



**THE USE OF PRIDE AS A MOTIVATIONAL FACTOR  
TO STIMULATE AND CULTIVATE  
ORGANIZATIONAL COMMITMENT**

**Lara Marie Aschenbrenner**

**5917193033**

**An Independent Study Submitted in Partial Fulfillment**

**of The Requirements for**

**The Degree of Master of Business Administration**

**Graduate School of Business**

**Siam University**

**2018**



มหาวิทยาลัยสยาม  
Siam University

## MASTER THESIS

TO THE COURSE: 500-301 INDEPENDENT STUDY

ADVISOR: ASSOC.PROF. DR. JOMPHONG

# THE USE OF PRIDE AS A MOTIVATIONAL FACTOR TO STIMULATE AND CULTIVATE ORGANIZATIONAL COMMITMENT

SUBMITTED TO SIAM UNIVERSITY OF BANGKOK

DEPARTMENT OF GRADUATE STUDIES IN BUSINESS ADMINISTRATION

MBA (ENGLISH PROGRAM)

BY LARA MARIE ASCHENBRENNER  
5917193033

SUBMISSION DATE  
APRIL 2018



มหาวิทยาลัยสยาม  
Siam University

TITLE: THE USE OF PRIDE AS A MOTIVATIONAL FACTOR TO STIMULATE AND CULTIVATE  
ORGANIZATIONAL COMMITMENT

AUTHOR: LARA MARIE ASCHENBRENNER

ID: 5917193033

DEGREE: MASTER OF BUSINESS ADMINISTRATION

MAJOR: MARKETING

THIS INDEPENDENT STUDY HAS BEEN APPROVED TO BE A PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN MARKETING.

x  21 Sept 2018  
ADVISOR ASSOC. PROF. DR. JOMPHONG MONGKHONVANIT DATE

x  21 Sept 2018  
ACTING DEAN OF FACULTY OF INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION DATE  
ASSOC. PROF. DR. JOMPHONG MONGKHONVANIT,

# ABSTRACT

TITLE: THE USE OF PRIDE AS A MOTIVATIONAL FACTOR TO STIMULATE AND CULTIVATE ORGANIZATIONAL COMMITMENT

BY: LARA MARIE ASCHENBRENNER

DEGREE: MASTER OF BUSINESS ADMINISTRATION IN MARKETING

ADVISOR: \_\_\_\_\_ ASSOC. PROF. DR. JOMPHONG MONGKHONVANIT

DATE: \_\_\_\_\_

On the progression of emerging new concepts to construct organizational frameworks around, how to beneficially utilize pride and organizational commitment within the managerial approach is vital to nurture, enforce and maintain performance. Implementing an organizational environment that patronizes and endorses pride as a tangible instrument and asset is the fundament to achieve emotional and organizational commitment; nonetheless, few studies and researches are focused on the relationship between both dimensions. Applying the focus on pride as a managerial approach is a newly arising view onto organizational management. Hence, findings, proposed in researches and literature, sparsely pay regard to crucial aspects for a successful integration of pride and commitment into the organization. While organizational commitment is present in a vast number of scientific studies and teachings, little research is done on one of the strongest forces underlying this commitment – the sentiment of pride. This, for once, borders the general comprehension on whether employees come to engage in organizational commitment or display an indifferent attitude towards commitment to the organization. For another, it borders managers' capability to promote organizational commitment and inweave this concept into their leadership style. This paper aims to address the deficiency of lacking research in terms of the interconnections between the two primary variables and hence, to further insights

of the interrelation between pride in an organizational framework and commitment to the organization by examining the relationships between those variables. The identified findings accentuate the significance of employees' pride towards their organization as well as their work in regards to their held organizational commitment within three primary dimensions.

**KEYWORDS:** organizational pride; workplace pride; organizational commitment; motivation; management; emotional commitment; organizational psychology; organizational behaviour



## ACKNOWLEDGEMENT

I would like to acknowledge the generous and unconditional assistance, support and encouragement that I have received during the process of writing my thesis. Taking this opportunity to express my gratitude and appreciation, I would like to firstly name Associate Professor Dr. Jomphong Mongkhonvanit, who I am deeply grateful for providing his invaluable advice and patronage, his genuine interest, committed guidance and dedicated academic support towards the completion of this thesis. Similar profound gratitude goes to Assistant Professor Om Huvanandana for his uninterrupted, generous kindness and immediate advice at all times. I am particularly indebted to Prof. Om for sharing his on-topic expertise and prowess, which were critical in the appropriate conducting and completion of this study. I am as well gratefully appreciative to the lecturers and faculty members of the International Graduate Faculty of Business, for their thematically rewarding and enriching teachings, their constructive suggestions and supportive counsels as well as their fruitful sharing of ideas and views. Their insightful questions and effectual advice constituted an essential element to develop a comprehensive study in relation to the topic's theoretical construct as well as practical usefulness and value for organizations and managers. With a special mention, a particular acknowledgement is expressed to the employees who have taken their time to participate in my research, providing invaluable and vital information. Finally, I would like to give my deepest thanks to my parents and brother for their continued support, encouragement, and faith in me while I pursue my passion for learning. Their unconditional love gave me the strength and inspiration to successfully bring this thesis to completion.

Siam University Bangkok, April 2018, Lara Marie Aschenbrenner

# TABLE OF CONTENTS

<b>1. INTRODUCTION</b>	<b>1-8</b>
1.1. SIGNIFICANCE OF THE STUDY	1-8
1.2. STATEMENT OF THE PROBLEM	1-9
1.3. THEORETICAL BACKGROUND	1-11
1.4. OBJECTIVE OF STUDY	1-13
1.5. RESEARCH HYPOTHESES	1-14
1.5.1. HYPOTHESES DEVELOPMENT	1-14
1.5.2. IMPLEMENTED HYPOTHESES	1-16
1.6. SCOPE OF STUDY	1-17
1.7. ORGANIZATION OF STUDY	1-18
1.8. CONCEPTUAL FRAMEWORK	1-20
<b>2. LITERATURE REVIEW</b>	<b>2-22</b>
2.1. ORGANIZATIONAL COMMITMENT	2-22
2.2. MOTIVATIONAL FACTOR PRIDE	2-27
2.3. INTERCONNECTIONS BETWEEN VARIABLES	2-29
2.3.1. RELATION BETWEEN PRIDE AND ORG. COMMITMENT	2-29
2.3.2. RELATION BETWEEN PRIDE AND MEDIATING VARIABLES	2-30
2.3.3. RELATIONSHIP BETWEEN MEDIATING VARIABLES AND ORG. COMMITMENT	2-32
<b>3. METHODOLOGY</b>	<b>3-35</b>
3.1. PREAMBLE	3-35
3.2. INTRODUCTION TO METHODOLOGY	3-36
3.3. METHOD OF LITERATURE RESEARCH	3-38
3.4. RESEARCH DESIGN	3-40
3.5. SAMPLE SELECTION	3-44
3.6. DATA COLLECTION	3-45
3.7. STATISTICAL METHOD	3-46
3.8. METHODOLOGY CONCLUSION	3-48
<b>4. ANALYSIS</b>	<b>4-50</b>
4.1. RESPONSE RATE	4-50
4.2. PROFILE CHART	4-51
4.3. RELIABILITY ANALYSIS	4-52
4.4. DESCRIPTIVE STAT. FIGURES: PRIDE MANIFESTATION	4-52
4.5. DESCRIPTIVE STAT. FIGURES: ORG. COMMITMENT	4-54
4.6. CORRELATION ANALYSIS	4-56
<b>5. CONCLUSION</b>	<b>5-59</b>
5.1. FINDINGS	5-59
5.1.1. OVERVIEW	5-59
5.1.2. PRIDE AND AFFECTIVE ORG. COMMITMENT	5-61
5.1.3. PRIDE AND CONTINUANCE ORG. COMMITMENT	5-63
5.1.4. PRIDE AND NORMATIVE ORG. COMMITMENT	5-64
5.2. IMPLICATIONS	5-65
5.3. LIMITATIONS AND FUTURE RESEARCH	5-68
<b>REFERENCES</b>	<b>71</b>
<b>APPENDICES</b>	<b>83</b>
APPENDIX A: QUESTIONNAIRE	83
APPENDIX B: COMMITMENT MODEL	86
<b>DECLARATION OF ACADEMIC INTEGRITY AND AUTHORSHIP</b>	<b>87</b>

