

Employer-Employee Relational Change (from Pull-Pull to Push-Push), Living Commitment and Self-Organizing Capability*

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Purpose of the study is to introduce an operational definition to the concept of employees' organizational commitment showing the concept's capability as a sustainable solution in the complexity. Recognizing the confusion about the concept as a result of defining the concept based on stagnancy where both (employer-employee) get lose-lose achievements, the concept is re-introduced here as so called Living Commitment based on the performance (Win-Win). Stagnancy is explained as a result of Pull-Pull behavior while Win-Win as Push-Push (self-organizing).

Over the years research work attempting to understand the link between organization, its employees, and organizational performance, has led to the conclusion that variables such as absenteeism (Steers, 1977; Larson & Fukami, 1984), job performance (Mowday, et al., 1974; Steers, 1977) and turnover (Koch & Steers, 1978; Porter, et al., & Boulian, 1974) have great influence on organizational effectiveness. Since such factors are strongly related with the concept of employees' organizational commitment (CEOC), researchers have started to regard the CEOC as the most suitable measurement for providing analytical explanations on the complex relation between organization, employees and organizational performance.

Attempting to prove the concept's ability of explaining the above link, researchers on the CEOC have until now

conducted their studies through categorizing the concept into a variety of types. The division of the concept has been so far based on its consequences, antecedents, targets, foci a mix of all etc. producing a large number of meanings or approaches to the concept. For example, "passive" (loyalty) and "active" (performance) organizational commitment (Steers, 1977), "value commitment" and "commitment to stay" (Angle & Perry, 1981), "affective" (emotional attachment) and "continuance" commitment (maintaining membership) (Meyer & Allen, 1984), Calculative commitment ("moral" and "normative" commitment) (Wiener & Vardi, 1980). Although there exists a number of definitions for the concept on the different bases (Morrow (1983) identified 29 commitment-related concepts), there is still a lack of studies explaining the notion of commitment that

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explains 'the potential of turning apparently conflictual relationships of utility maximizing parties into one of harmony where workers collaborate with management for the benefit of the organization'. We find there are several reasons for such confusion about the concept. However, we suppose the main cause is that most of the studies have given so far less priority to factors such as extra effort. For example, in measures by Buchanan (1974), Herbiniak & Altto (1972), O'Reilly & Chatman (1986), Meyer and Allen (1984), Porter et al., (1974), Cook & Wall (1980), extra effort constitutes only a small portion of the overall score.

Because of the existing confusion about the concept (EOC), a growing doubt about the concept's ability of explaining the relation between employer-employees, organizational performance, hence organizational complexity is observed. Considering the present confusion about the CEOC, hence its adverse contribution to the present organizational complexity, its actual capability as a sustainable solution, we recognize necessity of re-introducing the CEOC in a way that proves its capacity, capability, and applicability in the present organizational complexity.

Because of the affect of fast changing environment as well as the furious competition in present organizations, we find an urgent need of achieving employees' organizational commitment as it strengthens the organization's capability of adaptation,

innovation, flexibility and efficiency. "Organizational capabilities that can give an organization a sustainable competitive advantage are embedded in the skills and knowledge of organizational members and in the interactions among them, particularly in groups and teams" (Amit & Schoemaker, 1993). "We are becoming quite certain that, under proper conditions, unimagined resources of creative human energy could become available within the organizational setting" (McGregor, 1966 : 315).

In this study, comparing the strength of existing EOC with its actual strength and capacities, we suggest the existing EOC as an unstable or undeveloped stage of the employees' naturally born commitment (NBC) (NBC is explained here as a result of employees' expectations. At the entry level NBC is not considered as highly influenced by hygiene motivators or tightly bound to organizational goals. However, NBC is introduced as very flexible and sensitive to changes. Therefore, it is proposed that NBC's early recognition as well as careful attention by the management could direct it towards OC/LC). "At present, the potentialities of the average person are not being fully used" (McGregor, 1966 : 315). According to William L. Ginnoda (1989) the number of American workers who said they were currently working to their full potential was 23 percent. The survey also showed that nearly half (44%) did not put any more effort into their jobs than was required to hold onto them. The majority

of 75% said that they could be significantly more effective on their jobs than they were now.

Considering such facts and the correct form of EOC (stable or developed stage of NBC), the study re-introduces the concept based on performance, the target of both, organization and employees, as so-called “**Living Commitment (LC)**”. Achieving process of LC or employees’ stable or developed stage of NBC is explained here through the process of increased effort and cooperation of both, organization and employees that develops voluntarily and in a self-reinforced way. LC is proposed to build and maintained through the development of the organization’s self-organizing capability.

