Organizational Commitment among Purchasing and Supply Chain Personnel

Testing Research Instrument

Jarno Einolander  
Dept. of Industrial Management and Engineering  
Tampere University of Technology  
Pori, Finland

Hannu Vanharanta

Abstract—The concept of organizational commitment has been studied extensively during the past decades, and remains one of the most challenging and studied concepts in organizational research. In purchasing as well as in supply chain management, commitment plays a central role, because the personnel work directly with outside organizations, and consequently their performance can have a significant effect on the total effectiveness of the organization. This paper discusses organizational commitment and its importance in supply chain management and in the purchasing function. In addition, the principles of our newly developed Internet-based evaluation instrument are highlighted. This application has been preliminarily tested and the verification and validation processes are currently under evaluation.

Keywords—organizational commitment; purchasing; supply chain management; evaluation; measurement

I. INTRODUCTION

Organizational success is one of the main goals in leadership and management. It is assumed that through good leadership and management, success can be achieved. Success greatly depends on how well leaders can manage the workforce and get them to work towards their shared goals and objectives. Employees have been found to contribute to organizational effectiveness and work efficiently towards its goals if they identify with the organization’s goals and values and are willing to engage in activities that go beyond their immediate role requirements. One of the main sources of competitive advantage for today's organizations is the ability to retain talented employees. In other words, long-term sustained success and growth can be achieved by attracting and retaining the best talent [1]. Heinen and O’Neill [1] argue that the relationship with the employees’ immediate manager has the greatest effect on employee commitment, growth, and development. Furthermore, organizational policies and human resource management practices can have a significant effect on employee commitment. Therefore, successful development and execution of organizational policies, systems, management, and leadership are crucial because otherwise, they could hinder highly committed employees from converting their commitment into performance outcomes [2]. All these characteristics have been repeatedly associated with the concept of organizational commitment. Particularly, it is assumed that employees are likely to exert great effort on behalf of the organization if their commitment is based on affective attachment to the organization.

The theoretical part of this paper deals with the issue of organizational commitment linked to the context of purchasing and supply chain management. The performance of activities in the purchasing and supply chain function can have a significant effect on the total performance of the organization [3]. Special focus is directed on purchasing personnel, since, as boundary spanners, employees in the purchasing function represent their firm’s strategic goals and intentions as they play a significant role in initiating and establishing relationships with outside organizations. Consequently, they can have a significant effect on their organization’s reputation and image [4] and therefore the effectiveness of their performance can have an enormous effect on the company’s bottom line. These are some of the reasons why organizations would like their employees to be highly committed and why we believe that organizations should first evaluate the degree of commitment and the factors affecting it to find the best course of action for trying to manage it.

II. THEORETICAL FRAMEWORK

A. Organizational Commitment

Organizational commitment refers to the extent to which an individual regards him or herself as an organizational person. In particular, organizational commitment refers to “the relative strength of an individual's identification with and involvement in a particular organization” [5]. Reichers [6] defines commitment as a process of identification with the goals of an organization's multiple constituencies [6], such as organization, occupation, job, supervisor, workgroup, or organizational goals.

While there are several definitions of organizational commitment, a common three-dimensional theme is found in most of these definitions: (1) committed employees believe in and accept organizational goals and values, (2) they are willing to devote considerable effort on behalf of their organization, and (3) they are willing to remain with their organization [7; 8]. Hence, organizational commitment can be described as a psychological state that binds an individual to an organization [9] and influences individuals to act in ways that are consistent with the interests of the organization [5; 10]. Meyer and Allen [11; 12] defined organizational commitment as consisting of three components: affective, continuance, and normative.
commitment. They argue that these components reflect distinct psychological states and that employees can experience each of these states to varying degrees. First, affective commitment refers to how strongly the employee identifies with, is involved in, and enjoys membership in an organization. This dimension is closely related to Porter, Steers, Mowday and Boulian's [5] definition. Second, continuance commitment [11; 12] is the cost-related aspect of commitment. This form is the function of perceived cost based on the sacrifices and investments made by the employee. This view draws upon Becker's [13] early thoughts about the reasons behind commitment. The third component of the Meyer and Allen model [11; 12], normative commitment, sees commitment developing based on internalized loyalty norms, i.e. the feeling of obligation to remain with an organization.

