

The Influence of Affective Commitment on the Employees Innovative Work Behavior

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Abstract: The extremely competitive and globalized business environment directs organizations to rely on human capital to be innovative. Innovative work behavior is progressively vital for organizations' survival. Affective Committed employees are needed for organizations to foster innovative behaviors. The purpose of this paper is to examine the relationship between Affective commitment and employees' innovative behaviour. This study recognized that Affective Commitment completely influences innovation work behavior, which comprises idea generation in addition to idea implementation

1 INTRODUCTION

Innovation is highlighted as an important component in the success and survival of any organization. Innovation by employees is a stand out among the ideal approaches to encourage organizational achievement and survival (Mytelka & Smith, 2002; Ven science & May, 2010). In this regard, managers need to consider several antecedents to increase innovation and creativity in the organization. In considering innovation, organizations are required to capitalize on employees' innovative work behavior which is interested subject and consideration of both practitioner and researchers. There are some study and literatures on innovative behavior regarding the important role of innovative work behavior in the success of organizations-such as Jafri (2010), Miron et al. (2004), Pearce and Ensley (2004) and West and Farr (1989). Moreover, promoting and fostering innovative work behavior among employees is one of the serious challenges faced by managers. Researchers and practitioners therefore seek a clear understanding of the antecedents of innovative behavior. Organizations need to consider fundamental factors, such as affective commitment. Committed employees are a vital and fundamental resource for the achievement and performance of business organizations. A large number of studies on organizational commitment have investigated the antecedents and consequences of commitment. The

three forms of commitment – affective, continuance and normative – have been investigated respectively in previous research (Meyer and Allen, 1991; Cole and Johnson, 2007). The literature indicated the role of each form of commitment in both organizations and employees' performance. There is a vast amount of research on each area of organizational commitment, as well as on innovative behavior.

The concept of commitment has been defined as a “force that binds an individual to a course of action of relevance to one or more targets” (Meyer and Herscovitch, 2001, p. 301). Meyer and Allen (1991) proposed a three-component model of commitment that differentiates between affective, normative and continuous commitment. This study however, exclusively focuses on affective commitment because “it is the most widely studied, the most generalizable across targets, and the most predictive of employee innovative work behaviour” (Morin et al., 2011, p. 718). Affective commitment to a given target can be broadly defined as an attachment to, identification with and involvement in that particular target (Meyer and Allen, 1997; Meyer and Herscovitch, 2001). It is now well recognised that commitment is a multifaceted construct, which can be directed towards different constituencies located within and outside the organization (Reichers, 1985; Becker et al., 1996).

This research will comprehend the role of affective commitment on the linkage between innovation work behavior. Employees' innovation work behavior alludes to the advancement and

initiation of novel and helpful thoughts and executing these thoughts into better than ever items, administrations or methods for getting things done (Baer, 2012; Wang & Holahan, 2017; Ven et al., 2010). This is in accordance with past research, which separated between thought generation and thought implementation stage and consolidated these two stages in a single develop named innovation behavior (Baer, 2012; Baer, Oldham, & Cummings, 2003)

2 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Innovative Work Behavior

The necessity of innovation for organizational survival has been mentioned by previous researchers, such as Anderson et al. (2004), Miron et al. (2004), Pearce and Ensley (2004) and West (2002). The Organizations must harness the innovative work behavior potential of their employees to create better and novel ways to deal with highly dynamic and competitive business environment. Innovative organizations can gain a competitive advantage over their innovative competition through their employee's ability to generate new ideas and use these as building blocks for new and better products, services and work processes. Many practitioners and academics now endorse the view that employee innovation work behavior helps to attain organizational success (Van de Ven, 1986; Amabile, 1988; Axtell, Holman, Unsworth, Wall, Waterson and Harrington, 2000; Smith, 2002; Unsworth and Parker, 2003).). According to Van de Ven (1986), "innovative work behavior" includes both technical and administrative innovation. Technical innovation refers to introduction and/or application of new technologies, products and services, while administrative innovations are considered to be the introduction and/or application of new procedures and policies. The review of related literature showed that most previous studies on employees' innovative behavior were conducted at the organizational level. Hence, several researchers suggested the need to design more studies analyzing innovative behavior at the individual level (O'Regan and Ghobadian, 2005; Palmer, 2005; King and West, 1987).