CONCEPTUAL FRAMEWORK

Definition (Living Commitment)

Living commitment is the employer-employees’ combined attitudes and behaviour directed at achieving high performance in the organization. According to employers, high performance lies in the achievement of the capability of adaptation, innovation, profit maximizing etc. But according to employees, it lies in the maximization of the satisfaction of physical and psychological needs. Living commitment is the outcome of a deeply arranged attitudinal and behavioral fit between and among employer-employees, which works as a positive loop for a commitment

push that attains goals of both sides in a win-win position.

The process of LC is explained here based on following questions and arguments (Figure 1.1).

Questions :

1. Does EOC exist in present organizations?
2. If EOC exists, is it the exact EOC that are required by organizations today?
3. What should be the exact form of organizational commitment required by organizations?
4. What are the conditions for achieving such a commitment?
5. How can we create an environment that stimulates creativity and innovation and re-invents itself everyday?
6. How can we arrange an environment that leads to a flexible organization continually adapting to a changing marketplace while providing the greatest potential return?
7. How can we build a foundation of trust between an organization and its employees that brings and keeps them together?

Arguments :

1. The complexity of the link between organization-employee and performance can be explained with CEOC or LC as the concept is explained

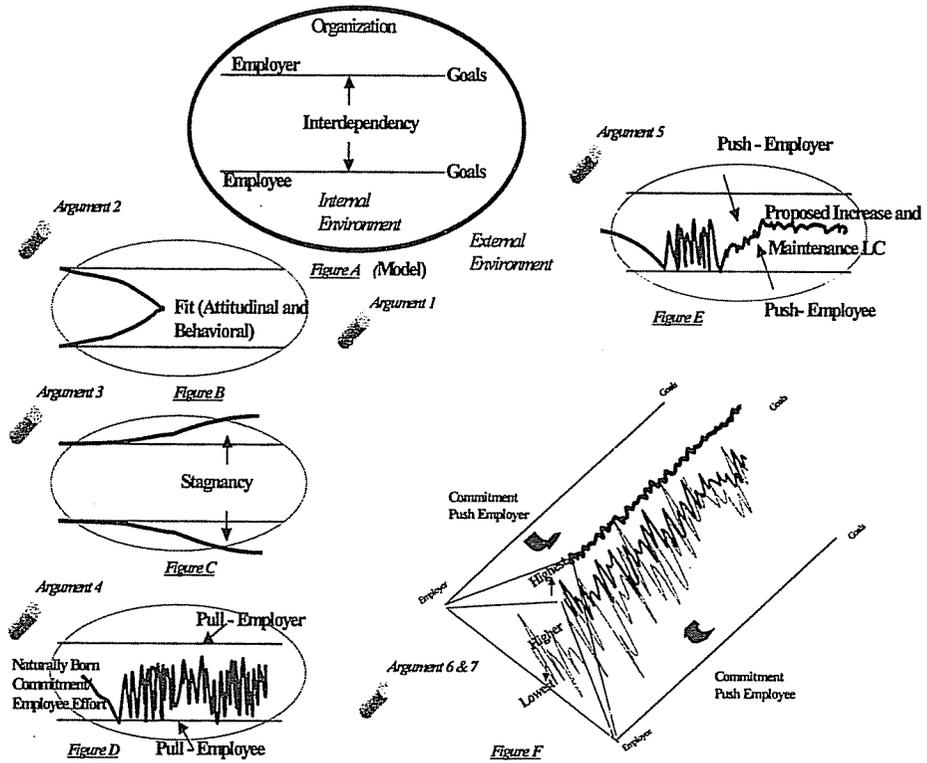


Figure 1.1 Possible Employer-Employee Relations and their Affect on Organizational Performance

through highly interdependent employer-employee relations. **Figure A**, in Figure 1.1 explains the model that we use for analyzing the organization as well as the developing and maintaining process of LC. According to the Figure A, internal and external environment of the organization is illustrated through the inner and outer of the circle. Employer-employees' goals are indicated in two parallel lines and their interdependency, hence each other's responsibilities for goal achieving is indicated through the

- difference between the two lines.
2. EOC/LC, win-win achievement for employer and employees, hence sustainable development in the organization can be reached only through achieving an attitudinal and behavioral fit between employer-employees (**Figure B**).
 3. The incapability of achieving a fit between employer-employees leads to organizational stagnancy, unstable EOC, and lose-lose achievement for employer and employees (**Figure C**).
 4. Stagnancy is caused as a result of

employer-employees' pull-pull relations and those pull-pull relations can be explained through the oscillations in employees' NBC or employees' effort line (**Figure D**).