Organizational commitment has been considered as a mediator variable in several causal models of employee behavior. Often it has been included as a mediator focusing on predicting other employee reactions or behaviors [14]. As a consequence, organizational commitment has been linked to several personal variables, role states, and aspects of the work environment, such as job characteristics or organizational structures. From an antecedent point of view, it has been related to employees’ absenteeism, performance, turnover, and other behaviors. In addition, several other variables have been found to correlate with organizational commitment, such as job involvement and job satisfaction behaviors [14].

Additionally, DeCotiis and Summers [15] found that commitment had a direct positive influence on employees’ work motivation and objective measures of job performance, as well as a direct negative influence on their intention to leave and actual turnover [14]. In other words, employees who identify with and are involved in their organization are committed, and presumably want to maintain membership in their organization and exert effort on its behalf [7]. Many extensive studies support this prediction [c.f. 14; 16]. Hence, Mowday et al. [7] argued that the strongest and most predictable behavioral consequence of organizational commitment is low turnover. Many extensive studies support this prediction [c.f. 14]. Meyer and Allen [17] emphasized the positive correlation between affective commitment and work attendance. A committed workforce will be more dedicated to their jobs and more motivated to give their time and effort to accomplish the required tasks. This can also lead to a more autonomous and self-controlling workforce [18]. Therefore, it is important to identify more clearly what drives employees to become committed to their organization and to understand how to influence and maintain commitment in the workforce.

1) External Organizational Commitment
McElroy, Morrow and Lacznia [19] extended the concept of commitment beyond the boundaries of one’s employing organization to include commitment to another organization. They argued that an employee could develop commitment, in other words, a psychological attachment to a specific organization external to one’s own employer. This is known as external organizational commitment (EOC), and is predicted to develop among those boundary spanning members of an organization (e.g. people working in purchasing, selling, consulting) who are in a position to develop long-term relationships with members of other organizations. However, whether EOC develops or not is influenced by the nature of the interaction between the individual and the external organization.

EOC can have both positive and negative effects for the employing organization, the external organization, and the individual [19]. For example, for employing organizations that depend heavily on customers and clients, high levels of EOC are beneficial as long as this loyalty does not come at the expense of the employing organization (e.g. if in-house duties are neglected, external agreements begin to favor the external organization). One of the positive effects of a high EOC is that employees who develop commitment to an external client organization are likely to exert more effort than required for that organization, which may lead to new and better business opportunities and relationships [19]. Taking EOC to the extreme, valued employees in boundary spanning roles may even terminate their employment and take a position with the external organization, which will lead to undesirable turnover and may lead to a potential loss or deterioration of business. However, it must be noted that commitment to one’s own organization will have the greatest impact on the potential negative consequences of EOC. Specifically, because organizational commitment deals with the relationship between the individual and the employing organization, organizational commitment is likely to moderate the connection between EOC and the negative consequences to the employing organization and the individual [19].

2) Measuring Organizational Commitment
As the definitions of organizational commitment have been quite diverse [20], so the interest in commitment as an explanation of employee behavior and performance has led to the development of several attempts to measure it. However, they continue to draw criticism for a lack of precision and for concept redundancy [6]. Allen and Meyer [11] conclude that relatively little attention has been paid to the development of measures of commitment that conform closely to the researcher’s particular definitions of commitment.

