

# ***Organizational Commitment Strategies to Improve Employees***

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**Abstract:** In the current competitive economic market and the impact of the COVID-19 pandemic, the long-term stable development of enterprises is facing a major test. And organisational commitment affects the aspects of employee retention, employee efficiency as well as enterprise cost, which has a significant impact on the development of enterprises. Therefore, this paper focuses on the importance of organisational commitment to employees and organisations, and then analyses various factors affecting employees' organisational commitment, including career development opportunities, job satisfaction and organisational culture. Finally, it proposes some effective measures that companies can take to enhance employees' organisational commitment, such as companies providing employees with good career development opportunities and personal enhancement opportunities, promoting employees' life-work balance, implementing flexible working arrangements, and fostering a positive organisational culture. By taking these measures, companies can enhance employees' organisational commitment and strengthen the emotional link between employees and the organisation, which will in turn improve employee efficiency, customer satisfaction and organisational profitability.

**Keywords:** Organizational Commitment, Job Satisfaction, Emotional Attachment

## **1. Introduction**

In the modern business environment, increasing employee commitment to the organisation becomes a core factor in ensuring the long-term success of the business. Organizational commitment is people's emotional attachment to the company they work for, which includes affective commitment, continuance commitment, normative commitment [1]. Organisational commitment is not only about employee productivity, psychological well-being, and job satisfaction, but also directly affects a company's costs, customer satisfaction, and employee retention. Employees' level of organisational commitment has a significant impact on profitability metrics, especially return on assets and return on investment [2]. Committed employees tend to be more productive, engaged and aligned with the organisation's goals. This alignment can directly improve organisational performance, efficiency and effectiveness in achieving strategic goals [3]. Therefore, it is important for business managers to understand and implement strategies that enhance organisational commitment. In recent years, the provision of career development opportunities, the promotion of life-work balance, and organisational culture have been identified as key factors in increasing employees' organisational commitment. This

article focuses on the importance of organisational commitment for both employees and firms, and how firms can enhance employees' organisational commitment.

## **2. The Importance of Organizational Commitment**

### **2.1. The Importance of Organizational Commitment to Employees**

Firstly, a strong emotional connection between employees and the organisation can translate into increased job satisfaction. This is because organisational commitment reflects the extent to which employees believe in and identify with the organisation's goals and values, which leads to a sense of achievement and satisfaction at work[4] . At the same time, sustained commitment based on the costs associated with leaving the organisation can provide employees with job stability and security[2] , and employees weigh the profits associated with staying against the costs of leaving.

Secondly, a sense of organisational commitment can have a positive impact on employees' psychological well-being. A sense of loyalty to the organisation can reduce employees' feelings of insecurity and uncertainty about their jobs, which in turn can reduce stress and anxiety levels. In turn, this can contribute to the overall mental health and well-being of employees.

A strong sense of organisational commitment then contributes to employees' overall happiness and job satisfaction. When employees feel committed to the organisation, they are more likely to find their work meaningful and rewarding. At the same time, organisational commitment fosters a sense of belonging, which creates a supportive and inclusive work environment where employees feel connected to their colleagues and the organisation as a whole [3].

In short, a strong sense of organisational commitment can contribute to employees' overall well-being and job satisfaction by providing them with a sense of belonging, psychological well-being and job fulfilment. This connection highlights the importance of fostering organisational commitment to create a positive and fulfilling work environment for employees.

### **2.2. The Importance of Organizational Commitment to Enterprises**

Firstly, low organisational commitment of employees in a business increases the cost of the business, the emotional link between employees and the business is not strong, and the frequent turnover of staff leads to an increase in administrative, recruitment, screening and training costs. Then, it takes some time for new employees to become familiar with the business, and there may be a decline in employee productivity during this time. It also increases the hidden costs, as employee departures can lead to loss of knowledge in the organisation and affect the morale of other employees, which in turn reduces employee productivity.

Secondly, organisational commitment plays a crucial role in influencing customer satisfaction. Committed employees are more likely to exhibit citizenship behaviours, citizenship behaviours are voluntary employee activities that may or may not be rewarded, but contribute to the organisation by improving the overall quality of the environment in which the work takes place [5]. This involves going beyond their formal job duties to help colleagues, contribute to the success of the team and support the organisation's goals. When employees feel deeply responsible for their work and the organisation, they are more likely to provide excellent customer service. This kind of organisational citizenship behaviour increases the level of service provided by employees, which in turn increases customer satisfaction and loyalty and creates higher value for the organisation [6].