5. Most researchers on EOC so far have devoted their effort on explaining the pull-pull behaviour of employer-employees, which explains only an unstable commitment in a stagnant environment. The concept of LC though explains the change in employer-employees relations from a pull-pull to push-push situation expressed through the increasing and stable part of NBC (**Figure E**).
6. Achieving a fit/ LC and self-organizing capability can be explained as a result of arranging environments for push-push relations (employer-employee). Push-push relations are considered as attempts for the achievement of higher goals (win-win) through minimizing the oscillations in NBC. The minimizing of oscillations is explained as movement of both sides' goals towards a higher level (**Figure F**).
7. Such a push-push relation that offers maximum possible benefits for both at any given situation can be maintained only through self-organizing. Self-organizing environments are built during the employers' push while self-organizing capability is built during

the employees' push (**Figure F**).

Having explained the conceptual framework for LC we will now explain its process in detail. As mentioned earlier, the concept of LC is introduced originally to overcome the existing confusion about the CEOC and show its actual capability as a sustainable solution in the present organizational complexity. Therefore, the achieving process of living commitment starts with the introduction of **internal environmental stagnancy** in present organizations where employees' **unstable commitment** or **undeveloped stage** of NBC exists. Arguing that not more than **lose-lose** benefits for both, the organization and the employees can be achieved in an internal environmental stagnancy, the possibility of a win-win situation or high performance for both is proposed through achieving a **congruence/fit**. Here the concept of LC is introduced as the **developed stage** of NBC and as the result of behavioral and attitudinal fit between employer and employees. LC is proposed to develop and maintained through a **commitment push** (employer-employee) that requires **self-organizing environments** as well as **self-organizing capability**.

PULL - PULL RELATIONS (EMPLOYER - EMPLOYEE), INTERNAL ENVIRONMENTAL STAGNANCY, UNSTABLE COMMITMENT AND LOSE - LOSE ACHIEVEMENTS

In this section we attempt to explain the

arguments 1, 3 & 4 in Figure 1.1 while the arguments 2, 5, 6 & 7 are discussed in the next section. Explaining the arguments LC approach propose organizations as interlocking between two or more people and suppose smooth interaction among its principles, models, rules, etc., are dependent on the degree of commitment that individuals devote towards their roles or the organization. Employees' NBC/effort or their attitudes and behaviors are explain here as very sensitive to the positive-negative (extrinsically and intrinsically built) outcomes and supposed they determine the degree of commitment towards the organization. "Organizations are structures of mutual expectation, attached to roles which define what each of its members shall expect from others and from himself" (Vickers 1967, pp. 109-10). Based on the above arguments we now attempt to describe the steps of our model in Figure 1.1.

According to our argument so far we

assume the formation of the internal environment in most of the present organizations as illustrated in Figure 1.2. According to the Figure, employer-employees' interdependency is explained through the difference between two goal lines while their effort in fulfilling responsibilities which comes as a result of interdependency is explained through the oscillations in the NBC or effort line. The rather high level of NBC or employees' effort line at the beginning shows employees' high effort or high commitment at their entry level. "Employees' commitment is highest among first-year employees who take up new jobs with enthusiasm and dedication. The level of commitment begins to fall in the second year and moves even lower by the fourth year" (Survey of Workers Attitudes, 1990).

Referring to such arguments, the downward arrows in the NBC line in Figure 1.2, show how employees loose their grips on commitment towards the organization as the result of negative outcomes they get in

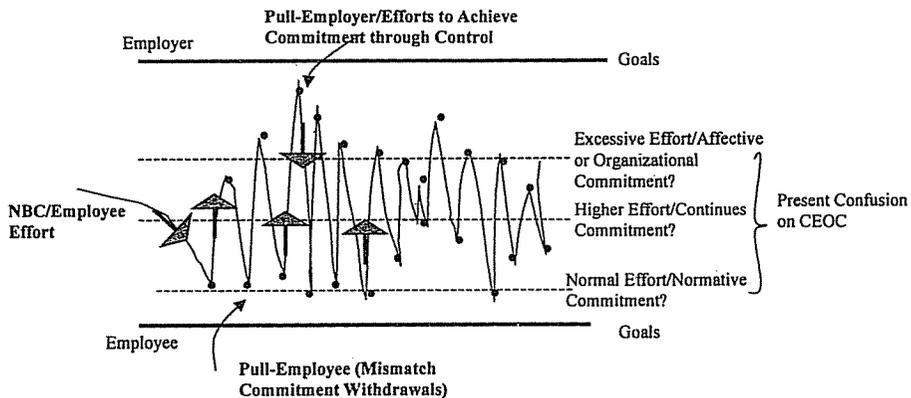


Figure 1.2 Unstable or Undeveloped Stage of Employees' Organizational Commitment

the interacting process of principles, policies, rules etc. In other words, downwards arrows explain the causes (intrinsically and extrinsically built dissatisfaction) and basis (expectations) for employees' commitment withdrawals. The upward arrows in the NBC line in Figure 1.2 show employers' pull as to achieve employees' effort towards organization goals, which involves hygiene motivators as well as high controlling methods. In other words, the upward arrows explain the causes (organizational mindset, distrust/unfair assumption-based relations, and confusion about the CEO) and the basis (the use of process theories such as expectancy theory (Vroom, 1964), equity theory (Homans, 1961), and side-bets theory (Becker, 1964)) for such a commitment pull approach. Behaviour of the organizational process is roughly explained in Figure 1.2.1.

Position 1 in Figure 1.2.1, shows how **organizational mindset** influences the attitudes such as people as expense, 'management think and workers do', one size fits for all. **Position 1** also shows how **distrust/unfair based assumptions** assume the nature of human nature as fixed, the nature of human activity as dominant, and the nature of man as power/individualism/competitive seekers/ and not trustworthy. It further explains how confusion about the commitment concept that explains the difficulty of developing a clear understanding of the antecedents to commitment due to the ambiguity in definitions and measurements of the construct itself has contributed to the complexity. Finally, it explains how they interact and influence the principles, policies, models and rules forming a loop. **Position 2** indicates the results of such interactions that influence tight con-

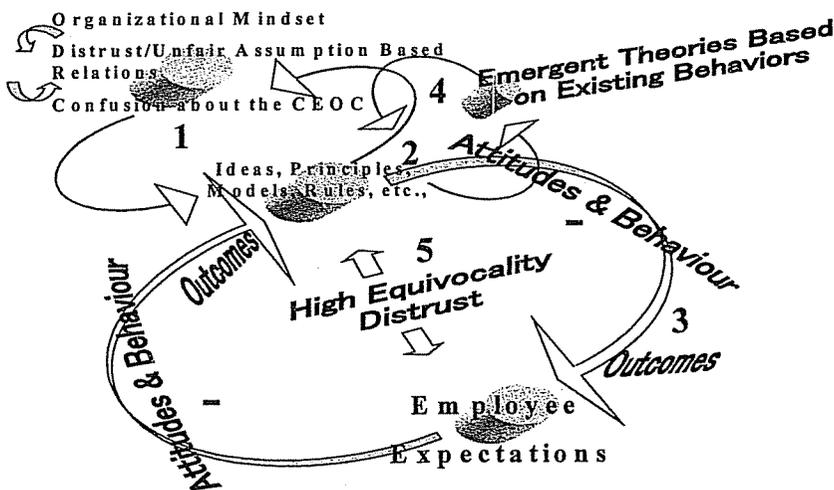


Figure 1.2.1 Negative Loops as Causes for Employees' Commitment Withdrawals

control systems, setting methods for completing work, isolation of employees from interaction with other works or tasks, layers in management for approval and monitoring, one-way communication systems, fragmented cultures, and approaches like closed systems. **Position 3** shows how these results reach the employee in the form of top management's negative attitudes and behaviour towards employee expectations. The study explains these negative outcomes as causes for employees' intrinsically and extrinsically built dissatisfaction, hence employees' negative behaviour (commitment withdrawals) towards organizational goals. The continuation of such a negative loop or negative behavior in the internal environment suggests leading to even more negative loops through the emergent of distrust-based theories like Taylor's theory (1911), that influence the same practices (**Position 4**). **Position 5** indicates the growth of stagnancy or pull-pull relations through the development of distrust and high equivocality between and among employer-employees.

Going back to the Figure 1.2, we explain the turning points in the upper part of the NBC as high commitment levels achieved through a commitment pull approach that we explain as short-term results. The lower turning points in NBC indicate employees' commitment withdrawals, such as absenteeism, turnover, minimum work attended, low quality work or breaking

rules that explain employees' low commitment levels.

The difference between the two turning points (upper and lower) is considered as a gap or stagnancy because it avoids a fit between employer and employees or hampers the NBC's stability at a higher level. Stagnancy is again explained as a result of neglecting responsibilities of both the organization (neglecting of employees' NBC) and employees (commitment withdrawals). Different levels of higher and lower turning points in NBC are explained as unstable commitment, unattended or undeveloped stage of NBC as well as the present view of the CEOC. Our study considers the existing theories and definitions that are involved in explaining the CEOC are locked in stagnancy and, therefore, facing difficulties to find a successful theory or definition beyond stagnancy. For this reason the living commitment approach, which is designed as a sustainable solution to the present crisis, tries to explain the formation of employees' effort or EOC beyond existing theories.

PUSH-PUSH RELATIONS (EMPLOYER-EMPLOYEE), WIN-WIN ACHIEVEMENTS, AND ITS CAPABILITY AS A SUSTAINABLE SOLUTION.

We have so far attempt to explain the arguments 1, 3 and 4 in Figure 1.1 that explains a situation of internal environment stagnancy which is shown through the oscillations in NBC. In this section we

attempt to explain the remaining arguments 2, 5, 6 and 7 in Figure 1.1 that answer the question of 'what organizations can do to enhance employees' organizational commitment?' Arguments 2, 5, 6 and 7 are explained through the increasing and stable part of the NBC.