Perhaps the most widely used commitment scale, the Organizational Commitment Questionnaire (OCQ), was developed by Porter, Steers, Mowday and Boulian [5]. This scale was developed based on their definition of commitment and measures the affective dimensions of commitment, although it incorporates some ‘continuance’ and ‘normative’ elements. The OCQ is used to measure the state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate those goals [7].

Meyer, Allen and Smith [21] argue that different components of commitment are differently related to variables such as antecedents and consequences. Therefore, Meyer and Allen developed independent scales to measure these three components of commitment, i.e. the Affective Commitment Scale, the Continuance Commitment Scale, and the Normative Commitment Scale. It is important for management to understand the relationships between these
different components of commitment because of their differences in outcome variables. As Meyer and Herscovitch [9] argue, the different components of organizational commitment will have different effects on other variables such as attitudes and behaviors. However, various studies have shown that normative commitment overlaps with the other two types of commitment (e.g. [22; 23]). On the other hand, constructs of affective and continuance commitment have been well supported in the literature [14].

It is clear that there will always be employee turnover in organizations, and “total” commitment is not required from all employees. As Pierce and Dunham [24] contend, organizational commitment is more important in complex jobs that require adaptability and demand that employees take the initiative. Clearly, undesirable turnover can be extremely costly to organizations given the high costs incurred (e.g. losing productive employees, recruiting, selecting, and training costs, and the potential negative impact on current customer relationships). In contrast, turnover of undesirable employees can be healthy for organizations [c.f. 14]. For example, highly committed poorer performers may even decrease organizational effectiveness as a result of lower absenteeism and turnover. Based on these arguments, a better understanding concerning the factors affecting commitment is needed in order to manage the workforce effectively.

As a result of all these points, leaders need to have an understanding of how employee commitment develops and is maintained over time [25]. A deep understanding of the processes related to the causes and consequences of commitment will enable management to create better interventions. Management can, for example, adopt appropriate leadership behaviors in order to enhance the levels of job satisfaction, and in turn improve the levels of employee commitment to their organization and job performance, consequently increasing productivity and profitability [25]. Mathieu & Zajac [14] conclude that organizational commitment is a useful criterion for various organizational interventions designed to improve employees’ attitudes and behaviors. At minimum, they suggest that it should be used to influence the employees’ socialization processes, participation, ownership in the company, and reactions to job enrichment. However, before interventions can be effectively planned and executed, measurement of organizational commitment and other mediating factors should be conducted.

B. Human Aspects in Purchasing and Supply Chain Management

The purchasing function has evolved into an integral part of supply chain management [26]. It has increasingly assumed a more pivotal strategic role in supply chain management (SCM) [27]. It can be seen as a subset of SCM that deals primarily with managing all aspects related to the inputs to an organization (e.g. purchased goods, materials, and services). It can contribute both in quantitative and qualitative ways to improving the organization’s bottom line [28]. Since performance in purchasing and materials-related activities can have a significant effect on the total performance of the organization [3], increased emphasis has naturally been placed on the function’s efforts to maintain or rebuild organizational competitiveness [29]. Consequently, buyers entrusted with the expenditure of company funds are automatically placed in a more vulnerable position than most employees [29].

Many studies point out the fact that people working in supply chains have a major effect on the building of trust between organizations, which is one of the key factors in mutually beneficial business relationships. Trust is critical because, without trust, suppliers are unlikely to make long-term investments to support future business with the buyer [30]. The establishment and maintenance of a trusting relationship rely on the motivated individuals who regularly interact across organizational boundaries [30; 31]. In addition, the purchasing agent’s communication skills, professional knowledge, decision-making autonomy, and ability to compromise have been found to influence the supplier’s trust in purchasers significantly [32]. A supplier is more likely to develop trust in a purchasing agent, and consequently in the buying organization, when they perceive purchasing agents as being competent and able to keep their promises [30; 32]. Zhang, Viswanathan and Henke [32] concluded that, because of their position as boundary spanners, purchasing agents have an influence on the amount of trust outside organizations place in the company the purchasers represent.

