

Research Hotspots And Frontier Evolution of Organizational Commitment - A Visual Analysis Based on Web Of Science Database

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Abstract—Organizational commitment is a hot term in the field of organizational behavior as well as human resource management in recent years, and has been analyzed by domestic and international scholars in various aspects. Most of the studies on organizational commitment have focused on the connotation and structure of organizational commitment, as well as the variables related to organizational commitment. To understand the hot topics of organizational commitment research, this paper visualizes and analyzes 7535 relevant papers published in web of science database during 2015-2020 based on Citespace software. The results indicate that the research on organizational commitment in the past six years has mainly focused on the analysis of antecedent variables, which supports and contributes to future related research by domestic and international scholars.

Keywords-Organizational commitment; Visual Analysis; Citespace

1. INTRODUCTION

The concept of organizational commitment was first introduced by the Western sociologist Becker in 1960. He argues that organizational commitment is caused by excessive unilateral employee commitment to the organization, meaning that the more employees are committed to the organization, then the stronger the employee's feelings of active involvement in the organization's work and activities. By the 1980s, organizational behaviorists Porter, Mowday et al. [1], after re-examining employee commitment behavior, defined organizational commitment as the degree to which individuals are involved in and identify with the organization. Allen and Meyer's [2] study found that organizational commitment is the psychological attitude that characterizes the relationship between the employee and the organization, and that this

psychological attitude encompasses the employee's decision to stay with the current organization or not. In general, the definition of organizational commitment developed jointly by Meyer and Allen is widely used, and they continue to build on the Becker and Weiner study by proposing three distinct dimensions for considering the definition of organizational commitment: affective commitment, continues commitment, and normative commitment. Influenced by foreign research on organizational commitment, enthusiasm for research on organizational commitment has gradually flourished in China. Domestic scholars Xiaoping, Liu and Chongming, Wang [3] consider organizational commitment as an attitude and behavioral tendency to be loyal to the organization and full of responsibility, which stems from employees' recognition of organizational goals and values. Cem Oktay Guzeller & Nuri Celiker 's [4] research shows that there is a moderate negative correlation between employees' organizational commitment and intention to leave. In this case, those who are emotionally committed to the organization will have a lower intention to leave than others. It can be seen that the basic view is that organizational commitment is an employee's attitude toward the organization, which explains why employees stay with a company and is therefore an indicator of employee loyalty to the company.

2. STUDY OF ORGANIZATIONAL COMMITMENT STRUCTURE

By reading the literature on organizational commitment at home and abroad, it can be found that structural research on organizational commitment has a deep theoretical foundation, and at the same time, scholars' research on the theoretical structure of organizational commitment has undergone a development from unidimensional to multidimensional. And because scholars have studied different priorities, they have different perspectives on their structural studies.

2.1 The unidimensional structure of organizational commitment

Early organizational behaviorists tended to think of organizational commitment as a one-dimensional concept. Becker's [5] unilateral commitment theory assumes that commitment is based on the assumption of "economic rationality", i.e., a "contractual relationship based on economic exchange" between the employee and the organization. Porter, Mowday et al. suggest that organizational commitment is more of an emotional-attitudinal attachment to the existing organization rather than an "economic tool" as Becker argues. They believe that organizational commitment has three specific dimensions, which are identification with the organization's content and values, willingness to devote time and effort to the organization, and willingness to stay with the organization. Although the studies mentioned above give different overviews of the connotations of organizational commitment, they all only elaborate on one aspect of the connotations of organizational commitment from different single perspectives.

2.2 Multidimensional structure of organizational commitment

By the mid-1980s, many scholars began to argue that organizational commitment is a multidimensional structure. In 1984 Meyer and Allen further analyzed organizational commitment by integrating the single-factor theory proposed by each of Becker and Porter, arguing that both factors (continues commitment and affective commitment) are important

components of what constitutes organizational commitment. This is the two-dimensional theory of organizational commitment. In 1990, Meyer and Allen [6] again conducted a comprehensive study to propose a three-dimensional theory of organizational commitment, which divides organizational commitment into three dimensions: affective, normative, and continues commitment, or a new model developed on the basis of this three-dimensional theory. Meyer and Allen's three-dimensional theory is the most far-reaching commitment structure theory in recent years and has been widely demonstrated in practice. Although Allen and Meyer's three-factor model has some controversy when validated using specific measurement scales, both of them still dominate the division of organizational commitment in organizational commitment analysis.

3. STUDY OF FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT

3.1 Individual-level impacts

The literature reading revealed that individual-level effects on organizational commitment are manifested in three areas: demographic variables, variables related to individual psychology, and variables related to individual work. Demographic variables (gender, age, marital status, etc.) are the most direct factors influencing organizational commitment and vary significantly across dimensions of organizational commitment. Tang, Yao [7] et al. verified that both age and education significantly moderated normative commitment, continuance commitment, and position significantly moderated affective commitment. Sheng, Ma et al. [8] measured psychological contracts in terms of transactional and relational contracts showing that psychological contracts have a positive effect on organizational commitment overall.

