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SELF-PROCESSES AS CONTRIBUTING TO ORGANIZATIONAL COMMITMENT

Abstract:

It is well known that almost all models of organizational commitment are calculative and hedonistic. However, not all the organizational behaviors can be explained based on rational processes that aim to maximize personal benefits. We are witnessing personal differences. For example, actions performed for the benefits of others (person, organization), or for a person's own satisfaction (for example, expression of self-identity). According to his suggestion people are motivated to reflect in their actions their "real-self".

This paper argues that self-processes (level of value realization and level of self-identity expression) contribute to collective work efforts, in addition to cost-benefit calculations (satisfaction of needs). While the OC research literature deals a lot with needs satisfaction as a contributor to OC there is almost no theoretical reference to the self-processes and no study examined there contribution to OC. This absence seems a bit peculiar given that the social psychology literature has devoted substantial attention to the "self" as a driver of behaviour.

The study examined the relationships of three aspects of person-environment fit (P-O Fit) that contribute to OC - degree of: Needs fulfilment, values realization, self-identity expression, with manifestations of OC: "Identification", "contribution", "presence". The study was based on a questionnaire given to 444 respondents, all workers. Findings showed fulfilment of needs to be central in its contribution to OC manifestations, and that its highest contribution was to the component expressing "presence". However, satisfaction with values realization and self-identity expression also contributed to OC. Moreover, The three types of P-O Fit were distinct from one another, they contributed differentially to the explanation of OC manifestations, and their respective contributions to the prediction of OC level were additive. Therefore, organizations which put emphasis on satisfying their worker's needs but also allow realizing values and expressing self-identities should extract a higher degree of commitment from their members.

Keywords:

self-identity, person-organization fit, values, needs, organizational commitment