In addition, the boundary spanning capabilities of purchasing agents are critical in establishing and maintaining supply chain relationships (e.g. [33; 30; 31]). Smith, Plowman, Duchon and Quinn [34] argue that these capabilities can be influenced by the intrinsic dispositional traits of the individual [32]. The relationships between individuals in boundary spanning positions provide a means for the development of wider communications between their employing organizations, which will create familiarity and trust between the parties.

In addition, Perrone, Zaheer and McEvily [30] argue that the purchasing agent’s tenure, i.e. the length of time an individual has spent working within an organization, can significantly increase the supplier’s trust in the purchasing agent. This finding is also important because of its direct link to organizational commitment. It is based on the assumption that individuals with long tenure have acquired informal power and knowledge over time [35; 30], making their knowledge more valuable and thus making them more powerful [30].

In their study of supply chain integration, Fawcett and Magnan [36] identified the main factors most likely to benefit from, hinder, and assist in successful Supply Chain Management. These factors are presented in Table 1.
TABLE I. TOP TEN BENEFITS, BARRIERS, AND BRIDGES TO SUPPLY CHAIN MANAGEMENT [36]

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Barriers</th>
<th>Bridges</th>
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<tbody>
<tr>
<td>Increased customer responsiveness</td>
<td>Inadequate information sharing</td>
<td>Senior &amp; functional managerial support</td>
</tr>
<tr>
<td>More consistent on-time delivery</td>
<td>Poor/conflicting measurement</td>
<td>Open &amp; honest information sharing</td>
</tr>
<tr>
<td>Shorter order fulfillment lead times</td>
<td>Inconsistent operating goals</td>
<td>Accurate &amp; comprehensive measures</td>
</tr>
<tr>
<td>Reduced inventory costs</td>
<td>Organizational culture &amp; structure</td>
<td>Trust-based, syntropic alliances</td>
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<tr>
<td>Better asset utilization</td>
<td>Resistance to change—lack of trust</td>
<td>Supply chain alignment &amp; rationalization</td>
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<tr>
<td>Lower cost of purchased items</td>
<td>Poor alliance management practices</td>
<td>Cross-experienced managers</td>
</tr>
<tr>
<td>Higher product quality</td>
<td>Lack of SC integration understanding</td>
<td>Process documentation &amp; ownership</td>
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<tr>
<td>Ability to handle unexpected events</td>
<td>Lack of managerial commitment</td>
<td>Supply chain education and training</td>
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<tr>
<td>Faster product innovation</td>
<td>Constrained resources</td>
<td>Use of supply chain advisory councils</td>
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<tr>
<td>Preferred &amp; tailored relationships</td>
<td>No employee passion/empowerment</td>
<td>Effective use of pilot projects</td>
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As shown in Table 1, many of the barriers and bridges concern managerial practices, organizational culture, trust, passion, empowerment, managerial support, and information sharing, many of which have been repeatedly associated with motivation and job satisfaction, and in the long run affective organizational commitment.

Therefore, it can be reasoned that these commitment-related aspects of working life are one of the key factors to enhance when trying to improve the overall performance of the supply chain function and consequently the performance of the organization. Enabling organizations to improve these factors requires commitment from senior management. Saunders [3] argues that it is their responsibility to increase passion in the workplace by establishing adequate systems that help to nurture a work environment where participation is highly valued, where people are empowered to experiment, take risks, and solve problems, and where constant, life-long learning and knowledge sharing is carried out [3].

In their study of purchasing executives, Kelley and Dorsch [37] argue that purchasing executives’ feelings of commitment to their organization have a tendency to reflect the extent to which they identify themselves as a corporate person. As individuals identify more strongly with their organization, their interpretations and reactions to events tend to be influenced by their definition of who they are, i.e. a committed employee [37].