Summary of the above arguments explains :

- In order to achieve employer-employees' goals at a higher level, it needs active participation of both employer and employees. Employer active participation is considered as the top management's flexibility to change or attitudinal and behavioral change while employees' active participation is considered as employees' commitment. Active participation of both is considered as a result of attitudinal and behavioral fit between employer-employees (**Figure B** in Figure 1.1).
- The question of 'what organizations can do to enhance EOC' is considered as what organizations can do to minimize oscillations in NBC, take NBC to a higher level than its previous position, and to maintain it at a higher level? (**Figure F** in Figure 1.1).
- In organizations there is a necessity of recognizing the internal and external pressure for change (In principle, the purpose of organizational change is to improve the performance of an organization (Amburgey and Rao, 1996)). Need for change is considered here in the LC

approach as internal pressure for change as the LC approach shows the possibility of absorbing the external environmental pressure for change through a proper arrangement of the internal environment.

- Internal environment pressure for changes is taken in this model as for preparing an environment for self-organizing. Such changes are proposed in two steps, with the first step involving some control while the second involves participation.
- Organizations in the LC approach are considered as open systems possessing capabilities of innovations and adaptation that foster organization's stable and flexible existence. Such capabilities are considered as emergent properties of mutual interactions.

As mentioned earlier the LC approach argues that attitudes determine the levels of employees' organizational commitment. ("Attitudes serve a variety of different purposes which form four categories: the knowledge, adjustive, value expressive and ego- defensive functions" (Stahlberg and Frey, 1988)). According to arguments 3 and 4 in Figure 1.1, stagnancy as well as the unstable commitment are results of organization's attitude towards nature of human, nature of human activity and the attitudes towards the organizational environment (organizational mindset, unfair assumption based relations and confusion about the CEOC). Therefore, through the two steps

of change proposed in our model we expect to achieve attitudinal and behavioral changes in the top management/organization as well as in the employees. According to the first step of changes, the LC model proposes a shift from the process theories approach to the content theories approach that explains if a desired behavioral response is to be obtained, the correct stimulus must first be applied. In this approach work setting based on certain assumptions about human nature is expressed in the form of individual wants, needs or expectations. The job or organization is then designed so as to satisfy the identified wants/needs in the belief that the desired behavioral response will be achieved. Therefore, in the first step of changes there is also a shift from the expectancy theory (Vroom, 1964) approach, that explains motivation as the product of the valence of the outcome of a certain action and the expectancy that the outcome will result from that action, to the social exchange approach (Blau, 1964), that assumes trust emerges through the repeated exchange of benefits between two individuals.

Proposing such changes from the process theories approach to the content theories approach as well as from the expectancy theory to social exchange approach, we attempt to answer the question, 'what organizations can do to enhance EOC? As roughly explained in the **position A** of Figure 1.3, organizations can apply the first step of changes through shifting from the-

ory X to Y (Douglas McGregor, 1966) to Z (W Ouchi, 1981), from 1 to 4 in the systems four theory (Rensis Likert, (1967), (Samarakoon, 2000), as well as from calculative trust to institutional trust. Through such changes in the top (attitudinal and behavioral), we expect changes in organizational mind set, unfair assumption-based relations and confusion about the CEOC that are expected to influence approaches like open systems, involvement culture, employee empowerment, autonomy and self-organizing. Therefore, this kind of shifts is seen in the LC approach as what organizations can do to enhance employees' organizational commitment. Through such changes LC approach shows that it considers internal pressure for changes, it maintains flexibility to change, and it prepares environment for self-organizing. As shown in the **position A** these changes are illustrated as shifting towards the center as the LC approach explains such changes as organizations effort to minimize oscillations in the NBC as well as effort to maintain it at a higher position (commitment push employer/organization).

Applying of such changes to an organization as well as to achieving the maximum possible benefits from such changes, the LC approach insists on the necessity of developing and maintaining of trust in the organization. For this purpose the LC approach introduces trust, in two forms, as institutional and relational trust in the light

