A Model of Organizational Commitment: Instrumental and Intrinsic Motivation and Beyond

Authors
Beatus A. T. Kundl, Shoukry D. Saleh

Abstract
Organizational commitment is defined as the tendency, based on cognitive, affective, and normative forces on the individual, to behave in ways which place primacy on the promotion and protection of the interests of the organization rather than the immediate and/or direct personal or sub-group interests. This definition goes beyond instrumental and intrinsic motivation through its encouragement of employees to sacrifice their interests for the sake of those of the organization. The model based on this definition is made up of four extraindividual factors: job integration, employee investments, organizational support and role-model leadership. These factors are posited as influencing commitment through the intraindividual processes of responsibility to the organization, reciprocation, and organizational identification. Organizational values for performance and collectivism are shown in the model as important facilitators of the effects of the commitment factors. On the other hand, organizational conflicts and the complexity of organizational goals are posited as attenuators of the positive effects of the commitment factors.
The model considered simultaneously task-oriented outcomes (e. g., productivity, product/service quality, innovation, and adaptability) and employee-related outcomes (e. g., work satisfaction). These outcomes are posited as positively feeding back to the antecedents, thus further increasing the influence of the commitment factors.