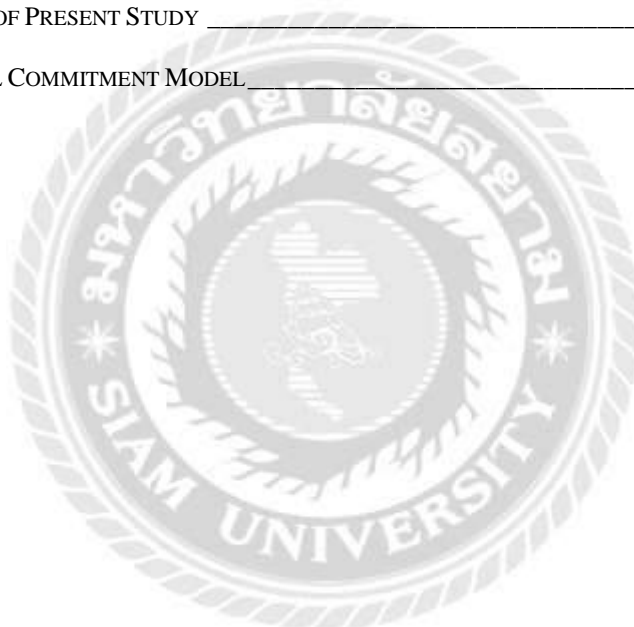
# LIST OF TABLES

TABLE 1: DIMENSIONS OF ORGANIZATIONAL COMMITMENT ACCORDING TO MEYER & ALLEN, 1991	2-23
TABLE 2: DIMENSIONS OF ORGANIZATIONAL COMMITMENT	2-26
TABLE 3: RESPONSE RATE OF QUESTIONNAIRES	4-50
TABLE 4: EMPLOYEES' PROFILE CHART	4-51
TABLE 5: RELIABILITY OF VARIABLES AND CRONBACH'S ALPHA	4-52
TABLE 6: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED PRIDE DIMENSIONS	4-52
TABLE 7: T-TEST ON PRIDE MANIFESTATION BY GENDER AND MARITAL STATUS	4-53
TABLE 8: ONE-WAY ANOVA ON PRIDE MANIFESTATION BY AGE AND EDUCATIONAL LEVEL	4-54
TABLE 9: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED ORGANIZATIONAL COMMITMENT DIMENSIONS	4-55
TABLE 10: T-TEST ON ORGANIZATIONAL COMMITMENT BY GENDER AND MARITAL STATUS	4-56
TABLE 11: ONE-WAY ANOVA ON ORGANIZATIONAL COMMITMENT BY AGE AND EDUCATIONAL LEVEL	4-56
TABLE 12: DESCRIPTIVE STATISTICAL FIGURES AND CORRELATIONS ANALYSIS BETWEEN STUDY VARIABLES	4-58



# LIST OF FIGURES

FIGURE 1: PRIDE AND ORG. COMMITMENT LOCATED IN BANDURA'S TRIADIC RECIPROCAL CAUSATION _____	1-18
FIGURE 2: DELINEATIVE CONSTRUCT OF STUDY DISPOSITION _____	1-19
FIGURE 3: CONCEPTUAL FRAMEWORK OF LINKAGES BETWEEN STUDY VARIABLES _____	1-20
FIGURE 4: CONCEPTUAL FRAMEWORK OF STUDY VARIABLES' INTERRELATIONS _____	1-21
FIGURE 5: PRISMA FLOW DIAGRAM FOR UNDERLYING LITERATURE RESEARCH _____	3-39
FIGURE 6: RESEARCH PATH OF PRESENT STUDY _____	3-48
FIGURE 7: ORGANIZATIONAL COMMITMENT MODEL _____	86



# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. SIGNIFICANCE OF THE STUDY

With respect to motivational instruments to influence behaviour, the leverage of pride is considered to be one of the strongest, as pride embodies one of the most significant emotions a human has (Tracy & Robins, 2007). Pride is the pleasant, delightful, or satisfactory feeling of having achieved a good act, received a good possession, or built a fulfilling relationship. It raises both, self-esteem and self-respect on high levels (Tracy, 2016). Organizational pride displays the employees' confidence and positivity, their experience and sentiment about their organization. Applying the model of pride in managerial activities is an emerging approach in the field of organizational behaviour, as already many business programs exist, revolving around the principles of motivation, satisfaction, or commitment. However, programs about pride are scarce.

Pride is the primary driver and main source to motivate positive prosocial behaviourism, emotional and organizational commitment, energy and morale (Nouri, Danaeefard, Khaef-Elahi, & Forouzandeh, 2017). Organizational commitment is comprehended as the employee's feeling to belong to his or her organization, to be accepted by the organization's entity and environment, to sense pride and to be passionate towards his or her organization. These factors form a motivational force under the umbrella of organizational commitment, leading the employee to vigorously work for the organization's interest, and only secondarily for his or her own (Shubhangini, 2014). A vast majority of organizations and managers fails in generating organizational and emotional commitment appropriately and efficiently, as they do not apply a

focus on generating and enforcing pride in order to create commitment. There is an inadequacy exposing that primary sources of motivating organizational commitment applied by organizations are short-termed instruments, such as the use of monetary rewards or intimidating actions. However, these instruments may be easily applied, but do not contribute to shape a long-termed organizational sustainability. Organizations aim to achieve the output – commitment to the organization – yet, adopt wrong input measures. In order to raise organizational commitment, a force of higher power is needed, which is pride. The feeling of achievement, appreciation, and companionship are primary sources to originate pride and hence, commitment to an organization. That is the fundament of why the greatest employees seek for a place beyond well performing to achieve more salary or of why the great professionals uncompromisingly elude their retiring. Money is only then a functioning input, when the organization is in growth; it is not of long-term and eventually leads to only self-interested behaviour (Katzenbach, 2003). Sensing pride and commitment for an organization on the other hand is no narcissistically driven input (Beil, 2016). Thus, these variables are to be increasingly found in scientific researches to – for example – improve the internal constructions of organizations.

## 1.2. STATEMENT OF THE PROBLEM

To nowadays distinguish an organization from increasingly high numbers of competitors, it is important and essential to build competitive advantages that are unique and not to copy easily. The employees' feeling of pride when working for and being a part of a specific organization adds to these employees' commitment to the organization. Organizational commitment on the other hand is one strategic asset, adding value to the organization and creating long-ranging advantages (Çekmecelioğlu & Dinçel, 2014). It is, hence, crucial to cease from focusing on false

motivators – i.e., false input – like money, to achieve the desired output – i.e., to have people commit to an organization. Moreover, the long-term functioning of pride is not limited to the flourishing times of the organization, but works as well when times are hard (Katzenbach, 2003). To build the long-term competitive advantage of excellence in unique quality of goods or services offered, managers need their employees to fully commit to brand and product (Pecci & Rosenthal, 1997). Only then they will identify a correlation between their individual and the organization's goals and will commit to these (Kinicki & Fugate, 2018). Commonly, the cradle of rewards in the workplace finds its limitation at the employees' salary. Consequently, the expectancy to achieve wage rises and bonuses increases, which generates an aggressive atmosphere of tension and rivalry due to the anxiety to lose work security. This eventually leads to a significant declining of the employees' commitment and thus, to their performance, too (Shubhangini, 2014).