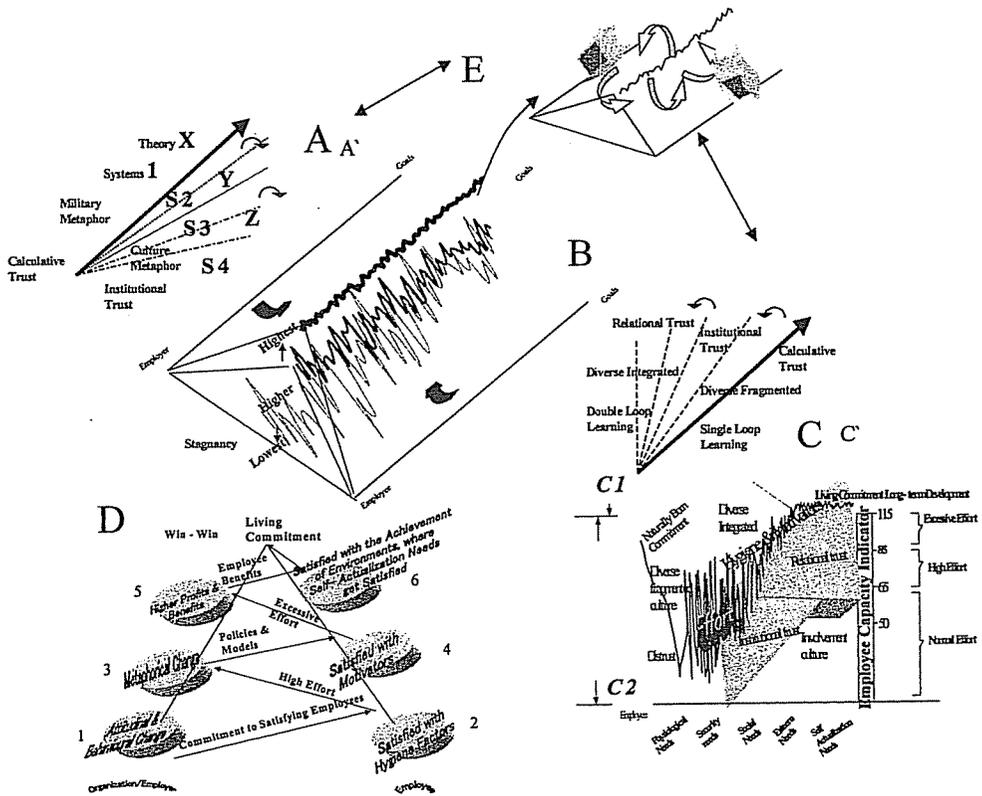


Figure 1.3 Attitudinal and Behavioral Fit, Push-Push Relations and Self-Organizing

of a model introduced by Danise M. Rousseau et al., (1998). As mentioned earlier institutional trust is proposed to develop in the first step of changes shifting from calculative trust. We suppose that the most common form of trust existing in present organizations is calculative trust where calculative mentality, high risk, less feedback etc. are involved.

Proposing a shift from calculative trust to institutional trust we propose to arrange an internal environment where everyone can exchange their help, maintain self-confidence and achieve assurance that others will provide their maximum possible

when it is needed. 'Trust bonds people together and make them strong and effective, increases security, reduces inhibitions and defensiveness, and frees people to share feelings and dreams. Trust is important and useful in a range of organizational activities such as teamwork, leadership, goal setting, performance appreciable, development of labor relations and negotiations' (Mayer, et al., 1995).

'Trust can be described as the miracle ingredient in organizational life, a lubricant that reduces friction, a bonding agent that glues together disparate parts, a catalyst that facilitates action. No substitute-

neither threat nor promise will do the job as well' (Gordon F. Shea, 1984). Shift in trust from calculative to institutional trust is proposed here through the use of organizational culture where trust is proposed to act as a value. This kind of shift involves some control, because values are normally governed by norms. The shifting process also involves the use of the symbolic interpretive approach (Geertz, 1973) that explains applying same rules and monitoring systems to everyone. Institutional trust is the result of interactions of institutional factors including legal forms, social networks, and societal norms regarding conflict management and cooperation. The development of trust among employer-employees is seen in the LC approach as a main contributing factor for reducing the function among employees as it lowers equivocality and uncertainty among organizational members. 'Trust can lead to cooperative behaviour among individuals, groups, and organizations' (Axelrod, 1984; Gambetta, 1988; Mayer, Davis, & Schoorman, 1995; McAllister, 1995)). 'Trust between individuals and groups is a highly important ingredient in the long-term stability of the organization and the well-being of its members.' Cook and Wall (1980, p. 339). Trust allow the trustee to engage in open exchange of ideas with the truster, resulting in better performance: seeking help and information from the truster over and above normal levels; enjoying a certain degree of leeway and flexibility when

fulfilling contractual obligations; and retaining greater confidence that short-term inequities can be resolved easily and amicably' (Ganesan, 1994; Williamson, 1985).

Such a fundamental change or commitment push from the employer to reduce the oscillations in NBC are expected to affect causes and basis for the pull-pull approach, minimizing the oscillations and pushing NBC to a higher level with the support of employees' commitment push. With the commitment to prepare environments for self-organizing that eliminate causes and basis for pull-pull behaviour, employees' active participation or commitment push for minimizing the oscillations in NBC can appear as indicated in the **Figure C2** of Figure 1.3.