3.2 Organizational level impacts

The factors influencing organizational commitment at the organizational level are divided into three areas, which are the nature of the organization, variables related to the organizational context, and variables related to organizational management practices.

- First, employees' organizational commitment varies depending on the nature and type of organization. Xiaoping, Liu 's [9] study pointed out that employees' organizational commitment varies depending on the nature of the organization, like in the context of joint ventures, general employees have higher affective commitment than managers; however, managers have higher continuance commitment than general employees.
- Second, there are differences in the effects of different dimensions of the independent variables on different dimensions of organizational commitment. Management style has an effect on employees' value commitment, interpersonal relationships have an effect on employees' effort commitment, and all three dimensions of the antecedent variables have an effect on employees' retention commitment.
- Finally, in terms of organizational management practices, human resource management practices and leadership behaviors are the antecedent variables of organizational commitment that have been selected more often by scholars in empirical studies.

4. ANTECEDENT AND OUTCOME VARIABLES OF ORGANIZATIONAL COMMITMENT

4.1 Antecedent variables of organizational commitment

Through a comprehensive study of relevant domestic and international literature, three main antecedent variables of organizational commitment can be identified as follows.

4.1.1 Individual factors. It mainly refers to demographic variables, such as gender, age, and educational status, etc. Steers [10], Meyer and Allen suggested that age was positively related to organizational commitment. Mowday suggested that educational attainment was negatively related to organizational commitment.

4.1.2 Job factors. It mainly refers to the challenge of the job, skills required for the job, job satisfaction, etc. Mathieu and Zajac [11] found through meta-analysis that job satisfaction and job stress are important factors affecting organizational commitment.

4.1.3 Organizational factors. Mainly refers to organizational support, organizational climate and organizational culture, etc. Finegan [12] found that employees' organizational commitment increased when their values were largely aligned with organizational values. Eisenberger [13] found a significant correlation between organizational support and organizational commitment through meta-analysis and that organizational support is an antecedent variable of organizational commitment.

4.2 Outcome variables of organizational commitment

Employee withdrawal behavior and job performance are the two common types of outcome variables.

4.2.1 Job performance. There have been no consistent findings on the relationship between organizational commitment and job performance. Steers concluded that there was no significant relationship between the two, or that the correlation between the two was extremely low. Dubin et al.'s [14] study concluded that organizational commitment has a positive relationship with job performance. Le et al. [15] pointed out that the reason for the disagreement may be because the researchers used different research subjects or because there are moderating variables between organizational commitment and job performance that show different relationships in different contexts. Weipeng Hu and Kan Shi [16] found that wage compensation moderated between sustained commitment and job performance, and job goal clarity moderated between affective commitment and job performance.

4.2.2 Withdrawal Behavior. Withdrawal behaviors mainly refer to absenteeism and the tendency to leave. One of the most studied behaviors is voluntary separation behavior. The results of Steers showed that organizational commitment affects turnover rate and that organizational commitment is negatively related to turnover. Liu and Wang argued that different dimensions of organizational commitment have different effects on the propensity to

leave, with affective and continuance commitment having more significant effects on the propensity to leave, while normative commitment did not reach a significant level of effect on turnover.

5. CO-CURRENT ANALYSIS OF ORGANIZATIONAL COMMITMENT

KEYWORDS

Co-occurrence analysis is an analysis method to quantify co-occurrence information in various information carriers, which is an important means and tool to support knowledge mining and knowledge services. It can reflect the content characteristics and appearance characteristics of information, while together forming the basis for text knowledge association and knowledge mining. CiteSpace is an excellent bibliometric software that visualizes the relationship between documents as a scientific knowledge map for the operator. It can help us to sort out the past research trajectory and also give us a general idea of the future research prospect.

Therefore, in order to understand the hot topics of organizational commitment research, we downloaded a total of 8847 relevant literature on this topic in the web of science database for the last few years, with the time period of 2015-2020. We performed data cleaning of the downloaded documents by CiteSpace software, removing duplicates and missing documents such as authors, years and keywords, resulting in 7535 documents.

5.1 Figures and Tables

1) The high-frequency keywords were visualized by CiteSpace, and the final keyword co-occurrence mapping was exported, as shown in Figure 1. Among them, the node size reflects the frequency of keyword occurrence, and the number of connecting lines indicates the degree of close connection with other research hotspots.