In a business, employees who have a strong organisational commitment will be more actively involved in the running of the organisation. This high level of engagement increases employee motivation and job satisfaction, which in turn increases the productivity and performance of the organisation [7].

Overall, organisational commitment is a key driver of business success. By fostering a culture of commitment, organisations can improve employee retention, customer satisfaction and overall performance. Organisations thereby achieve sustainable growth and gain a competitive advantage in the marketplace. These have a significant impact on the long-term stability of the organisation.

### **3. Factors Affecting Organizational Commitment**

#### **3.1. Development Opportunities**

Career development opportunities are the possibilities for employees to grow and advance in their current organisation. The availability of career development and promotion opportunities within an organisation affects employee commitment. Employees who see a clear path for advancement are more likely to be loyal to their organisation [2]. According to Herzberg's two-factor theory, career development opportunities are "motivational factors" that directly affect employees' job satisfaction and motivation. Therefore, career development opportunities are one of the key factors influencing employees' organisational commitment. When employees perceive that they have opportunities to develop new skills and clear pathways for advancement in the organisation, they are more likely to feel fulfilled and valued at work, thus increasing their commitment to the organisation.

#### **3.2. Job Satisfaction**

Mohamed et al. found out that job satisfaction is positively related to organisational trust, affective commitment, continuance commitment and normative commitment [8]. According to the Value-percept theory proposed by Locke in 1976, it is believed that the value provided by the job plays a key role in influencing employees' job satisfaction. The five most relevant aspects of job satisfaction are pay, promotion, coworkers, work and supervision. This theory indirectly affects the organisational commitment of employees. Specifically, employees' satisfaction with the nature of the job, pay, promotion opportunities, leadership style and co-worker relationships together determine their overall job satisfaction. When these aspects meet employees' expectations, employees' satisfaction increases, which may enhance their commitment to the organisation. Therefore, companies can consider these five dimensions when taking measures to enhance employees' organisational commitment. Employees with high job satisfaction tend to have higher organisational commitment because they see their needs, values and goals being realised and respected within the organisation. This intrinsic satisfaction makes them willing to remain committed to the organisation, not only because they are satisfied with their current situation, but also because they have a positive outlook on the future of the organisation.

#### **3.3. Organizational Culture**

The culture of an organisation, including its values, norms, and practices, can impact employees' commitment. A positive and inclusive culture that aligns with employees' values can enhance organisational commitment [9]. According to Edgar Schein's model of organisational culture, the organisational culture hierarchy is divided into visible behaviours, values, and deep underlying assumptions. Employees are more likely to demonstrate high levels of organisational commitment when their personal values match those of the organisation. Research has found that certain types of corporate culture are more compatible with specific types of organisational commitment models, suggesting the need for alignment between culture and commitment to effectively motivate employees [2]. Understanding the integrated relationship between corporate culture, organisational commitment and performance can provide valuable insights for managers, policy makers and researchers to design targeted interventions that are locally relevant and contribute to sustainable

organisational development. It was concluded that organisational commitment is closely related to organisational culture. A good organisational culture promotes trust, cooperation and a shared vision of the company among employees. Therefore, organisational culture is one of the key factors influencing organisational commitment.

#### **4. How Enterprises Can Increase Employee Organisational Commitment**

##### **4.1. Provide Career Development Opportunities**

This link between career development opportunities and organisational commitment emphasises the importance of providing employees with autonomy and personal advancement within the organisation. Career development opportunities are closely linked to Self-Determination Theory (SDT), which emphasises three basic psychological needs: autonomy, competence and belonging. In a work environment where employees feel that they are supported in their growth, or that their abilities are recognised, or that they are able to choose their own career path. Then employees' intrinsic motivation increases, which in turn increases their commitment to the organisation. An example is Deloitte's Deloitte University programme. This is a programme designed to promote professional development and lifelong learning, with a focus on employee satisfaction as a means to further client satisfaction. Deloitte strengthens the sense of belonging and professional autonomy of its employees through a variety of training courses, mentoring programmes and career development plans offered by the company. Helping employees to develop their personal and professional skills and to plan their career paths also strengthens their organisational commitment to the company. Therefore, companies can enhance organisational commitment and adaptability by providing a variety of training opportunities and promoting normative commitment, not only for induction or job training, but also by adding personal skills training and leadership training. Companies can also provide career planning for employees, so that employees can see that they have good career development opportunities within the company as well as opportunities to improve their personal capabilities. In this way, companies can enhance the emotional link between employees and the enterprise and a sense of belonging.