As can be seen from the above, the commitment of those employed in the supply chain has a major importance on their organization. Successful operations and meeting customer and financial goals are in large part determined by the abilities and motivation of the employees. People working in purchasing and the supply chain must have the right motivation and abilities for strategic purchasing and supply chain management to be successful. Most importantly they must be committed to the objectives of the organization and dedicated to the long-term best interests of their employer. This emphasizes the ethical principles such as equity, trust, responsibility, and commitment that are required from employees in purchasing and supply management.

III. BUILDING AN EVALUATION INSTRUMENT

Our aim was to develop a tool that could be rapidly administered to a large number of employees to evaluate the various components of organizational commitment and their primary correlate constructs, such as job satisfaction and perceived organizational support. Our evaluation instrument was designed to incorporate these various constructs in order to unearth the primary factors that affect commitment and to be able to pinpoint their current state in a given organizational context. The evaluation of different components is important, because the various components of organizational commitment will lead to different effects on other variables such as attitudes and behaviors [9].

A. Evolute System

Evolute is an online system that supports specific-purpose fuzzy logic applications [38; 39]. Fuzzy logic is a conceptual system of reasoning, deduction, and computation that makes it possible to reason precisely with imperfect information. Imperfect information is information which in one or more respects is imprecise, uncertain, incomplete, unreliable, vague, or partially true [40].

The Evolute system allows researchers to develop a specific domain ontology and present it online to the target group through semantic entities, such as statements [39]. Each ontology and its propositions can be fine-tuned over time by adjusting the fuzzy set design and fuzzy rule design – this is the ontology lifecycle in ontology engineering [41]. Furthermore, the content of the ontology can be modified, i.e. variables can be added and removed as more about the domain is learned, thus making the ontology correspond better to the phenomenon in question. Evolute makes the examination of results possible both visually and numerically. In general, a fuzzy logic application resembles an expert’s task of evaluating and reasoning based on linguistic information.

B. Evaluation Instrument

From the literature we identified a broad range of constructs related to organizational commitment as its antecedent, determinant or correlate factors [e.g. 2;11;14; 17;42;43]. We categorized these factors under relevant constructs, such as work motivation, job satisfaction, person-organization fit, perceptions of organizational support, and turnover intentions. All the identified categories were grouped under three main dimensions of organizational commitment — affective, continuance, and normative. As a result, 55 variables were identified in 15 categories under these three main dimensions. These 55 variables were described in the initial version of our instrument with an average of five linguistic indicative statements (indicators).

The statements used in our research application were developed based on various studies and models. For example, organizational commitment statements were adapted from the scales created by Meyer and Allen [12], and Porter, Steers, Mowday and Boulian [5]. Job satisfaction and the motivating potential of job measures were developed based on measurement tools devised by Hackman and Oldham [44] and Weiss, Dawis, England and Lofquist [45]. In addition, Thomas’s [46] intrinsic motivation theory was used as a reference. Statements describing the components of organizational justice were adapted from the Niehoff and Moorman [47] scale. Role ambiguity and conflict were measured for items based on the Rizzo and Lirtzman [48] scale. Items relating to the psychological contract were adapted from studies by Raja, Johns and Ntalianis [49], and Rousseau [50;51]. In addition, role overload was measured.
with statements based on Pareek’s [52] Organizational Role Stress Scale.

In general, commitment studies have utilized Likert-type scales. In this study, we propose to capture subjects’ responses through a continuous graphic rating scale. The verbal limit values of the continuous scale can be set to be statement-specific. By using the continuous scale, the aim is to overcome some of the disadvantages that the conventionally used Likert-scale type measures may possess [c.f. 53]. Russell & Bobko [53] speculated that the Likert-scale requires subjects to somehow compress or otherwise reduce their latent response. They suggest that information loss due to the coarseness of the scale can cause false increases or decreases in moderated regression effect sizes, and propose that it could result in an unknown systematic error, which can have an enormous effect on the ability to detect true interaction effects.