With the development of the second form of trust (relational trust) among employer-employees through interaction of beliefs, norms, values, morals, habits, and customs as well as repeated cycles of exchange, the LC approach expects achieving of a broad role of definitions (Morrison, E. W., 1994), communal relationships (Clark et al., 1987), high confidence in others (Bateson, 1988), help seeking behaviour (Nadler, 1991) and free exchange of knowledge and information that influence self-organizing capability as well as emergent structures. Development of self-organizing capability is introduced in the LC approach as a result of attitudinal and behavioral fit among employer-employees

that are indicated in the **position D** (result of A-C).

Position D of Figure 1.3 shows the combination of attitudinal and behavioral changes of both employer and employees (A-C). The left side of the Figure in position D shows the organization's effort/attitudinal and behavioral change or commitment push (**A**) while the right side shows employees' attitudinal and behavioral change or commitment push (**C**). These changes or push-push relations are illustrated here as exchanges based on social exchange theory (Malinowski, 1922) that explain each other works on the base of trust. 'Willingness to be vulnerable to others based on the prior belief that others are trustworthy' (Granovetter, 1985). According to the Figure, attitudinal and behavioral changes in the top management, in the first place affect employees as satisfaction of hygiene factors influencing their high effort. The metaphorical, model and policy changes according to attitudinal and behavioral changes in the top work as efforts to get the maximum use of employees' high effort. This effort affects employees to satisfy with motivators influencing excessive effort towards the organization. With the excessive effort received from the employees, the organization is able to make profits or achieve goals at higher levels providing employees with high benefits. 'Human asset is a special form of strategic asset. Specially, they are human capital under limited organ-

izational control that has the potential to generate profit in excess of normal economic returns. Thus, they make not just profit but unusually high profits' (Amit & Shoemaker, 1993). The benefits and the environment built in the organization affect employees' attitudes and influence them to think that they have achieved an environment where self-actualization needs can get satisfied hence providing living commitment to the organization. Therefore, the living commitment is indicated at the top as to show attitudinal and behavioral fit between employer-employees' as well as high goal achievement of both (win-win). Through such a push we explain the movement of goals of both to a higher position as indicated in the main Figure in **position B** (Figure 1.3). According to the Figure in the position B we see how a commitment push or effort from both employer-employees could lead to minimize oscillations in NBC pushing both goals out of stagnancy to higher goal achievement.

The process of attitudinal and behavioral changes in employees according to gradual changes in the internal environment is explained in the Figure C2 in position C (in Figure 1.3). According to the Figure C2 internal environment changes that influence factors like internal integration, de-differentiation and vertical job loading etc. are supposed to be laid through the influence of institutional and relational trust as well as an involvement culture. Such developments are supposed to provide

employees with responsibility, achievement, authority, empowerment, autonomy, and recognition that lead to a gradual increase in the employees' effort line with the satisfaction of hygiene and motivator factors as well as psychological growth.

Figure C2 explains the NBC's original position and its gradual decrease in an environment where distrust, fragmented cultures and negative outcomes are involved. With the attitudinal and behavioral changes in the top, NBC begins to move from stagnancy, showing an increase in the effort/NBC line. This increase is shown in the study as a result of short-term institutional trust, long-term relational trust as well as satisfaction of motivator hygiene factors with need hierarchy requirements (see Figure in position D).

The Figure C2 also explains :

- How employees' commitment towards organization will get increased as a result of the overall process rather than calculated behaviour on anticipated rewards.
- How increased efforts are achieved through a voluntary and self-reinforced way rather than supervisory control
- It also shows where are the unsatisfied workers in the organization. Why are they unsatisfied or satisfied? Why there are large oscillations in their behaviour pattern (NBC) until reaching living commitment?

The Figure explains those situations in the light of the human capacity indicator

(French, 1985), the need hierarchy (Maslow, 1943) and the Motivator-Hygiene factors (Herzberg, 1966; Samarakoon, 2000).

LIVING COMMITMENT AND SELF - ORGANIZING CAPABILITY

We introduced the concept of living commitment for the purpose of explaining the link between employer-employees and its influence on organizational performance. So far we have been able to explain the process of achieving higher performance through maintaining proper relations between employer-employees. Now we attempt to explain the image of the organization where employees' living commitment is achieved and maintained. **Position E** in Figure 1.3 explains the image of LC through the amalgamation of the two sides of the commitment model (A-C), which we have so far explained separately. The LC is shown here through the same NBC line with little fluctuations indicating the higher pressure it gets from both sides. We explain its remaining oscillations as sensitivity to changes as well as the continuation of commitment push for minimizing the oscillations.