##### **4.2. Promote Work-Life Balance**

The promotion of life-work balance by companies is one of the key strategies to increase employee satisfaction and enhance organisational commitment. Emotional commitment is associated with lower stress and work-family conflict [4]. Supporting employees to achieve a healthy work-life balance through flexible working arrangements, wellness programmes and initiatives to promote well-being is essential for enhancing organisational commitment. When employees feel supported in balancing their personal and professional lives, they are more likely to be committed to the organisation. Providing this type of support can increase employee engagement, satisfaction and loyalty, which ultimately contributes to a positive work environment and organisational success [10]. Organisations can do this by offering flexible working hours and working practices. Especially in the wake of the epidemic, traditional forms of office work have been impacted, and home-based and hybrid office models are more adaptable to the current social development. Flexible office modes can help employees better balance their family and work responsibilities and reduce their commuting time and stress. At the same time, companies can support employees by providing family-friendly policies, such as establishing parental leave and family emergency leave. By recognising employees' roles and responsibilities in the family, companies not only help them mitigate conflicts between family and work, but also send a positive message that the organisation cares about employees' well-being. Companies should then encourage employees to disconnect from work after hours and during weekends to achieve true rest and recharge. Management can set an example of the right work-life

balance by practising what they preach, such as not sending work emails or messages during non-work hours.

### 4.3. Foster a Positive Organizational Culture

Businesses can enhance the organisational commitment of their employees by shaping and maintaining a positive organisational culture. Organisational culture refers to the values, beliefs and codes of conduct shared within a business. A strong organisational culture can help employees feel a sense of belonging and increase their loyalty and commitment to the company. foster a culture of trust and transparency within the organisation. be open and honest in communication, involve employees in decision-making processes, and demonstrate integrity in all interactions. trust is a key element of a positive organisational culture. Be open and honest in communication, involve employees in decision-making processes, and demonstrate integrity in all interactions. Trust is a key factor in building commitment among Trust is a key factor in building commitment among employees [6]. Organisations can create a climate of trust by enhancing internal communication and transparency. Management should encourage open communication and feedback to ensure that the flow of information is two-way. Employees should feel that they are listened to and valued, this can be done by involving employees in the decision making process and involving them in the organisational goals so that employees feel part of the organisation, thus increasing their sense of belonging and commitment.

Secondly, organisations should set reasonable corporate goals. For example, Zappos, an online shoe and apparel retailer, has a corporate culture that makes it an ideal place to work. The most important lesson learned is that everyone - from the receptionist to the call centre operator - represents the company brand. Zappos focuses on the cultural fit of its employees when hiring, as recruiting culturally appropriate employees will ensure that each employee represents the company enthusiastically through the way they enthusiastically demonstrate the company's brand values through the way they speak and act. It follows that when corporate goals are aligned with employees' personal goals, employees have a higher sense of achievement. Driving employees to effect positive change within the organisation and encouraging them to seek recognition for their contribution to achieving their goals enhances employees' emotional commitment to the organisation with a stronger sense of belonging and motivation.

## 5. Conclusion

This paper provides an in-depth discussion of the importance of organisational commitment for employees and firms, and analyses the factors that influence organisational commitment. It is found that by providing employees with good career development opportunities as well as opportunities for personal enhancement, implementing flexible working arrangements, providing family-friendly policies, creating an atmosphere of trust, and setting reasonable organisational goals to promote the alignment of organisational and personal goals, companies can effectively increase employee satisfaction and commitment to the organisation.

This study not only provides business managers with practical guidance on how to increase employee commitment and maintain a productive team, but also highlights the importance of establishing a positive organisational culture that provides opportunities for career development and supports employees in balancing life and work. In the current competitive business environment, these strategies are critical to attracting and retaining talent and improving organisational performance and customer satisfaction.

Future research could explore how firms in different industries and cultures implement these strategies and assess their specific impact on employee behaviour and organisational performance. In

addition, future research should also consider how emerging work patterns and technological changes are affecting life-work balance and organisational culture, and how these changes are further affecting employees' organisational commitment. Through these in-depth explorations, organisations can better understand and implement effective strategies to consistently enhance employee organisational commitment and drive long-term organisational success.

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