Innovation work behavior is a recognition of issues and beginning and deliberate demonstration of new and valuable thoughts, include a set of behaviors expected to create, dispatch and execute thoughts

with a plan to improve individual as well performance (Hartog, 2007; Yang & Rui, 2009). Innovation work behavior varies from employee creativity that focusses on the revelation and generation of thoughts (Hage, 1999). Malik, Butt, & Choi, (2015), Yoon et al., (2015), Chen & Zhang, (2018) and Mumford et al., (2002) define creativity as the way toward starting a novel, new and valuable thoughts; while innovation work behavior incorporates, set of exercises aimed at recognition, advancement, adjustment, adoption, and implementation of thoughts (Yoon & Choi, 2010; Fidan & Oztürk, 2015; Ven et al., 2010).

2.2 Organization Commitment

Organizational commitment of employees is defined as the relationship between the individual and the organization for which he or she works (Allen and Grisaffe, 2001). The model of commitment was then developed in 1987 by Meyer and Allen, in three forms; affective commitment, continuance commitment and normative commitment. The study they conducted provided evidence that these attitudinal commitment components (affective, continuance and normative) were conceptually and empirically separable, but were not necessarily inter-correlated. There are many benefits to organizations with committed employees, including cost reduction (due to less turnover), better performance, less absenteeism and higher productivity Jafri (2010). Organizations need committed employees in order to face the world wide competition. Organizational commitment is a psychological state that binds an employee to an organization. Two approaches have been used to define the commitment by researchers: One-dimensional approach and Multidimensional approach. According to One dimensional approach, organizational commitment refers to the relative strength of the identification of the individual and his or her involvement in a particular organization (Porter, Steers, Mowday and Boulian, 1974). Multi dimensional approach views organizational commitment as a psychological state that consists of three components – Affective, Continuance and Normative Commitment (Allen and Meyer, 1990; Meyer and Allen, 1997). It is called Three component model of organizational commitment. Although there is no absolute consensus on its measurements and its consequences among different comprehensions of organizational commitments in existing literatures, the growing consensus is that organizational commitment is a multidimensional construct. The Three-component model of organizational

commitment has gained substantial popularity since its inception (Wasti, 2005)

Our focus for this study is loyalty and attachment of the employee with his/her organization for generating adequate innovative work behaviour. Hence, we have selected affective commitment. Affective commitment is regarded as identifying with the organization and hence being committed to retaining membership to pursue his or her goals (Meyer and Allen, 1991). It is defined as positive feelings of identification, attachment and involvement with the work organization (Meyer and Allen, 1991). An individual who is affectively committed to his or her organization might be more likely to be attached to his or her organization to join and be active in relevant work-related decision

2.2.1 Affective Commitment

Among the three forms of commitment, affective commitment has been researched most. Affective commitment is defined as an emotional attachment to the organization (Cole and Johnson, 2007; Meyer and Allen, 1991). Meyer and Allen (1991) defined affective commitment as an emotional state of identification with attachment to and involvement in the organization. In other words, it is the situation where an employee remains with the organization because he or she wants to. Staying with the organization is the result of providing positive work experiences that the employee values and expects to continue. It is a prediction of how work experiences create an environment where employees feel "comfort" (dependability within the organization), and also personal competence, such as job challenge (Meyer and Allen, 1991). Affective commitment reflects the feelings employees develop based on how they emotionally attach themselves to and identifies with the organisation and its goals (Meyer and Allen, 1997).

The study conducted by Thompson and Heron (2006) indicated that employees who have affective commitment tend to share knowledge and to be innovative. Affective commitment of employees is also studied in other directions; for instance the study by Chughtai (2013) indicated that employees' commitment to supervisor has the potential to enhance employees' learning, work engagement and innovativeness. The prior research also examined the indirect relationship between affective commitment and innovative work behavior. For instance, the research by Liu et al. (2011) was suggested that positive and productive nature of interaction and exchanges among employees may lead to a feeling of

commitment that in turn enhances sharing of technical knowledge among team members which may transform to innovative outputs and higher project performance. There is a lot of research in the area of commitment and innovative work behavior, respectively, but according to Jafri (2010) there is a lack of research on examining the relationship between affective commitment and innovative work behavior.