On a practical level, respondents are asked to evaluate their current reality and vision for the future as they perceive it regarding statements describing the identified constructs. This evaluation results in the creation of a proactive vision, i.e. the gap between the current reality and future vision. The reasoning from the indicative statement evaluation to the visualized proactive vision is made with fuzzy logic; the statements are semantic entities and the ontology is the information resident in a knowledge base [c.f. 40; 54]. The aim of our research application is to help organizations to identify the prevailing nature of their employees’ commitment by examining its related constructs and aspects of working life collectively at the team, workgroup, or organizational level.

DEMOGRAPHIC CHARACTERISTICS

Several demographic characteristics were also included in the study as descriptive statistical variables. We included age, gender, highest education level attained, job type, experience in current job, and overall tenure in the current organization. Nationality and total tenure in working life were also included. As Mathieu and Zajac [19] state, most of the researchers have included personal variables in commitment studies as descriptive statistics rather than explanatory variables.

C. Preliminary Research Instrument Testing

The first testing of the instrument was performed in the fall of 2012 with 18 Finnish industrial management M.Sc. program students with various engineering backgrounds. All the subjects were asked to answer the statements in relation to their own studies at the industrial management school. After the first test run, adjustments were made to some of the items. The second test run was made with 15 other M.Sc. students at the same institution in early 2013. After the second test runs, additional adjustments were made to the overall construction of the ontology behind the application and to its statements. The average age of participants in both studies was 31.5 years and 70 percent of them were male.

The third testing of the instrument was made in a Polish technical university in the spring of 2013 with 18 international students from various countries with an average age of 24.4 years and 65 percent of them were male. After the third test run some irregularities were detected and some major adjustments had to be made to the overall construct of the ontology and its statements. Based on these three test runs, the application evolved into a new version with 59 main variables in 18 categories. Development process led to the elimination of 26 statements based on their similarity with others. In addition, the wording of several statements was modified and made clearer.

Because the development of this application is still ongoing, only preliminary results from the testing of the instrument are presented. Figs. 1 and 2 illustrate examples of the category level results of the second instrument testing (n=15).

![Fig. 1. Example of Category Level Results.](image)

Fig. 1 represents an example of the category level results of the preliminary tests. The blue bars represent the group’s collective perception of the current reality (perceived current state), and the red bars represent their vision for the future, and the difference is their collective proactive vision. The results have been sorted based on the highest proactive vision, i.e. the greatest collective feeling of tension between the current and envisioned future state.

![Fig. 2. Average and Standard Deviation of Category Level Results.](image)

Fig. 2 presents the averages and standard deviations of the category level results as in Fig. 1. The blue bars represent the current state results and their standard deviation in the research group. Likewise, the red bars represent the range of category level results and their standard deviation in the future target state of the research group. The lines represent the averages of these results.

In order to delve into what makes the category level results and to pinpoint the most appropriate targets for possible development activities, we must look at the variable level.
results. Fig. 3 shows the ten highest proactive vision results from the third instrument testing study (n=18).

Fig. 3. Example of Variable Level Results of the third study.

Fig. 3 portrays ten variables with the highest proactive vision in the third study with a multicultural research group. For example, it can be seen that the highest tension between the current state and target state is in satisfaction with and need for job security, as well as in opportunities for advancement and management commitment to staff development. Furthermore, the fair distribution of pay and other work rewards is seen to be highly important for betterment. In addition, various aspects of job satisfaction and motivational characteristics of the job are indicated to be important and there is a desire for them to be improved.

Fig. 4 shows the ten highest proactive vision variable results in the Finnish sample in study 2. As can be seen, there are similarities between Fig. 3 and Fig. 4.

Fig. 4. Example of Variable Level Results of the second study.