Organizational commitment, evoked by organizational pride, affects other, highly important variables within the framework of employees in an organization, which managers need to know to build and sustain competitive advantages. By enforcing commitment to the organization, employees will less likely resign or leave for competitors (Yang & Wittenberg, 2016). Employee pride has a highly positive impact on the employee's decision whether or not to stay with an organization. Commitment to and a sentiment of pride for the organization influence the intention of turnovers considerably. Immediate superiors need to internalize the importance of their position as great communicators and mediators and need to continuously improve their communication skills in order to build relationships with their people and create pride and commitment (Yang & Wittenberg, 2016). That is due to the fact that – in terms of the workplace – crucial and important priorities set by employees are the pride to work for the organization, the security of the work as well as healthy relationships to superiors. The pride and commitment

eventually will affect their willingness to leave or remain with the company significantly (Gamble & Qihai, 2008). Further, their psychological and physical health is touched positively; consequently sick-leaves decrease and both, efficiency and quality of their produced goods or offered services increase (Öhring, 2014).

Identifying the potential relationship between pride and organizational commitment as well as the present limitations of this linkage in research and business, in this study, I chose to theoretically analyze the importance of these fields' interpenetrations as well as empirically measure the hypothesized interrelations. To realize the objective of evaluating the relative importance of pride perception to the dimensions of organizational commitment, I use primary data analysis and literature research.

### 1.3. THEORETICAL BACKGROUND

The concept of organizational commitment is a condition of an employee's psychologically motivated attaching to an organization or company (Mathieu & Zajac, 1990; O'Reilly & Chatman, 1986). It is illustrated to be basing on emotional elements, including the sentiment of pride, leading employees to foster a cooperative and voluntary engagement to their employing entity (Ellemers, De Gilder, & Haslam, 2004; Ellemers, De Gilder, & Van den Heuvel, 1998; Tyler & Blader, 2000a). Commonly defined, the employee's pride mirrors the valuation of the individual's status of being a part of the organizational entity with a high standing in that organization (Tyler & Blader, 2001). Empirically undergirded evidence has been found that the before-mentioned model of the emotional variable pride being positively related to commitment is factual and eventually creates specific behavioural patterns that demonstrate a cooperative conduct, such as, organizational loyalty and a decrease of turnover intention. Thus, the

employee's perception of pride for the organization consequently provides the basis for a broad spectrum of behavioural actions that are of beneficial value for the organization (Tyler & Blader, 2000b). Organizational commitment depicts a relevant fragment within the mutual affiliation between employer and employee as it can be constructed detachedly from monetary and/or material remunerations (Ellemers et al., 1998; Haslam & Ellemers, 2005).

The conceptualization of self-categorization and social identity imply that an individual (here: employee) will begin to adopt the values, ideals and principles of the group or entity she or he belongs to. This behavioural pattern will eventually accumulate in the adoption of the group's way of thinking (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), the intensification of the psychologically perceived attachment to the social group, organization or company the individual belongs to and the intrinsic motivation to provide positive inputs (Ellemers, 2001; Ellemers et al., 2004).

The sentiment of pride within the environment of an organization reinforces the assumption that the outer society's valuation of the organization is of positive nature and in order to augment the social positive regard, the individual employee perceives the impulse to add positive contributions to the success of the organization (Tyler & Blader, 2001). Pride provides an immediate and positive contribution to establishing psychological commitment towards the company, social group, or organization (Tyler, 1999; Branscombe, Spears, Ellemers, & Doosje, 2002; Sleebos, Ellemers, & De Gilder, 2006). It is implied that particularly those organizational proceedings and actions concerning moral values result in employees' individual as well as cooperative positive behavioural patterns as they aim to accomplish the adopted organizational objectives on a personal level (Ellemers, van Nunspeet, & Scheepers, 2013). An exuded morality and high value standards implemented by the organization is assumed to foster a positive social

and public image, which in turn nurtures the employees' proud posture towards their organization and cultivates and stimulates psychological commitment (Riordan, Gatewood, & Barnes, 1997).

#### 1.4. OBJECTIVE OF STUDY

The purpose of this study is to examine and assess the relationship between the motivational variable *pride* and a positive behavioural outcome as represented by *organizational commitment* within the context of work environment. The hereby-conducted research seeks to provide a theoretical framework on the importance of non-monetary motivational factors, using the example of *pride* as a motivational variable to generate *organizational commitment*. Hence, the first objective is to identify the hypothesized interrelation of the non-monetary motivator *pride* to *organizational commitment*, which is considerably a first connection between the two primary variables. Consequently, the second objective is to validate the effect of the non-monetary motivator *pride* in specific to each dimension of *organizational commitment*. Eventually, a last objective is to challenge those specialists, experts, researchers, and scientists to pay a more focused amount of attention to the non-monetary side of organizational motivation in organizational initiatives, assignments, reward systems as well as scientific studies and researches.

The research question leading this study is conducted upon the delineated assumptions as follows: *Does the perception of pride working for an organization lead to a higher commitment to the organization?*

## 1.5. RESEARCH HYPOTHESES

### 1.5.1. HYPOTHESES DEVELOPMENT

Various studies, researches, and scientific discourses specified a positive correlation between pride as a psychologically motivating factor and an employee's exuded organizational commitment (Beil, 2016; Boezeman & Ellemers, 2007; Katzenbach, 2003; Nouri, Danaeefard, Khaef-Elahi, & Forouzandeh, 2017; Tracy, 2016). However, an immediate and close research on pride's impact on the three distinguishable dimensions of organizational commitment has not been implemented. The components of affective organizational commitment, continuance and normative organizational commitment are to be assessed separately in order to meet these dimensions' individual characteristics and particularities.

Pride in the professional work environment commonly is portrayed as the employee's attitude obtained and fostered from specific activities or assignments, culminating in a sense of affiliation and belonging (Lu & Roto, 2016). Other academic writings define pride in the work environment as organizational pride, i.e., a perceived pride for the organization itself, rather than for the work (Gouthier & Rhein, 2011). Hence, a categorization into the employee's manifesting of pride for work and the employee's manifesting of pride for the organization or company is to be implemented. Despite the partition into two classifications of pride, with one particularizing the perception to the work and with the other itemizing the perception to the organization, all survey questionnaires within these two sets seek to assess the level of an employee's involvement in both, her or his work and her or his organization emerging from the employee's individual devotedness towards work and organization. The survey questionnaires postulate this devotion to not origin from continuance-related threats, such as, *'The lack of potential alternatives is a severe*



*consequence when leaving my company, resp. my organization.*’, nor *‘It would be highly costly for me to leave my company, resp. my organization.’* (see questionnaire, Appendix A). Meyer and Allen (1990) describe continuance organizational commitment as the perception of the supposed costs related to leaving one’s company or organization. Thus, it can be reasoned that a higher degree of devotion of an employee’s pride perception would correlate to a lower degree of consciousness of the costs connected with leaving the company or organization (continuance organizational commitment). Upon reversion, this would signify that a higher degree of devotional pride would generate a decreased degree of consciousness of the costs linked to leaving the company or organization. Thus, the hypothesis of a negative correlation between an employee’s pride perception and continuance organizational commitment implements a logical consequence. Pride is not positively correlated with continuance organizational commitment, i.e., the perception of pride does neither reduce, nor positively influence the employee’s consciousness of a work leave’s costs. In contradistinction to the before mentioned presumable negative interrelation, the employee who’s mind is positively and pride-filled disposed toward work and organization is more likely to exude a positive posture towards work and organization, and thus, displays stronger affective organizational commitment and normative organizational commitment. Thus, it is anticipated that the employee’s pride will positively influence affective organizational commitment and normative organizational commitment as well as negatively influencing continuance organizational commitment. Thus, the present study hypothesizes that:

There is a significant relationship between the employee’s pride toward work and organization and organizational commitment.