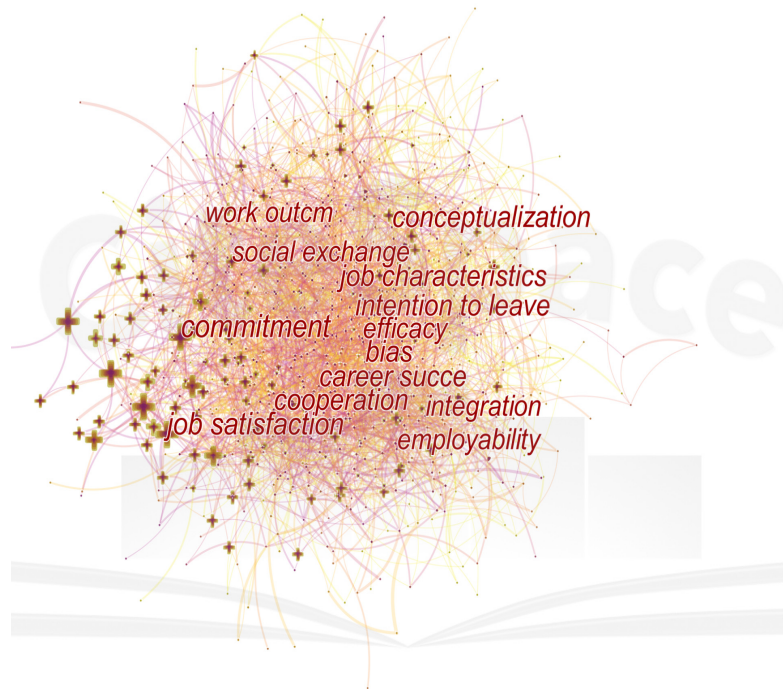


Figure 1. Keyword co-occurrence map

TABLE 1. KEYWORD FREQUENCY STATISTICS

Key Words	Relevant information	
	<i>Number</i>	<i>Frequency</i>
commitment	1	2409
organizational commitment	2	2099
job satisfaction	3	1963
performance	4	1961
antecedent	5	1169
impact	6	1108
work	7	987
model	8	924
satisfaction	9	782
management	10	775
behavior	11	689
perception	12	641
leadership	13	607
metaanalysis	14	569

2) Combining the frequency statistics in Table 1, it can be seen that the nodes corresponding to the words "commitment" and "organizational commitment" are the largest, with 4508 occurrences, and have the most connections with other nodes and are the most closely related, which is also the core theme of research in this field. Secondly, the nodes and labels for the words job satisfaction (1963 times), performance (1961 times), antecedent (1169 times), and impact (1108 times) are also larger, indicating that research in the last five years has focused mainly on these areas. Among the top 13 keywords in terms of frequency, those involving antecedent variables of organizational commitment accounted for 43.29%, those involving organizational commitment literature review accounted for 37.52%, and those involving outcome variables accounted for 19.19%. In summary, antecedent analysis is the focus of research on organizational commitment. In terms of antecedent variables, Avolio et al. [17] adopted a hierarchical linear model to verify the relationship between transformational leadership and organizational commitment by using a hierarchical linear model to verify the positive correlation between. Johnson's [18] study found that employees' perceived fairness in the decision making process (procedural fairness) significantly predicted their level of commitment to their organizations, especially among middle and senior managers. In terms of outcome variables, Tsoumbris and Xenikou [19] found in their study that employees with high affective, sustained, and normative commitment were less likely to leave and change jobs than those with predominantly low and sustained commitment; Hom et al. [20] showed that organizational commitment was a better predictor of job performance and intention to leave, and that high performance was associated with high organizational commitment.

6. CONCLUSION

In summary, organizational commitment reflects the employees' attitudinal tendency towards the organization, which is expressed as the employees' identification, dependence and loyalty to the organization, while at the same time, this internal attitude acts on employees' external behavior and makes them respond accordingly and in a specific way. In today's fast-changing and increasingly complex market environment, companies can only maintain their competitive advantage and come out on top in the fierce competition by focusing on both employee-company and business-company relationships.

At the same time, both domestic and international researchers have found that many individual and organizational factors can influence employees' organizational commitment, which in turn affects their performance and withdrawal behavior. In addition, the visual analysis shows that the antecedent variables are the focus of research in organizational commitment, where job satisfaction and performance appear very frequently. Therefore, we can know that the research in recent years has mainly focused on the aspects of employee perception or employee performance. Although scholars have made considerable progress in the study of organizational commitment, there are many new directions that scholars should continue to explore in depth, such as cross-cultural issues of organizational commitment, longitudinal research issues, and turnover tendencies. Therefore, this paper argues that the study of interorganizational relational commitment based on the basic theory of employee organizational commitment and the research idea of employee organizational commitment is one of the next aspects of the field of organizational commitment that needs to be explored in depth.

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