hypothesized relationships between social interaction and affective commitment. Comparative analyses showed the employee's focus of commitment was significantly related to differences between affective and continuance commitment. © 2001 Academic Press

*Key Words:* organizational commitment; workgroup commitment; social interaction; nested constituencies; affective commitment; full-time employees.

Organizational commitment has consistently predicted such behaviors as job performance, organizational citizenship behaviors, absenteeism, and turnover (Becker, Billings, Eveleth, & Gilbert, 1996; Mathieu & Zajac, 1990), thereby justifying an interest in its antecedents and the relationships among commitment components. One purpose of the present study was to explore two types of antecedents:

These data were collected for the first author's Master's thesis conducted at Wright State University under the direction of the second author. The authors thank Maryalice Citera and Lawrence Kurdek for their contributions to this research and John Mathieu for his comments on an earlier version of this article. The views, opinions, and findings contained in this article are solely those of the authors and should not be construed as an official U.S. Department of the Army or U.S. Department of Defense position, policy, or decision, unless so designated by other documentation.

Address correspondence and reprint requests to Tonia Heffner, U.S. Army Research Institute, 5001 Eisenhower Ave., Room 6S26G, Alexandria, VA 22333. E-mail: [heffnert@ari.army.mil](mailto:heffnert@ari.army.mil).

workplace social interaction and commitments to multiple constituencies. The second purpose was to explore the relationship between affective and continuance commitment components. To address the first purpose, a model of social interaction and organizational commitment was developed and tested. The assumption that social interactions among organizational employees influence organizational affective commitment was the basis of the model. The research supporting the model is reviewed below.

### *Commitment to Multiple Constituencies as Antecedents of Organizational Commitment*

Meyer and Allen (1991) presented a model of commitment that incorporates two components, continuance commitment and affective commitment. They define continuance commitment as “an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they *need* to do so” (italics in original, p. 67). Affective commitment is “the employees’ emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they *want* to do so” (italics in original, Meyer & Allen, 1991, p. 67).<sup>1</sup>

Theoretically, employees may become committed to any of a number of constituencies in an organization. Therefore, the commitment construct has been expanded to apply to a variety of constituencies (e.g., Lawler, 1992; Meyer & Allen, 1997), including unions (Barling & Wade, 1990), work groups, supervisors, top management (Becker, 1992), and teams (Bishop & Scott, 2000). The empirical research findings support this expansion of commitment to multiple constituencies (e.g., Becker, 1992; Becker et al., 1996; Bishop & Scott, 2000). However, to date, no specific set of constituencies has been identified for exclusive study.

Nested constituencies present interesting cases for commitment research. Many foci are nested such that one group encompasses another group (Lawler, 1992). For example, the work group is nested within the department. According to Lawler, employees have stronger affective ties to the more proximal nested collectives than to the more distal collectives. Therefore, employees may be more committed to their work group than to their department and more committed to their department than to their organization.

Several studies have examined commitment to nested constituencies and the relationship between these commitments. Hunt and Morgan (1994) found that constituency-specific affective commitments contribute to global organizational

<sup>1</sup>Meyer and Allen also included normative commitment in their model. Normative commitment describes a “feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought* to remain with the organization” (italics in original, Meyer & Allen, 1991, p. 67). We did not include normative commitment in our model because it is so highly correlated with affective commitment that it seldom accounts for unique variance (Dunham et al., 1994; Hackett et al., 1994; Meyer & Allen, 1991). In addition, the literature offers more theoretical guidance regarding the relationship between affective and continuance commitment than between normative and continuance commitment (Meyer & Allen, 1997).

متن کامل مقاله

دریافت فوری ←

**ISI**Articles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات