BOOSTING ORGANIZATIONAL COMMITMENT: A WIDE-RANGING BIBLIOMETRIC STUDY USING WEB OF SCIENCE AND SCOPUS

Aparna Shastri[1], Jitendra Bhandari[2], Pranjal Jadhav[3]

Abstract

The current study intends to provide a comprehensive bibliometric overview of 2533 journal articles published on organizational commitment in Scopus and Web of Science. Findings are analyzed using bibliographic and network analysis technique. The investigation classifies the information using bibliometric parameters like authorship patterns, number of articles, source titles, territorial analysis, co-occurrence of keywords etc. which would ease better understanding of existing research position in the field of organizational commitment and its progression over a span of 15 years. The records obtained in this study can be used as a reference for future research to undertake systematic review of literature and build a theoretical structure to overcome the problem of low employee commitment prevailing in organizations.

[1,3]Assistant Professor, Marathwada Mitra Mandal's Institute of Management Education Research and Training
[2]Associate Professor[2] Marathwada Mitra Mandal's Institute of Management Education Research and Training

Email: [1]aparnashastri@mmimert.edu.in, [2]jitendrabhandari@mmimert.edu.in, [3]pranjaljadhav@mmimert.edu.in

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

104

1.   Introduction

The notion of organizational commitment has turn out to be an indispensable part for organization to forecast and assume employee's devotion and loyalty towards the organization (Mathieu and Zajac, 1990). Organization, where employee are less committed, there arises the higher staffing and training overheads (Hang-yue and Foley, 2006),.

In the dynamic economic conditions, retaining the best talent in an organization could be a task. Hence, it is significant to learn what aspects aid workforces and the organization enhance commitment of the personnel since more committed the employees are, they have less intents to give up the employment (Wong, et.al. 1995). The most famous definition of organizational commitment is given by (Allen and Meyer, 1991) which says it is "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization". This accepted definition attempted in creating an agreement between diverse research customs and descriptions in the writings on the said subject. Reference (Porter et.al. 1974) well-defined commitment as "the relative strength of an individual's identification with and involvement in a particular organization".

Literature Review

The model of hierarchical responsibility has been estimated and concentrated on in a scope of ways. The three-factor model of commitment, which incorporates a variety of organizational commitment-related concepts, was the subject of two studies conducted by (Allen and Meyer, 1990). Affective, normative, and continuance commitment are all included in the model. The affective part shows how the recruits feel about, associate with, and identify with the organization. Based on the costs of an employee leaving the company, the continuance constituent shows commitment. Additionally, the normative aspect reflects individuals' sense of compulsion to remain with the organization. The meta-analysis by (Jaros et.al, 2017), stands against the disagreements about the

concepts of organizational commitment on the subject of its attitudinal or behavioral nature. There is a harmony in the attitudinal vision about the multidimensional construct even if research is still not definite. The other thread emphasizes the need of inspecting the commitment as, behavioral pointers or practices bond the personage to an explicit line of conduct. The behavioral commitment highlights its outcomes over future preferences (Allen and Meyer, 1990). Luz et.al (2018) recognized six aspects to the studies of organizational commitment viz. affective, behavioral, affiliative, sociological, normative and instrumental. Nevertheless, the one-dimensional approach of the study continued to influence strongly till 1980s and derived the most extensive scale of organizational commitment, the Organizational Commitment Questioner. Even if it is documented as the far most extent of the investigation helps in commitment construct, later on it was accepted as the tridimensional representation developed by (Allen and Meyer, 1991) . Basis the analysis of (Allen and Meyer, 1991), the researchers assert that, there are three common broad extents: affection or attachment to the organization which denotes "affective commitment", awareness of forfeiture on parting with the organization denotes "instrumental commitment" and the compulsion to stay in it denotes "normative commitment". Committed employees stand out as occupied and enjoy being a part of the organization (Allen and Meyer, 1991). The concept of affective commitment, which exists in the literature, associates employee's emotional tie with the organization (Jaros et.al 2017). The conceptualization of normative aspect focuses on the conjunct of principled forces internalized by employee behavior according directing towards aims and benefits of the company (Luz et.al. 2018). The instrumental commitment is a mental demand which replicates the point to which the employee feels caught in an organization because of the elevated costs allied with separation (Bastos, 1993). Bastos et.al,1997), highlights this element as an approach of an intrinsic motivation for employees; meaning that they continue working in the organization with lone purpose of fulfilling their basic provisions. (Arfat, 2018), in his study on employee commitment and employee

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

105

retention quoted "better evaluation of job content and job context by the employees leads to the sense of obligation and commitment toward the organization, hen(Fernández-Mesa et.al, (2020)] demonstrates that the factors influencing employees' organizational commitment have been thoroughly investigated. Their research shows that increasing managerial intrusions to increase job significance can increase organizational commitment. However, this relationship cannot exist without the nature of the commitment and the inventiveness of employees to experience. The results demonstrated that affective commitment is better predicted by task significance than by continuous commitment. They likewise found that for workers with low degrees of receptiveness to encounter, expanding the significance of a task is desirable over empowering expanded obligation to the organization's main goal. Associations can increment representative responsibility by offering formative assignments, as indicated by friendly trade hypothesis specialists. However, by increasing the beneficiary's value on the outside labor market, these assignments may also put employees' commitment to the project to the test (Cao and Hamori, 2016). (Cao and Hamori, 2016)in their experimental review, joined formative tasks with other improvement rehearses like tutoring, preparing, training, support from direct manager and higher administration specialists to assess the result of formative tasks on authoritative responsibility. Additionally, they investigated the possibility of synergies between developmental assignments and other developmental practices. The exclusive study

of 312 extremely skilled professionals working in a variety of industries and businesses of varying volumes in over sixty nations led them to the conclusion that developmental assignments, when combined with support from senior authorities, significantly influence organizational commitment.

A. Determining factors of organizational commitment –

The results of an experiential study conducted by (Khaliq *et al*., 2014) about the factors driving commitment among the employees in Pakistan shows there are five significant factors impacting organizational commitment. Those factors consist of manager support, work domestic support, monetary and non-monetary rewards, favorable job conditions and career development opportunities (Fig.1). Another research carried out by (Sangperm 2017), enlisted following determinant factors of organizational commitment viz. work environment, work recognition, unionism and pay and compensation. It is necessary to study what motivates employees to gain strong commitment as it directly affects the enhancement of productivity of employees and also the productivity of overall organization (Zeshui and Dejian, 2019). In her research on organizational commitment, she considered the perspective of not only employees but also the employers. According to her, from employer's point of view, performance appraisal, job control, positive team experience, career advancement, role ambiguity and job insecurity significantly affect organizational commitment
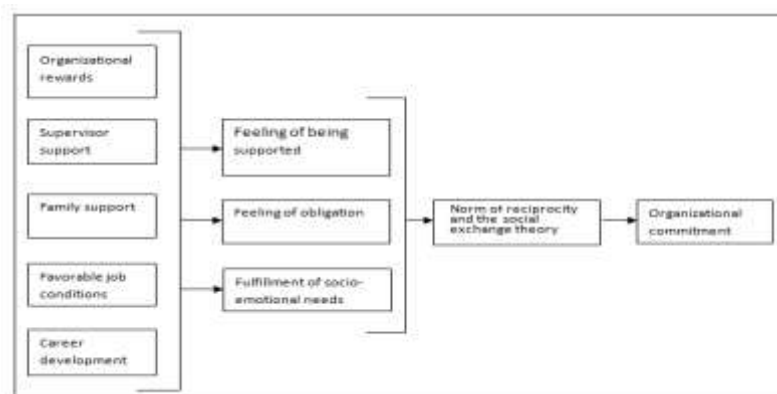