## 1.5.2. IMPLEMENTED HYPOTHESES

On the basis of prior and preceding findings, which relate the motivational impact of pride to organizational commitment as well as in conformity with the objectives and the research question underlying this study, the following hypotheses are proposed:

- H<sub>1</sub>: *Organizational commitment* is a dependent variable from the independent variable *pride*.
- H<sub>2</sub>: The level of perceived *pride* working for an organization or the organization itself represents a stimulus for each dimension of *organizational commitment*.
- H<sub>3</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a positive relation to *affective organizational commitment*.
- H<sub>4</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a negative relation to *continuance organizational commitment*.
- H<sub>5</sub>: A strong intensity in the employee's perception of *pride* for her/his organization leads to a positive relation of *normative organizational commitment*.
- H<sub>6</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a positive relation of *affective organizational commitment*.
- H<sub>7</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a negative relation of *continuance organizational commitment*.
- H<sub>8</sub>: A strong intensity in the employee's perception of *pride* of her/his work for the organization leads to a positive relation of *normative organizational commitment*.

## 1.6. SCOPE OF STUDY

The underlying theory guiding this study's direction is the assumption of pride embodying one crucial factor leading to organizational commitment. Hence, this study is located in the organizational environment, particularly revolving around psychological employee motivation. Two primary variables are to be located within the framework of independent and dependent variables: pride – representing the primary independent variable – and organizational commitment – as output, representing the primary dependent variable. The categorization of those variables' dependency, respectively independency, is due to the underlying theory that pride is the factor causing a change in the individual's organizational commitment and that not the individual's organizational commitment causes a change in his or her sentiment of pride (Aldrich, 2015). Hence, in this theory's context, pride must be the independent variable, whereas organizational commitment must be the dependent variable.

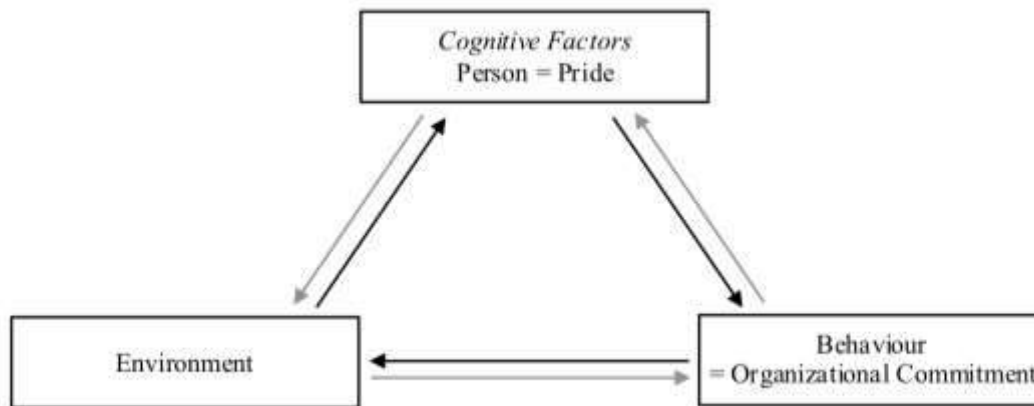


FIGURE 1: PRIDE AND ORGANIZATIONAL COMMITMENT LOCATED IN BANDURA'S TRIADIC RECIPROCAL CAUSATION

(adaption based on Bandura, 1999)

An individual's cognitive factors – indicated as the person's pride – influence this individual's thoughts and actions, or this individual's strategy use, i.e. the person's behaviour – indicated as the person's organizational commitment. The behaviour, in turn, may influence through behavioural self-regulation the person's thoughts and actions. In this context, however, the factor organizational commitment itself is dependent and does only exert its self-regulatory influence through mediating variables. According to Lewin's equation, in this case, organizational commitment is the behavioural function of the person that displays pride in his or her environment (Sims, 2002).

## 1.7. ORGANIZATION OF STUDY

After delineating the thematic placing of the study by means of defining the significance of the study, the statement of the problem, the study's theoretical background, the objective of study, the resulting research hypotheses as well as the study's scope, the following segment will illustrate the present study research's disposition.

The subsequent second chapter comprises a literature review that will explain the concepts of the variables of organizational commitment, pride as a motivational factor as well as their interrelated connections and their connections to mediating variables as found in academic writings. The literature review as well introduces specific theoretical concepts concerning the effect of emotional variables on organizational commitment.

The third chapter initiates the methodology of the conducted research in the scope of the present study, illustrating the introduction to the specifically selected methodology as well as the method of literature research, describing the methodological processes by depicting the research

design and concluding with a brief review of the applied methodology. The research design in particular comprises the sample selection, data collection techniques, and statistical method.

In chapter four, a delineation of the accumulated empirical data's analysis will be provided. The conducted analysis will cover the sample's response rate, the sample's profile chart, a reliability analysis of the data aggregation, descriptive statistics regarding the study variables and a concluding correlation analysis.

The concluding chapter five encloses the interpreted findings derived from the study research, specifically, the interrelations of pride and affective organizational commitment, continuance, and normative organizational commitment. Additionally, chapter five presents implications and recommendations for both managers in actual business environments as well as academics in research environments and the study's limitations.

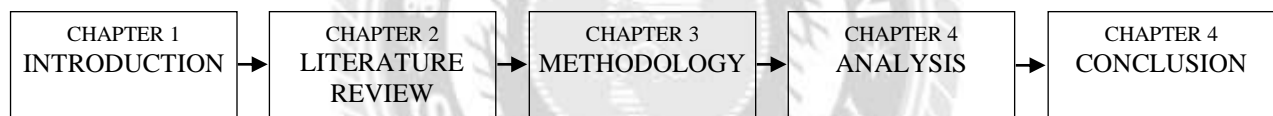


FIGURE 1: DELINEATIVE CONSTRUCT OF STUDY DISPOSITION

(author's construct)

## 1.8. CONCEPTUAL FRAMEWORK

The following conceptual frameworks will visualize (i) the research-related conceptualization of the present study's examined hypothesized linkages and effects of the employee's perceived pride on organizational commitment, resp. on its three subdimensions of affective, continuance, and normative commitment (Figure 3), and (ii) thematically, the interrelations between the two main variables with their respective mediating variables (Figure 4), beginning with the input *pride*, ending with the output *organizational commitment* (the linkages of mediating variables represent processes in between).

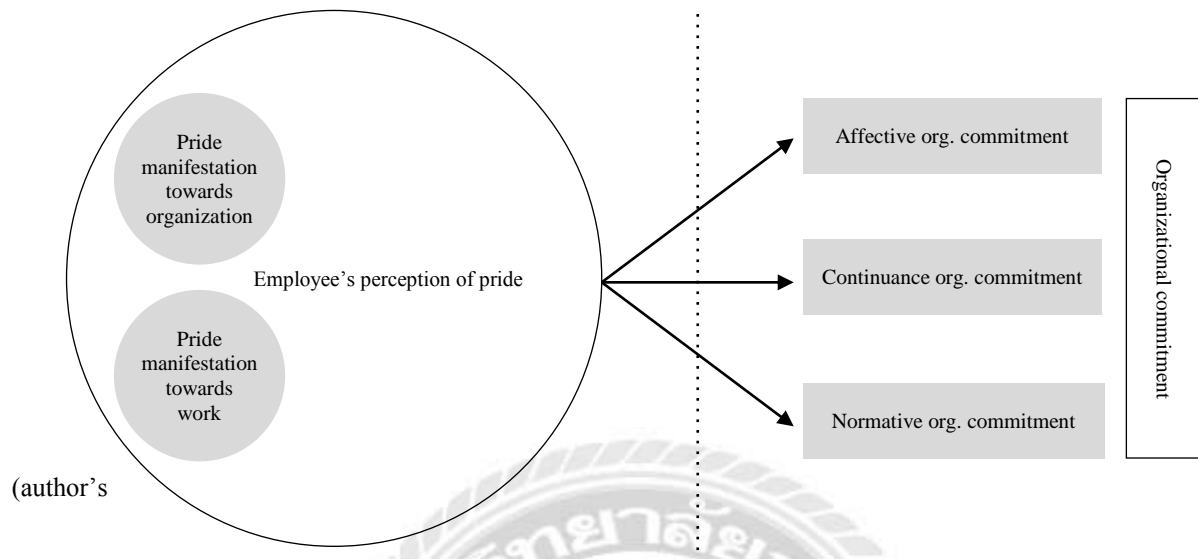


FIGURE 2: CONCEPTUAL FRAMEWORK OF LINKAGES BETWEEN STUDY VARIABLES



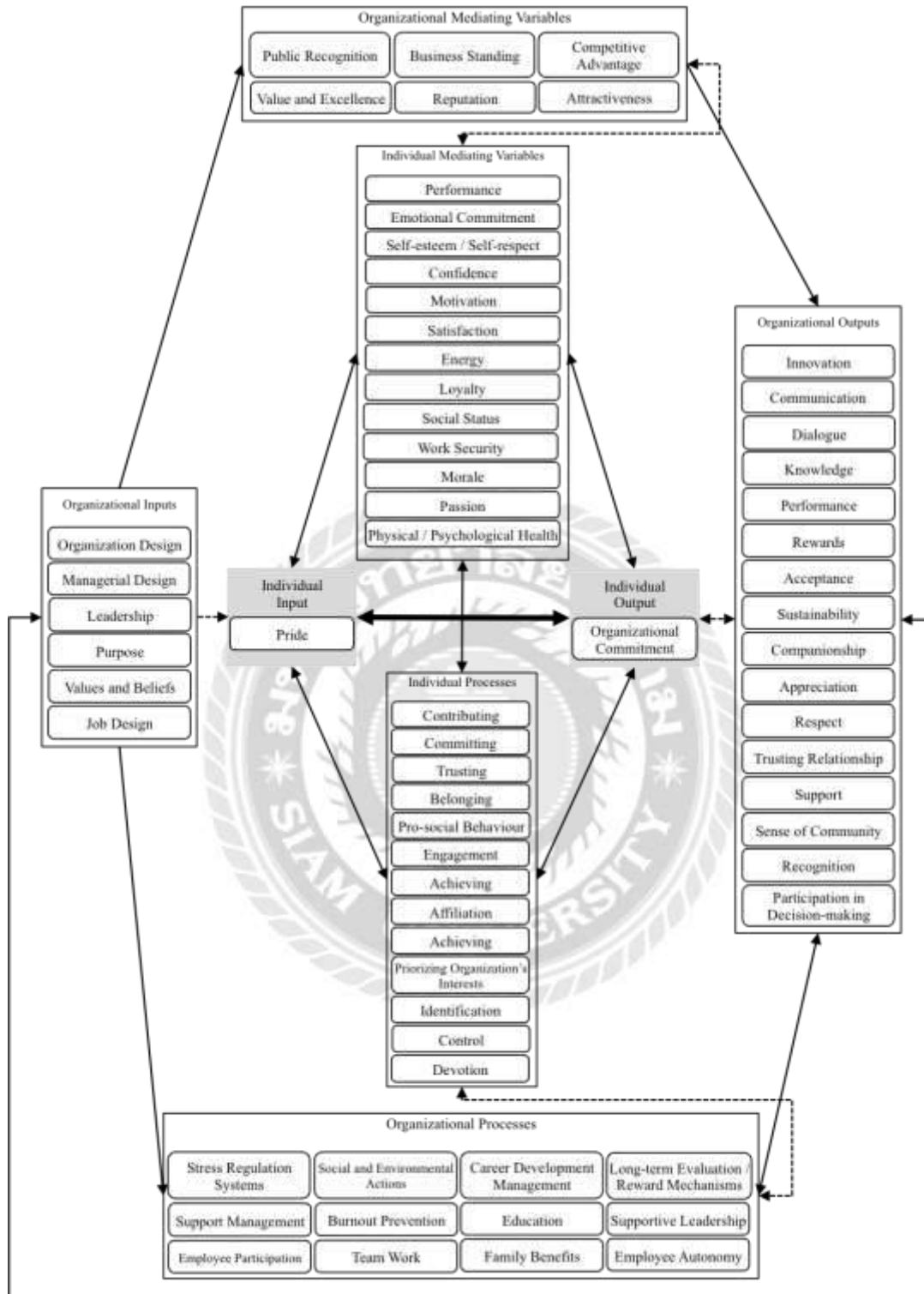


FIGURE 3: CONCEPTUAL FRAMEWORK OF STUDY VARIABLES' INTERRELATIONS

(author's construction)

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1. ORGANIZATIONAL COMMITMENT

The concept of commitment incorporates a broad spectrum of various comprehensions, and hence, complicates a universal definition. Organizational commitment as a subcategory of the psychological conceptualization of commitment, located within the scopes of professional environments, does not exemplify an exception to this circumstance. Yet, sets of mutual features, aspects, and elements have been extracted from the broad entity of comprehensions to form specific definitions. According to literature, the middle of the 20th century constituted the beginning of a broadly comprehensive studying of commitment within the work-related environment. The extensive research on the topic of organizational commitment is rationally grounded on the commonly positive connections that are made with commitment and the common consideration the connections' high importance. Organizational commitment inevitably is reflected to interrelate with an elevated level of work satisfaction, a decrease of sick leaves or turnover intention (Cohen, 2003). However, the extensive volume of research and concentration towards the topic of organizational commitment has not yet subdued a sustained discrepancy about the definition of its nature, its development and its affect of behavioural dispositions (Meyer & Herscovitch 2001).



Dimensions according to Meyer & Allen (1991)	Authors	Definition
Affective Commitment (Affective Orientation)	Sheldon, 1971, p. 143	“An attitude or an orientation toward the organization which links or attaches the identity of the person to the organization.”
	Buchanan, 1974, p. 533	“A partisan, affective attachment to the goals and values of the organization, to one’s role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth.”
	Hall, Schneider, & Nygren, 1970, p. 176-177	“The process by which the goals of the organization and those of the individual become increasingly integrated or congruent.”
	Mowday, Porter, & Steers, 1982, p. 27	“The relative strength of an individual’s identification with and involvement in a particular organization.”
	Kanter, 1968, p. 507	“The attachment of an individual’s fund of affectivity and emotion to the group.”
Continuance Commitment (Cost Based)	Becker, 1960, p. 32	“Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity.”
	Kanter, 1968, p. 504	“Profit associated with continued participation and a ‘cost’ associated with leaving.”
	Hrebiniak & Alutto, 1972, p. 556	“A structural phenomenon, which occurs as a result of individual/organizational transactions and alteration in side bets or investment over time.”
Normative Commitment (Obligation or Moral)	Wiener & Gechman, 1977, p. 48	“Commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment.”
	Wiener, 1982, p. 421	“The totality of internalized normative pressure to act in a way which meets organizational goals and interests.”
	Marsh & Mannari, 1977, p. 59	“The commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years.”

TABLE 1: DIMENSIONS OF ORGANIZATIONAL COMMITMENT ACCORDING TO MEYER & ALLEN, 1991

(Lesabe & Nkosi, 2007)

Through a three-component conceptualization, basing on and summarizing prior definitions (Table 1), Meyer and Allen (1991) have established a specific and broadly recognized theoretical model of organizational commitment. Since its establishment, it has represented the principal methodology in studying the concept of organizational commitment (Cohen, 2007). Today, it is the most commonly acknowledged conceptualization of the theory of organizational commitment and its characteristics (Herrbach, 2006). It divides organizational commitment into three

distinguishable dimensions: affective organizational commitment, continuance organizational commitment and normative organizational commitment (see Appendix B).

Affective organizational commitment thereby illustrates the employees' attachment as perceived and exuded on an emotional level to the organization, the identification with the company or organization and the connection to the organization's entity as well as its internal processes. These employees, whose affective organizational commitment ranges on a high degree, continue their engagement to the organization due to their will to do so. (Meyer & Allen, 1984) Thus, this dimension of organizational commitment is predicated upon desire. A universal termination on the specific mechanisms that apply and are involved in affective commitment's creation process is still outstanding. However, there is a predominantly received proposition that supposes that each parameter that will upsurge the likelihood of intrinsic involvement, value recognition of the respective entity – i.e., organization – and connection with the entity supports an individual's increase in affective commitment. An employee more likely becomes affectively committed, if, based upon intrinsic motivation, she or he gets involved with the organization's entity and its proceedings. Furthermore, an employee's affective commitment increases simultaneously to her or his recognition of the organization's values and the internalization of these values. Eventually, if the connection with the organization or its proceedings makes a contribution towards shaping the employee's identity, her or his affective commitment is assumed to be on a high level (Meyer & Herscovitch, 2001).