This sample shows the highest tension in overall interaction and information sharing. Similarly, as in the multicultural group, the need for job security is evident. In addition, there is a gap between how much the work provides opportunities for professional growth and achievement and what is desired. Also, it can be seen that some of the motivational characteristics of the job e.g. task identity (identifiable, visible outcomes from work) is regarded as one of the variables most needing improvement. This sample also highlights the need for recognition from management for work and performance.

A comparison of these two studies shows that there are differences but also similarities. There are major similarities in job security needs and desired fairness in the distribution of work rewards. The biggest difference is in information sharing categories and the feeling of organizational support i.e. valued contributions. The Finnish research group shows the need for recognition from management and that the information sharing culture should be improved. These categories are not thought to be as important in the Polish test group. On the other hand, the Polish test group emphasized that it was more important to improve various features of job satisfaction.

The example above describes the ten categories with the highest proactive vision. Similar differences can be observed in the rest of the categories. There are various reasons for these differences, for example, they may stem from cultural differences or from the fact that the members in these groups have major differences in their overall length in working life. The reasons for the similarities or differences are not in the scope of this study are not analyzed any further.

Based on these preliminary results, it seems that understanding the nature of proactive vision is an important element of the process of developing these occupational factors. We believe that the categories that have the highest proactive vision are the targets that organizations should focus their development activities on in order to increase overall commitment in a specific organizational setting. The development of this instrument is ongoing and more empirical results are needed to improve its internal consistency, as well as its usability. In addition, these preliminary tests have shown some areas of the application that still need further development. However, these tests have shown that this application allows us to illustrate some trends that could be used to assist organizations in developing their HRM practices.

IV. CONCLUSIONS AND FUTURE RESEARCH

There are a wide variety of reasons why organizational commitment is important and why organizations want their key employees to be highly committed. Studies have demonstrated that higher commitment is related to factors such as greater levels of satisfaction, motivation, and prosocial behavior, while lower levels are related to a higher intent to quit, a higher turnover rate, and tardiness. In addition, high levels of organizational commitment have been associated with greater work attendance, extra role behaviors, and reduced levels of absenteeism.

The theoretical part of this paper dealt with the issue of organizational commitment among employees in the supply chain function, especially in purchasing. The focus was directed to employees in purchasing because, in their position, their work can have an enormous effect on company performance. The important personal qualities of employees in purchasing include the same qualities that are required from any employee in a responsible position, such as honesty, integrity, commitment, ambition, responsibility, and willingness to grow. However, many of these qualities have a special meaning for personnel in purchasing because of the higher trust their company has placed in them [29]. In addition, personnel in purchasing are in a position to develop external commitment towards their client organization, which emphasizes the importance of commitment to their own employer.

We believe that organizational performance can be achieved with employees who are motivated and committed to their work and to their organization. Therefore, it is important for management to be able to attain knowledge of the degree of their employees’ commitment to their organization and the
constructs affecting its development. In particular, retaining key employees and their commitment can be critical to the long-term success of the organization.

In this paper we also highlighted the basic principles of our newly developed application for commitment evaluation purposes. We developed this tool to make the factors affecting commitment clearer for management. Also, the visual nature of this instrument will enable management to gain a better understanding of this concept and quickly see the degree of the factors affecting it for a certain specific group. This information will also help management to compare results of various evaluated groups and plan specific actions. We believe that, in addition to scale validity and reliability, the measurement method and the results it provides must be useful with regard to the organization’s goals and objectives and it must be possible to administer it cost-effectively and rapidly. The first test runs of our evaluation instrument have shown that our application allows the formation of a systemic view of an organization’s commitment-related environment.

We believe that our application can point out the areas where the organization should direct the focus of its HRM practices in order to enhance these commitment-related factors. With the combined collective information gathered, the organization will be able to provide interventions to improve its employees’ working life and consequently the effectiveness of the whole organization. In addition, it will also be possible to monitor systematically how various commitment-related aspects will develop in the organization. However, more development is needed before we can implement our application in a real business context.

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