Fig. 1. Factors Driving Commitment Amongst the Employees [14]

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

106

B.   Overview of bibliometric scrutiny

Bibliometric analysis is the type of research that helps in plotting and exploring current as well as preceding literature related to particular field (Zeshui and Dejian, 2019). Many researchers have defined the concept of bibliometric analysis. References (Pritchard,1969), (Broadus, 1987) have specified exact definition of bibliometric study. According to (Cobo *et al.,* 2011), bibliometrics are set of techniques used to execute study or assesses the text and information wholly in the form of significant datasets. It offers guiding principles and drive for potential research by identifying range and gap between analysis done and prospect for advanced study. It presents an overall outline and constitution of the research area (Falagas *et al.,* 2006). Bibliometrics is a tool which aids analysis of progression of a stream based on conceptual, intellectual and social structure (Zupic and Cater, 2015). As stated by (Gimenez *et al.,* 2018) bibliometric analysis helps in weighing the significance of publications in specific discipline. Research affirms that bibliometric analysis facilitates not just the evaluation and recognition of most consistent, trustworthy and well accepted source of publication but also aids the investigator in discovering potential research theme and scope for academic association (Martínez *et al.,* 2015).

The foremost contributions of the study

1. A comprehensive bibliometric survey of organizational commitment is carried out using databasesfrom Web of Science (WoS) and Scopus.
2. Meticulous examination of bibliometric factors like top 10 subject areas, 10 most productive authors, major countries producing articles on organizational commitment, citation overview, top source titles etc. is carried out.
3. 10 most cited articles from both the repositories basis total citations received from 2008 till date are listed.
4. The most influential key words are retrieved and presented using VOSviewer.
5. At the end, organizational commitment and its impact on employee productivity is discussed.
6. Discussion about the core conclusions from major articles indexed in WoS and Scopus carried out the end.

Data Retrieval and Methodology

In the present study, bibliometric records are assembled from the two most widely referred repositories- Scopus and WoS. Keywords used are ―Organizational commitment, affective commitment, normative commitment and continuance commitment. Filtration parameters applied were articles published in English Language and published from 2008 to 2023. Post application of the filtration norm, Scopus extracted 770 articles and WoS extracted 1763 articles. Total articles considered are 2533.

Data Analysis
Top 10 Source Titles

It is evident from Fig. 3and Fig. 4 that in WoS, International Journal of Human Resource Management has highest number of articles on organizational commitment i.e. 72 followed by Personnel Review - 41 and Journal of Vocational Behavior – 38. Like WoS, in Scopus also International Journal ff Human Resource Management tops in the publication count. It has 30 articles proceeded by Journal of Vocational Behavior 20 article and Journal of Management Development 14 articles.
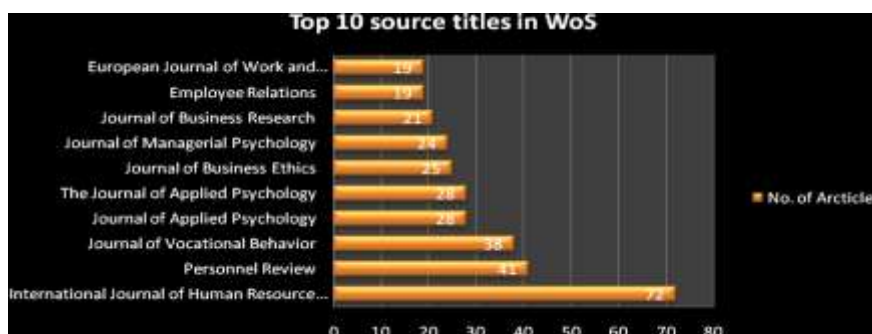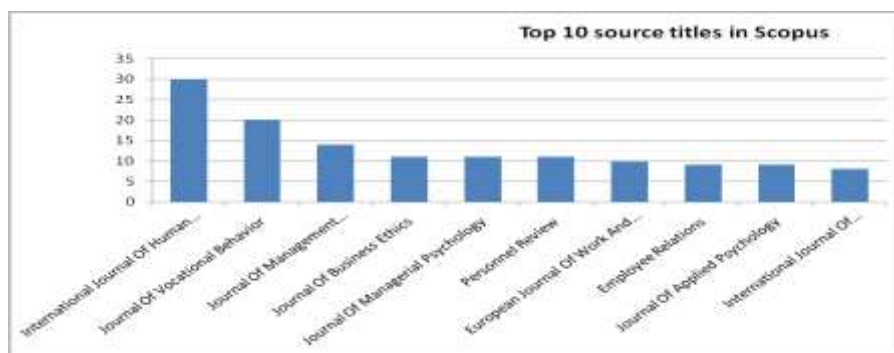

Fig. 3 Analysis of top 10 source titles in WoS

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

107

Fig. 4 Analysis of top 10 source titles in Scopus

Co-occurrence analysis of keywords

To identify vital research topics in the area of organizational commitment, this section examines the author keywords of articles considered for this study. Representation of the keywords analysis is done using Vosviewer.com. To facilitate easy retrieval of key words and more precise analysis of network, few keywords with low frequency are not displayed in the network. Since the number of documents were quiet substantial, keywords that appeared at least 30 times are represented in the network. Fig. 5 and Fig. 6 show the analysis of keywords in Scopus and WoS respectively. The node in the network diagram denotes the author keywords, and the larger the node, higher the number of occurrences of the keyword. It is visible from the diagrams that most powerful keywords in organizational commitment are – organizational commitment, job satisfaction, Affective commitment, normative commitment, job performance, continuance commitment etc.
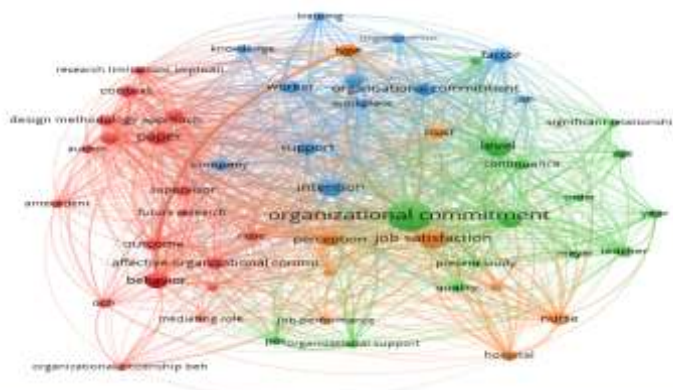

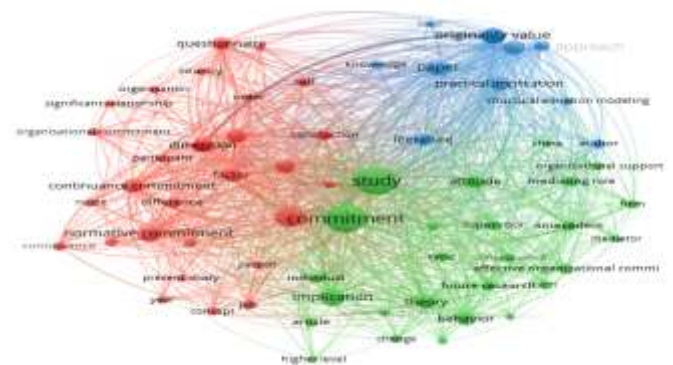Fig. 5 Analysis of most recurrently used key words in Scopus

Fig. 6 Analysis of most recurrently used key words in WoS

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

108

10 Most prolific Authors

The analysis shows that in Scopus and WoS, Vandenberghe, C. has contributed maximum number of articles i.e. 20 in Scopus and 39 in WoS. In Scopus, Lambert, E.G. and Hogan, N.L. rank second and third with 14 and 10 articles each. Whereas, in WoS, Chambel and Meyer rank second and third having published 19 articles each.
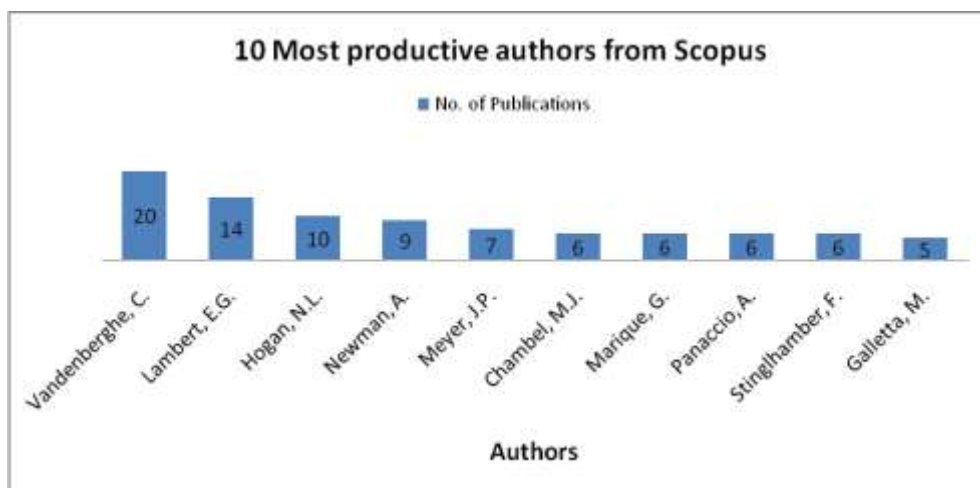

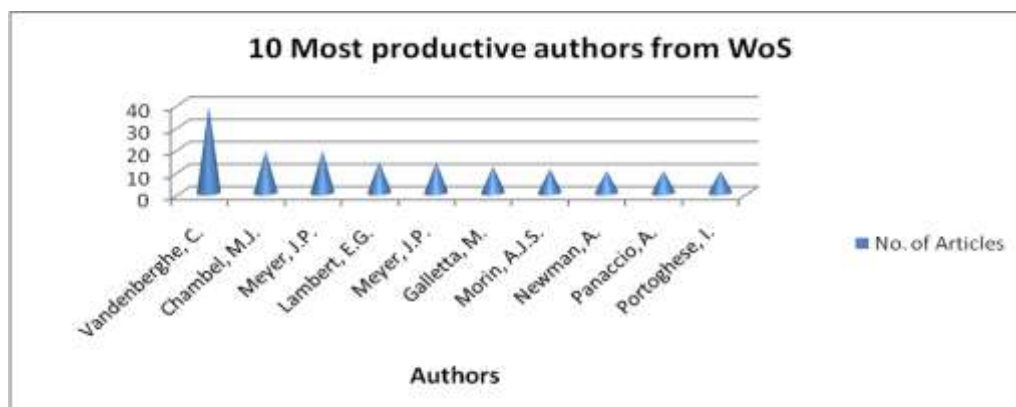Fig. 7 Analysis of 10 most productive authors from Scopus

Fig. 8 Analysis of 10 most productive authors from WoS

Geographical Analysis

Based on the analysis of geographical parameter, it is visible that United States tops the list. There are 488 articles published in WoS on organizational commitment and 166 articles in Scopus. After United States in Scopus, the next in line is Canada with 59 articles and India with 54 articles. In WoS database, Peoples R China ranks second in the list by publishing 488 articles and Canada ranks third by publishing 154 articles on organizational commitment.

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

109

Fig. 9 Geographical analysis from Scopus

Fig. 10 Territorial analysis from WoS.