As we mentioned earlier in the LC approach there are two steps of changes. We explained the first step as attitudinal and behavioral changes of employer/organization that influence changes such as metaphorical and structural changes. We

introduce step two starting with the development of relational trust that leads to the achieving of LC through employees' attitudinal and behavioral change. Therefore, the first step of change evolves from A-C-E with the need for change, trust building (institutional trust involves some control) and changes in the organizational culture etc. are mostly planned and judged by top management leaving employees' low involvement in the process. Step two begins with living commitment that involves high dependency, high involvement, autonomy, and **employees' willingness** to sense and monitor change. Therefore, step two evolves from E-A'-C', showing the organization's self-organizing capability.

As the first step of changes for employees' commitment push involves some controls, the LC approach explains that there is no possibility of the continuation of such a push in a self-reinforced way. Therefore, the continuation of such a push is proposed only through the second step of changes. The second step of changes occurs continuously in the LC based organizations as the living commitment or win-win is achieved through the active contribution of both employer-employees. Therefore, there is high interdependency on both sides as to maintain the achieved win-win position where both get the maximum possible benefits at any given situation. According to the model, if one side happens to lose the grip then there is a possibility of

NBC falling into stagnancy providing both parties with lose-lose achievement. Therefore, it is supposed that both parties are not prepared to lose the grip. Based on this argument the remaining oscillations in NBC can be explained as both parties high dependency, high involvement, high connectivity, hence sensitive relationship where they share the risks involved through the continuous exchange of ideas and innovation.

It is possible to maintain such a commitment push in LC in a self-reinforced way, as there is an involvement culture, relational trust, as well as an evolving structure as a result of complex interactions that are based on mutual expectations.

We explain that the LC has the following characteristics and that it therefore has the self-organizing capability.

- In living commitment based organizations employees have the ability, autonomy and willingness to develop or change the internal structure spontaneously through their natural feelings. Therefore, there is high flexibility as well as high stability through strong relationship among related components.
- There is a high sensitivity to small oscillations or changes in the LC as they can cause large damages to the process. Oscillations/changes in the living commitment can be related to external environmental changes, trust breaking, or changes in the commitment push.

- If oscillations are related to trust breaking, then there will be a large damage to the process. Thus, there is always a great attention to avoid such damages through maintaining of the symbolic interpretive approach, involvement culture and relational trust.
 - If oscillations are related to commitment push, then there is a danger of losing the win-win position. Hence, there is always a great attention to avoid it through high involvement that emerges as a result of interpersonal trust, autonomy as well as an involvement culture.
 - If oscillations are related to external environmental change, there is always preparedness for it through maintaining a high sensitive relationship with the environment. This sensitive relationship is possible as there is **willingness** among the members to sense, monitor, scan, question and correct that emerges as a result of an involvement culture, trust, empowerment and autonomy.
 - Knowledge, information and memory are stored in a distributed way as a result of empowerment, autonomy as well as low equivocality that emerge as a result of trust and an involvement culture.
 - The internal structure can adept dynamically to changes in the environment, because there is a high sensitive relationship with the environment, tightly connected member relationships as well as the capacity and **willingness** to sense, monitor, scan, question and correct.
 - There is a high flexibility-high stability in the living commitment approach. It is flexible because it allows discrediting and evolves with continually added changes by both parties. It is stable because living commitment has the capability of adaptation and innovation against external environment changes.
 - Living commitment is not guided or determined by specific goals, but it is activated at the maximum possible performance at any given period through an emergent evolving structure.
 - There is competition among units for limited resources, but this competition is bound with cultural values and norms. At the same time there is co-operation among units based on involvement organizational culture, cultural values and norms, and the symbolic interpretive approach.
- According to characteristics of living commitment, we argue that living commitment has self-organizing capability. Therefore, the living commitment approach can be applied to any kind of organization that has stagnancy and achieve sustainable development through maintaining living commitment through self-organizing.

CONCLUSION

Throughout the study we have attempted to answer the following questions: Does commitment exist in present organiza-

tions? Is this commitment the exact commitment that organizations require today? What should be the exact form of organizational commitment? What are the conditions for achieving such a commitment? How can we develop employees who will be deeply committed to the organization's mission and values? How can we build a foundation of trust between an organization and its employees that brings and keeps them together? How can we arrange an environment that builds a flexible, continually leading organization, which can adapt to a changing marketplace while providing the greatest potential return?

With the help of a number of theories related to commitment as well as motivation, we were able to re-introduce the concept of employees' organizational commitment in a different way that answers the above questions proving the concept's capacity and capability. We believe that the introduction of the concept of living commitment as a sustainable solution to the present organizational crisis could lead to re-examination of research on the concept of organizational commitment. Such attempts can lead to a change in measures of commitment influencing different applications. There may be changes in policies those influence practices such as downsizing re-structuring as well as recruiting policies and the contribution of trust and organizational culture. By using the living commitment approach, we propose to mea-

sure the capability of achieving living commitment in different organizations as well as different countries.

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