The dimension of continuance organizational commitment regards the concept of commitment from a different perspective. Omitting the affective emotional connection to the organization, continuance organizational commitment bases on the presumed expenses that would arise if the employee terminates its involvement with the organization. Thus, employees perceiving a high level of continuance organizational commitment remain with the organization

due to needing to do so. The expenses of leaving the organization are assumed to be too high. By means of example, this occurs if the individual has invested a high amount of time, costs and other resources to learn or acquire a skill or position that only is to be applied or used in that specific organization, or if there is no comparable or better employment equivalent accessible (Meyer & Allen, 1990).

Normative organizational commitment indicates the individual's perception of feeling morally obliged to remain with the company or organization. Employees with a high level of perceived normative commitment stay with the company or organization, as they ought to stay. Normative organizational commitment is found to be partially disposed by individual's experiences of previous and subsequent organizational and personal involvements. Hence, beyond organizational involvement, familial and social relations in the individual's micro- and macro-environment as well determine an employee's development of normative commitment (Markovits, Boer, & van Dick, 2013).

The subsequent table provides a global outlook onto different interpretation and comprehension approaches regarding organizational commitment conceptualization. The depicted theories signify a representative cross section of the absolute aggregate of organizational commitment definitions, as these are the most used and applied theoretical approaches within researches and studies. Additionally, the localization of Meyer and Allen's (1991) model is to be seen in the context of other academic discourses.

Authors	Dimensions of Commitment	Definition
Angle & Perry (1981)	Value Commitment	Commitment to support the goals of the organization.
	“Commitment To Stay”	Commitment to retain their organizational membership.
O’Reilly & Chatman (1986)	Compliance	Instrumental involvement for specific extrinsic rewards.
	Identification	Attachment based on a desire for affiliation with the organization.
	Internalisation	Involvement predicted on congruence between individuals and organizational values.
Penley & Gould (1988)	Morale	Acceptance of and identification with organizational goals.
	Calculative	A commitment to an organization which is based on the employee’s receiving. Inducement to match the contribution. Organizational commitment which results when an employee no longer perceives that there are rewards commensurate with investment; yet he/she remains due to lack of available alternative.
	Alternative	
Meyer & Allen (1991)	Affective	The employee’s emotional attachment to, identification with, and involvement in the organization.
	Continuance	An awareness of the costs associated with leaving the organization.
	Normative	The feeling of obligation to continue employment in the organization.
Mayer & Schoorman (1992)	Value	A belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization.
	Continuance	A feeling of obligation to continue employment.
Jaros, Jermier, Koehler, & Sincich (1993)	Affective	The degree to which an individual is psychologically attracted to an organization through feelings, such as, loyalty, affection, warmth, belongingness, pleasure, etc.
	Continuance	The degree to which an individual experiences a sense of being locked in place because of the high cost of leaving.
	Morale	The degree to which an individual is psychologically attached to an organization through internalisation of its goals, values and mission.

TABLE 2: DIMENSIONS OF ORGANIZATIONAL COMMITMENT

(Lesabe &amp; Nkosi, 2007)

## 2.2. MOTIVATIONAL FACTOR PRIDE

Emotions structure and shape human behaviourism on many levels (Baumeister, Vohs, DeWall, & Zhang, 2007). The emotion of pride thereby depicts an intensely influential factor. The want to feel and perceive pride is assumed to be one of the most significant motivational dynamisms driving human acquirements and accomplishments, creations and innovations, and resulting in cultural developments of all sorts. Architectural, scientific, mathematical, or philosophical innovations, artistic or technological successes oftentimes base on pride-motivated forces (Weidman, Tracy, & Elliot, 2015).

However, the comprehension that pride is nothing but a natural fragment of mankind's evolved emotionalism is a rather newly identified scientific finding. Pride is not a feeling an individual learns to perceive, but a sensation an individual perceives because she or he is human, and mankind evolved to perceive it – i.e., pride has a function. It operates according to a purpose, which depicts the reason of why the potential for feeling pride is inherent in every human (Williams & DeSteno, 2008).

The pride feeling's purpose is a multifaceted layer of social and personal perception. Pride drives the individual to consider and take other individuals' and as well the own opinion about oneself seriously, i.e., to mind what oneself and other individuals think of that individual. It drives the individual's desire to feel good about oneself and the desire to have other individuals admire oneself, to have them contribute oneself with competency and power, and have them look up to oneself. Pride stimulates the want to find out who an individual aims to be and eventually motivates to accomplish every necessity to become the aimed person. Thus, the craving to perceive pride pushes an individual to work hard for and pursue excellence. Eventually, if the individual's inherent pride achieves what it aims to achieve, the individual will have ascended

the levels of society's convolutedly organized hierarchy. The ultimately evolved function underlying pride therefore, is to support an elevation of social statuses, providing power, authority, influence, and as well the capability to exercise control over processes, actions and other individuals (Tracy, 2016).

However, the eventual ascending of the social ladder is not an isolated beneficial result of what pride provides for the individual. It induces the individual to seek to evolve into a specific sort of person, to absorb knowledge, skills or learning from other individuals, to foster creation innovation. Pride enables the individual to absorb a culture's proposed offerings and translate or convert it to one self's, and to eventually improve and enhance it. It is implied that pride has multifariously shaped the human species and continuously extends and sustains to pattern the general human and individual cultural evolution (Brown, Dutton, & Cook, 2001).

Since the early 2000s, literature accounted that emotions had evolved to become a pivotal fragment of psychology's concentration. A multitude of academics and researchers regarded emotions as the primary motivational entity that navigates nearly everything of human behaviour. In current writings, psychological scholars approve the assumption that each judgement, decision, or choice an individual executes, that each relationship individuals enter, and each thing an individual wants and desires represents behavioural patterns that are persuaded by emotion. However, these behavioural patterns are not solitarily found within the limitations of classically considered emotional decisions. Decisions that are commonly categorized to be formed by rationality and logic regarding the differentiation of right and wrong or good and bad are considerably often prompted by instinctually emotional reactions (Scherer, 2009).

The feeling of pride presumably does underlie and substantiate as a motivational inherent factor vast numbers of studies and researches revolving around the before mentioned topics, however, no immediate measurements of pride have been implemented as psychologists and

scholars only since recently considered the concept and scientific conceptualization of pride. Leary et al. (1995) effected an early study on the examination of pride's motivational impact by immediately aiming at this specific emotion. The study's findings confirm that the perception of pride is the dynamism that motivates an individual to reach her or his optimum and be the best self she or he can be. It specifies that when individuals perceive pride, they ascertain for themselves that they are on target for attaining and preserving an ideal self. Once acquired the ideal self, the individual responds by hurdling each necessity to sustain it. Pride's out sent purport to an individual thus, is to persistently remain in the doing, i.e., overcoming each task, hurdle, or difficulty as this will eventually represent the accomplishment that is bringing oneself toward the ideal self one wants to be (Leary, Tambor, Terdal, & Downs, 1995).

## 2.3. INTERCONNECTIONS BETWEEN VARIABLES

### 2.3.1. RELATION BETWEEN PRIDE AND ORG. COMMITMENT

Pride is an immediate and primary source to build and sustain organizational commitment (Shubhangini, 2014). A higher level of pride generates a higher will to commit to the organization. The relationship between pride and organizational behaviour reaches beyond a possible source of higher profits and performance. It reaches non-monetary, very much more powerful fields. The Marine Corps of the United States has implemented a construct of individually perceived pride for the organization that leads to an uncompromising commitment to the organization and companions, which no monetary compensation is able to generate (Katzenbach, 2003). In addition, respect and pride immediately interrelate with organizational commitment. Pride hereby functions as a representative of the person's perceived significance of

his or her work and directly builds a sense of commitment, which will even direct the person to voluntarily work for a specific organization (Boezeman & Ellemers, 2007).