10 Most cited articles

Citation overview indicates in WoS, article titled "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" has got the maximum number of citations i.e. total 438 citations till date which comes to more than 54 citations every year. In Scopus, document titled "The consequences of techno stress for end users in organizations: Conceptual development and validation" has been cited highest times i.e. 376 citations.
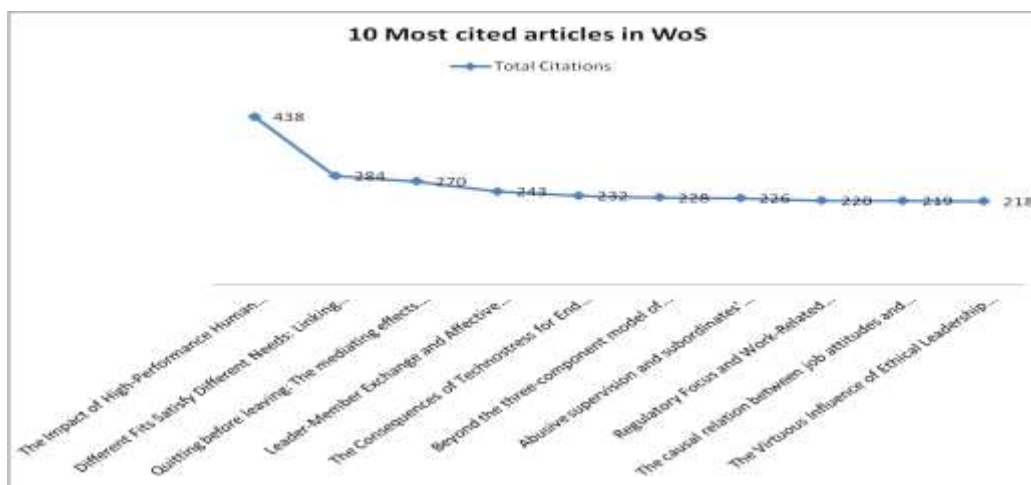

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

110

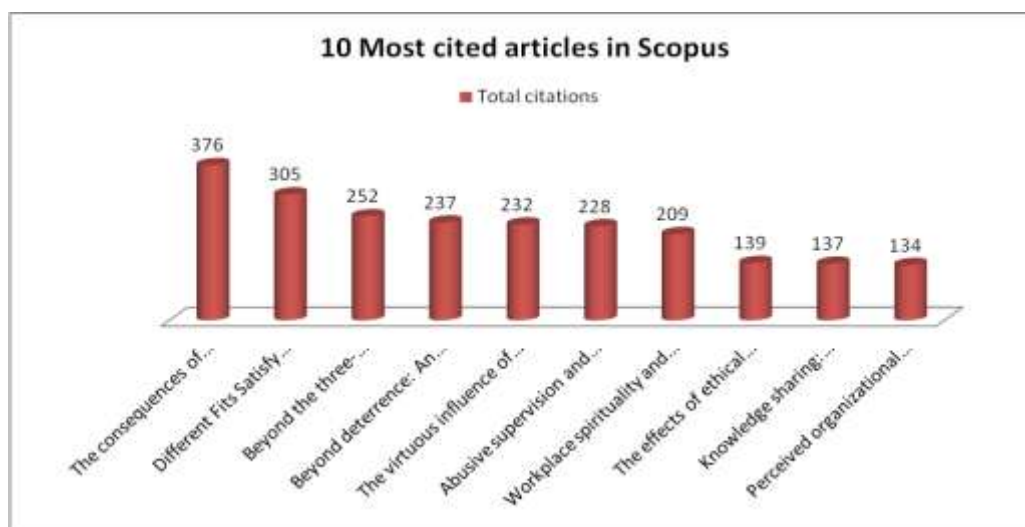Fig. 11 Analysis of 10 most cited articles in WoS.

Fig. 12 Analysis of 10 most cited articles in Scopus.