3 AFFECTIVE COMMITMENT AND INNOVATIVE WORK BEHAVIOR

Janssen (2000) contends that innovative work behaviour consists of three interrelated behavioural tasks: idea generation, idea promotion and idea realisation. Idea generation refers to the formulation of new ideas, which are in some way beneficial to the organisation or the workgroup. Idea promotion entails galvanizing support for these new ideas. The final step in the innovation process is idea realisation, which involves producing an innovation model that can be applied within a work group or to the organisation as a whole. Research indicates that Affective commitment is associated with several outcomes that are necessary part of innovative work behaviours. For instance Meyer and Allen (1991) asserted that affective commitment plays a crucial role in determining employee dedication and loyalty. Affectively committed employees reflect high level of a sense of belonging and identification. These are the characteristics that encourage employees to involve in the organisational activities, to embrace the organisation's goals, and to remain with the organisation (Amstrong, 2000; Meyer and Allen, 1991). Morrow (1993) argued that achievement and innovation orientation along with high desire of performance improvement are characteristics of highly committed employees. Khan *et al.* (2010) argued that commitment of employees can be an important instrument for improving the performance of the organizations. They found that commitment is positively related to job performance. Lew and Sarawak (2011) found that lower commitment to the organization may lead to increased intention to quit. According to some researchers, innovation requires a high level employee involvement and participation (Damanpour, 1991; Hurley and Hult, 1998: 51; Mark and Akhtar, 2003; Schuler and Jackson, 1987). Previous discussions indicated that affective commitment increases the employees

involvement and participation through loyalty and identification with the organisations along with organisational citizenship behaviour (Meyer *et al.*, 2002; Nehmeh, 2009). Based on these argument, it is plausible to propose the following hypothesis:

Affective organisational commitment positively affect individual innovation behaviour.

4 METHOD

Data were collected using a questionnaire that contained measures of affective commitment and innovative work behavior from employees in public service. A total of 229 participants were used as a sample. Participants were drawn from employee of public service in north Sumatera. The sample technique is simple random sampling. Winarsunu (2009) states that simple random sampling technique is a technique that is done by giving the same possibility for individuals who are members of the population to be selected as research samples. The simple regression was used to test the research hypotheses with the SPSS 16.0 program ($\alpha = 0.943$)

5 RESULTS AND DISCUSSION

The results of the data analysis showed that the correlation between affective commitment and employee innovative work behavior of employee in public sector in north Sumatera had a correlation coefficient (r_{xy}) = 0.42 at $p = 0,000$ ($p < 0.05$). Significance value of 0,000 ($p < 0.05$). This indicates that there is a significant relationship between affective commitment and innovative work behavior. The result can show that, the higher the affective commitment, the higher the employee work behavior of the organization. Conversely, the lower the affective commitment, the lower the employee work innovative work behavior. These results indicate that the hypothesis have positive relationship between affective commitment and employee innovative work behavior. The result also show that, affective commitment has consistently been found to be related to critical workplace behavior. The nature and direction of the relationships are complex and depend on context and the variables under consideration (Mathieu and Zajac, 1990). From the result we can say the affective commitment facilitates in creating a strong belief in and acceptance of the goals and values of an organization (Meyer *et al.*, 2002). The affective

commitment also has been argued and shown to be more strongly and more consistently associated with organizational-relevant and employee-relevant outcomes (Mathieu & Zjac, 1990; Meyer *et al.*, 2002; Solinger *et al.*, 2008). Notably, there is evidence that affective commitment is a critical precursor to effective in-role and extra-role behaviors, such as task performance (e.g., Meyer, & Herscovitch, 2001) and organizational citizenship behaviors (Battistelli, Galletta, Portoghese, & Vandenberghe, 2013). But this result of this study contradict to Jafri (2010) there is a lack of research on examining the relationship between affective commitment and innovative behaviour.

6 CONCLUSIONS

In the competitive business world, organizations are struggling with two different issues – to survive and to be successful among their competitors. Organizations need to be innovative to compete with their competitors, and they need committed employees to stay with the organization, with appropriate performance and innovativeness in their work life. This study show a significant relationship between affective commitment and employees' innovative behavior. Employees with affective commitment enjoy being in the organization; and consequently this commitment means better attention to organizational goals and the application of more effort and positive performance, which lead these employees to display innovative work behavior. Affective commitment and feelings of attachment to an organization may lead employees to have better observation and analysis of work-related issues, which encourage them to find new ways solving issues and creating more innovative work behavior. Hence, organizations need to put more effort into sustaining or creating affective commitment among employees.

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