The concept is almost cyclical. An increase in the employees' sentiment of pride leads to an enhancement of the employees' performance; the improvement of the employees' performance leads to a greater appreciation and recognition of his or her achievements, displayed by the superior, as well as to a greater recognition of the good, service, brand, or sector, displayed by the public. Eventually, a higher recognition offered externally, by the public and internally, by the management, increases the employees' pride and his or her will to commit to the organization. The intrinsic stimulus or incentive of pride represents a compelling power that incomparably achieves to generate organizational and work-related commitment (Kernaghan, 2001). Pride expresses a person's individually achieved accomplishments to others and thus heightens the person's socially established status. The subjectively sensed perception of pride in turn amplifies behavioural actions that create new feelings of pride and eventually organizational commitment (Herald & Tomaka, 2002).

### 2.3.2. RELATION BETWEEN PRIDE AND MEDIATING VARIABLES

Between commitment to an organization and pride stand further factors, such as, the organization's reputation or the satisfaction perceived when working for the organization. A higher organization's reputation generates a higher level of pride. Commonly, which mediators weigh more and which weigh less is strongly individually defined. Employees may feel pride through the organization's attractiveness with regards to the organization's products and the



organization's business standing. However, the feeling of pride is a fragile sentiment as it is interrupted once another variable is perceived negatively. In this case, the organization's reputation and work satisfaction are representatives of positively influencing mediators. The positive effect of these on the employee's perceived pride may be interrupted once the employee does not agree and questions the organization's activity. Social and environmental responsible actions represent mediating factors as well. If these are in doubt, the positive effect of the organization's outward appearance and reputation do not touch the employee as strong. The organization's reputation, the satisfaction with work and wage, as well as social and environmental actions do directly touch the independent variable of pride (Çekmecelioğlu & Dinçel, 2014).

The examples of a healthily working communication and the influence of immediate superiors have a strong impact on the sense of pride for the organization (Yang & Wittenberg, 2016). Additionally, the variables of rewards, communication among colleagues and superiors, and recognition are determinants for pride development within an organization. To experience a healthy and respectful communication with a superior – i.e., to be given individuality in a system – is perceived as a strong reward and fuels the employee's sentiment of pride (Mitra, Ghosh, Bandopadhyaya, & Banerjee, 2015). A sign of willingness by the superior to openly communicate with the employee is oftentimes paralleled by the willingness to increase the employee's participation. Being rewarded with greater autonomy and rights of co-determination have a strong positive effect on the employee's bond to the organization and his or her commitment (Öhrling, 2014).

Once the organization accomplishes to have an almost paternal position within the employees' environment as well as within the employees' mind-set, it will evoke a feeling of acceptance and affiliation in the employees. These will return the perceived gesture with pride,

devotion, appreciation, and loyalty (Brumley, 2014). The variable of pride builds unique positive relations not only with the variable of organizational commitment, but as well with the variables of work satisfaction and organizational identification and leads to a diminishing of the variable of organizational indifference (Nouri et al., 2017).

### 2.3.3. RELATIONSHIP BETWEEN MEDIATING VARIABLES AND ORG. COMMITMENT

The principle of work engagement is closely intertwined with organizational commitment. However, work engagement oftentimes provides a higher manifestation within the employees' mind-sets than the commitment to the organization does. There is an identified imbalance that leads to the conclusion that both, the organization's purpose and its duties must go along with the organization's self-portrayal. Otherwise employees fail in identifying the entity to commit to and find belonging only in their work, but not in the organization (Çağrı San & Tok, 2017). The mediating variables of belonging, acceptance, and passion are directly inclined to organizational commitment. Stress in the workplace is an immediate counterproductive variable and does influence the employee's commitment to his or her work highly negative (Shubhangini, 2014).

Besides pride – as the independent variable itself – the sentiment of respect is one mediator to achieve commitment to an organization. While pride represents the perceived work's importance, respect characterizes the organization's support an individual perceives. To display support and encouragement is a unique technique for superiors to build commitment among their subordinates, which, however, affords a high amount of empathy (Boezeman & Ellemers, 2007).

One mediating variable to outstand significantly is the individuals' persuasion to be in the position to control the events and outcomes in their environment. Hence, in the case of the workplace, employees tend to believe that organizational pride and other factors, such as perceived justice, is the immediate product of their doings, which brings them to emotionally involve themselves with the organization. The locus of control therefore is a direct influencer of organizational commitment (Parent-Rochelleau, Simard, Bentein, & Tremblay, 2016).

Positive and negative variables may enclose two categories – the individual and the environmental dimension. Both are to either foster and leverage or to minimize and oppose. The individual dimension's variables to be eluded in order to prevent a deterioration of commitment to the organization encompass burnout, personal issues with one's health, the lack of job security and the lack of prospects to develop a career. On the other hand, the environmental dimension outlines two key variables: the lack of supportive guidance as well as the inability to satisfy family and social roles. These are highly deconstructive variables in terms of organizational commitment, as the individual as well as perceived environmental and social circumstances influence an individual's capability to commit to another entity. Hence, it is to foster an organizational environment that promotes soft variables, such as, support, appreciation and recognition, but as well hard variables, such as, regular educational coachings, development prospects for both career and skills, or a support system for families (Tripathy, Goel, & Kumar, 2016). Consistent and genuine team work as well as trainings and development prospects fuel an employee's will to commitment to an organization (Mitra et al., 2015).

Even the model of paternalism offers parallel variables to foster organizational commitment. Applied as a management approach in the form of a family-benefiting culture, employees perceive the resulting managerial actions, such as family-benefiting policies, as a sign of thoughtfulness and concern towards them as well as towards their families. Employees most

likely interpret these actions on a highly positive, rather than negative level, as they sense empathy, rather than oppressive authority. The workplace thereby transforms into an environment of consideration and respect (Brumley, 2014).



## CHAPTER THREE

### 3. METHODOLOGY

#### 3.1. PREAMBLE

Organizational commitment has progressively become a substantial focal theme within the scopes of distinguishing a business in its environment; specifically in a highly competitive environment, organizational commitment encompasses the capability to establish a uniquely strong competitive advantage. The commitment to an organization, exuded by the employee, adds powerful value to the organization and thus, it is crucial to identify efficient incentives and stimuli.

The purpose of this study is to assess the impact of the non-monetary motivational factor pride within an organization's environment. Specifically, the study was designed to determine the relation between the employees' perceived sentiment of pride for their organization and their output commitment to their organization on each of organizational commitment's three levels: affective, continuance and normative level.

Consequently, in order to appraise the relation between pride and organizational commitment as well as its potential impact, the hereby-leading research question, 'Does the perception of pride working for an organization lead to a higher commitment to the organization?', results in the proposed hypotheses:

- H<sub>1</sub>: Organizational commitment is a dependent variable from the independent variable pride.
- H<sub>2</sub>: The level of perceived pride working for an organization or the organization itself represents a stimulus for each dimension of organizational commitment.
- H<sub>3</sub>: A strong intensity in the employee's perception of pride for her/his organization leads to a positive relation to affective organizational commitment.
- H<sub>4</sub>: A strong intensity in the employee's perception of pride for her/his organization leads to a negative relation to continuance organizational commitment.
- H<sub>5</sub>: A strong intensity in the employee's perception of pride for her/his organization leads to a positive relation of normative organizational commitment.
- H<sub>6</sub>: A strong intensity in the employee's perception of pride of her/his work for the organization leads to a positive relation of affective organizational commitment.
- H<sub>7</sub>: A strong intensity in the employee's perception of pride of her/his work for the organization leads to a negative relation of continuance organizational commitment.
- H<sub>8</sub>: A strong intensity in the employee's perception of pride of her/his work for the organization leads to a positive relation of normative organizational commitment.