2.   Discussion

The management and behavioral sciences have paid a lot of attention to the concept and theory of organizational commitment (OC) (Angle and Lawson, 1993). The relationship between organizational commitment and numerous other factors that influence employee productivity, performance, and retention has been the subject of numerous studies (Baruch, 1998). Affective, normative, and continuance commitment are all types of commitment, according to research. The majority of studies on organizational commitment come to the conclusion that it has a positive effect on employee satisfaction and productivity, thereby lowering the rate of employee departure (Akhtar et.al,2015). Job stress has a positive intervention effect on affective and continuance commitment, but a strong negative significant relationship with normative commitment, according to another study (Ali et.al, 2011). There was no correlation found between work performance and normative commitment, despite the fact that work performance has a significant positive impact on affective and ongoing commitment (Ali et, al, 2011). According to an empirical study by (Nalla et.al, (2020), good pay, moderate supervision, and job satisfaction all have a positive impact on affective and normative commitment, but they have a negative impact on continuance commitment. Work fulfillment related with advancements has a negative relationship with standardizing

and emotional responsibility yet emphatically affects duration responsibility. Organizational commitment is strongly influenced by leadership team cohesion and support, according to a study by (Currivan,1999).

Limitations
In spite of being a comprehensive study, it has certain limitations. This study is restricted to the research articles extracted from Scopus and WoS, though, there are some other indexing databases like Google Scholar which contain open access articles which can also be considered for carrying out auxiliary bibliometric survey.

3.   Conclusion

The current study presents comprehensive bibliometric summary of the publications on organizational commitment over a span of 15 years from 2008 to 2023. Results were retrieved from the research articles extracted from two most extensively used databases Scopus and WoS. Key findings from the relevant publications are mentioned along with the bibliometric analysis. Presentation of the findings is done in tabular and graphical mode. Interpretation of the findings is done for each bibliometric indicator like most productive authors, territorial analysis, , most powerful keywords etc. As enhancement of employee commitment has always been a challenge for organizations, there is a scope for empirical

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

111

research to validate the factors influencing employee commitment and thereby assisting organizations in boosting employee commitment. As the study highlights contributions of significant authors in the area of organizational commitment, there is potential to examine theoretical implications by detailed systematic review of literature. This fetches the distinctive contribution of this study.

4. REFERENCES

1. Fernández-Mesa, O. Llopis, A. García-Granero, J. Olmos-Peñuela (2020), Enhancing organizational commitment through task significance: the moderating role of openness to experience, European Management Journal, 38(4), 602-612.
2. Pritchard(1969)., Statistical bibliography or bibliometrics? Journal of documentation, 25(4), 348–349.
3. V. B Bastos (1993), Organizational commitment: a balance of the results and challenges that surround this research tradition, Business Administration Magazine,33(3), 52-64.
4. A.V. B. Bastos, M. G. A. Brandão and A.P.M. Pinho (1997), Organizational commitment : an analysis of the concept expressed by university employees in their daily work . Contemporary Administration Magazine, 1(2), 97-120.
5. Adeel Akhtar, Ahmad Bemisal Durrani and Waseef-ul-Hassan (2015), The Impact of Organizational Commitment on Job Satisfaction and Job Performance: An Empirical Study from Pakistan, IOSR Journal of Business and Management, 17(6,), 75-80.
6. Arfat Ahmad (2018), The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective, Journal of Work-Applied Management, 10(1), 74-92.
7. Wong, C. Hui, and K. S. Law (1995), Causal relationship between attitudinal antecedents to turnover,Academy of Management Journal, 4, 342-346.
8. B. Currivan (1999), The causal order of job satisfaction and organizational commitment in models of employee turnover, Human Resource Management Review, 9(4), 492–524.
9. Ali, M. b. Karamat, H.b, Noreen, M.b, Khurram, A.b. Chuadary, M.b. Nadeem, H.b. Jamshaid, S.b. Farman (2011), The effect of job stress and job performance on employee's commitment, European Journal of Scientific Research, vol. 60(2),285-294.
10. Gimenez, E., Salinas, M., & Manzano-Agugliaro, F. (2018), Worldwide research on plant defense against biotic stresses as improvement for sustainable agriculture. Sustainability, vol. 10, Issue 2, pp. 391.
11. H.L. Angle, M. B. Lawson (1993), Changes in affective and continuance commitment in times of relocation, Journal of Business Research, 26(1), 3-15.
12. IH. Khaliq, B. Naeem and S. Khalid (2014)., Study of Factors Affecting Organizational Commitment among Bank Officers in Pakistan, Journal of Business and Financial Affairs, 6(1), 18-24
13. Irma Suryani (2018), Factors Affecting Organizational Commitment, Jurnal Manajemen dan Inovasi, 9(1), 26 – 34.
14. I. Zupic and T. Cater (2015), Bibliometric methods in management and organization. Organizational Research Methods, 18(3),429–472.
15. J. Cao, M. Hamori (2016), The Impact of Management Development Practices on Organizational Commitment, Human Resource Management, 55(3), 499-517.
16. J. E. Mathieu and D. M. Zajac, (1990). A Review and MetaAnalysis of the Antecedents, Correlates and Consequences Of Organizational Commitment, Psychological Bulletin, 108, 171−194.
17. L. W. Porter, R. M. Steers, R. T. Mowday, and P. V. Boulian (1974), Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5),603–609.
18. Luz, Carolina & Paula, Sílvio & Barbosa, Lucia (2018), Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

112

Turnover, Revista de Gestão, 25(1),84-101.

19. M. A. Martínez, M. J. Cobo, M. Herrera, and E. Herrera-Viedma (2015), Analyzing the scientific evolution of social work using science mapping, Research on Social Work Practice, 25(2), 257–277.

20. M. E. Falagas, A. I. Karavasiou, & I. A. Bliziotis (2006), A bibliometric analysis of global trends of research productivity in tropical medicine. Acta Tropica, vol. 99 (2/3), 155– 159.

21. M. K. Nalla, S. Akhtar, E. G. Lambert (2020)., Exploring the Connection between Job Satisfaction and Different Forms of Organizational Commitment among Police, Criminal Justice and Behavior, 47(5), 511-528.

22. M. J. Cobo, López-Herrera, A. G., Herrera-E. Viedma, and F.Herrera (2011), An approach for detecting, quantifying, and visualizing the evolution of a research field: A practical application to the fuzzy sets theory field, Journal of Informetrics, 5(1),146–166.

23. N. J. Allen and J. P. Meyer (1991), A three-component conceptualization of organizational commitment, Human Resource Management Review, 1(1), 61-89.

24. N. J. Allen and J. P. Meyer (1990)., The measurement and antecedents of affective, continuance and normative commitment to the organization, Journal of occupational Psychology, 63(1), 1-18.

25. Nuanluk Sangperm (2017), Factors Affecting Organizational Commitment of Employees of Autonomous University, PSAKU International Journal of Interdisciplinary Research (PSAKUIJIR), 6(1), 58-66.

26. R. Loi, N. Hang-yue and S. Foley (2006), Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support, Journal of Occupational and Organizational Psychology, 79, 101–120.

27. R. Broadus, (1987), Toward a definition of bibliometric, Scientometrics, 12, 373–379.

28. S.J Jaros, J. W. Jermier, J. W. Koehler and T. Sincich (2017), Effects of continuance affective and moral commitment on the withdrawal process: an evaluation of eight structural models, Academy of Management Journal, 36(5), 952-995.

29. Y. Baruch(1998) ,The rise and fall of Organizational Commitment, Human Systems Management, 17(2), 135-143.

30. Xu Zeshui and Yu Dejian (2019), Bibliometric analysis of highly cited articles on ecosystem services Journal of Data, Information and Management, 1, 3–15.

Eur. Chem. Bull. 2022, 11 (issue5), 104 – 113

113