## 3.2. INTRODUCTION TO METHODOLOGY

The following chapter's purpose is constituted by the exploration and clarification of how the information and data, which substantiate the foundation of this study's research as well as its subsequent conclusions, were found, developed, and synthesized. For this thesis, and commonly for each academic research, the respective researcher must determine and define which modus of methodology depicts an optimum practical approach and eventually yields the highest quality of

appropriately compatible results. The designated function underlying the study's methodology chapter is to establish comprehension, predominantly of the research's conduct process and which theoretical assumptions undergird the purported hypotheses. The crucial factor of the specifically chosen research methodology is its capability of underpinning and validating the study's stated hypotheses as well as facilitating and enabling the completion of the respective research (Quinlan, 2011).

Research commonly is illustrated as a successive process, constituted of single steps, forming an eventually unfolding entity of knowledge and finding (Ghauri & Gronhaug, 2010). Originally, the term *research* is derived from Latin language; to the term, there are specific characteristics attached. There must be a clearly defined purpose of what is eventually supposed to be found, driving the entire research. In order to accomplish the finding of what the purpose defines, a systematic accumulation of data must be implemented, followed by an interpretation of the data (Saunders, Lewis, & Thornhill, 2009). The primary underlying aim, leading a research, is to concentrate data, which is reliably proving a hypothesis stated in a purpose. Research reliability is then attained, when standard principles of scientific methodology are considerably followed, comprising clear policies and techniques that generate interrelated information. The aggregate of efficient research incorporates the (i) clear definition of the research's purpose, (ii) the detailed definition of the research's methodology that capacitates other researchers to reprise the research, (iii) a thorough research's plan in order to generate an optimum of objectiveness, (iv) a utilization of ethically high criterions, (v) the transparent illustration of the research's limitations, (vi) the comprehensive conveyance of the research's data significance, (vii) the unequivocal delineation of the findings, (viii) the adequately limited preparation of the data's ratiocination to those who may use it, (ix) and lastly the appropriate reflection of the researcher's integrity and experience (Cooper & Schindler, 2014).

### 3.3. METHOD OF LITERATURE RESEARCH

PRISMA guidelines and statement were followed in order to ensure a literature research of high quality. Initially, a comprehensive search of academic journals was completed, basing on the key terms pride and organizational (i.e., organisational) commitment. The primary online database has been searched in the first step – EBSCOhost (Siam University Central Library), with a limitation to academic journals. In a second step, the section of references of each found academic journal article was reviewed so as to identify and find further articles. Additional searches in two primary databases – Google Scholar and JSTOR – were conducted and sources beyond academic journals, such as books and theses were reviewed. In the third step, specific inclusion criteria were applied to identify redundant articles and material. Primary criterion was the relevancy of the topic. Topics, including personality and character traits, goal setting, burnout and emotional exhaustion, bullying, employability and meaning of work were not integrated in the study, as these materials were not immediately linked to the two primary topics, resp. two primary variables. Other fields, including employee and work engagement, self-esteem, leadership, stress, motivation, turnover intention, well-being and job security are partially to be found in the study, as the found material on these topics displays high correlation with the primary topics. Second criterion applied was the age of the material, which was not to be over 20 years, with exceptions for fundamental literature, theses, and theories.

Finally included were 102 sources that have been identified as valid through the exclusion criteria. Other sources were dismissed (see: PRISMA model).



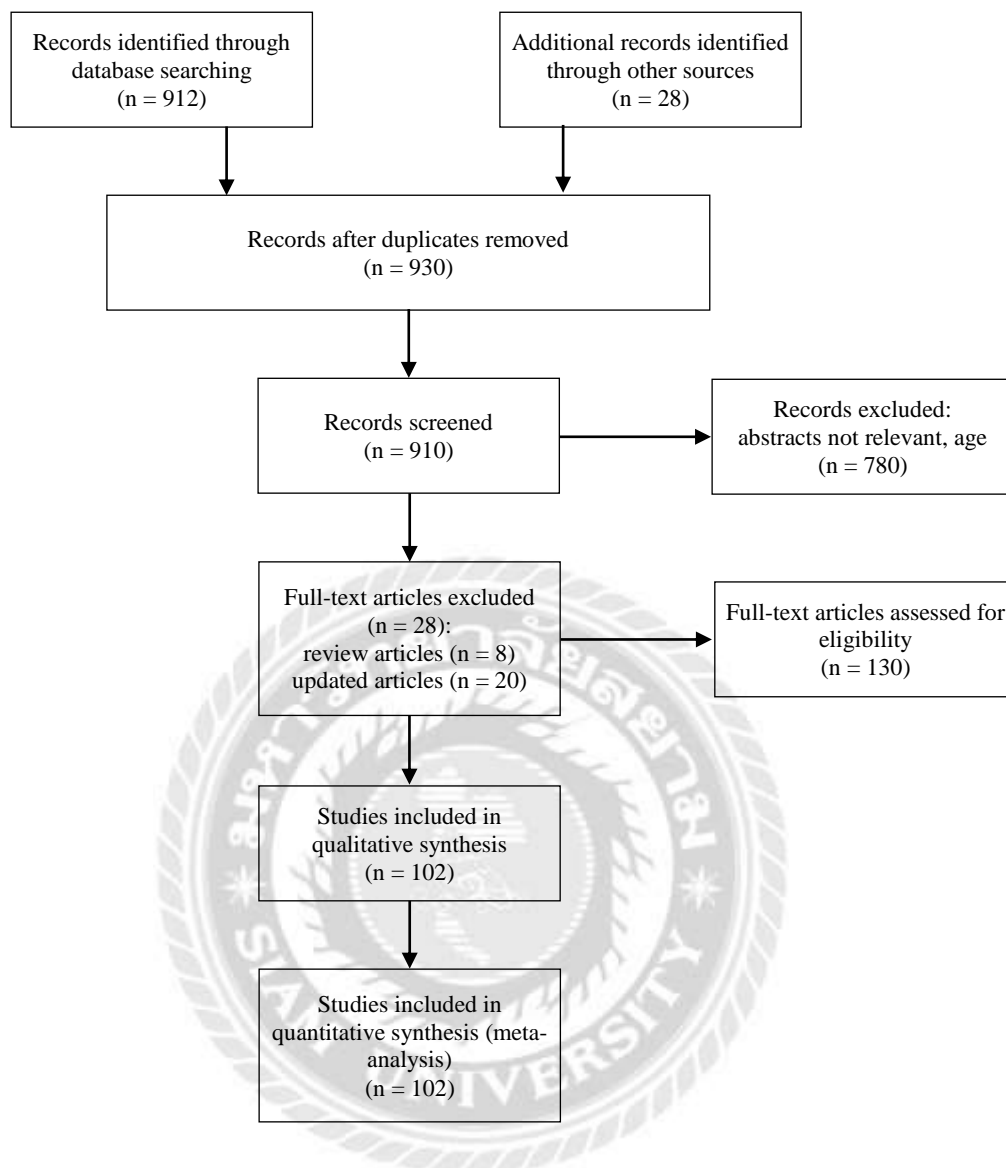


FIGURE 1: PRISMA FLOW DIAGRAM FOR UNDERLYING LITERATURE RESEARCH

(Moher, Liberati, Tetzlaff, & Altman, 2009)

### 3.4. RESEARCH DESIGN

The chosen methodology underlying the research for the hereby-specified study's purpose is a quantitative technique, particularized by the method of a questionnaire survey. The survey questionnaire methodology is a sub-category of quantitative research; the latter depicts the equivalent to qualitative research methodologies, which generate information that is articulated through words rather than numeric information, articulated through figures. Three centre aspects form the basis of quantitative research: (i) data collection, (ii) interpretative analysis and (iii) scientific reporting (Becker, 1970). Although the hereby-conducted study is of quantitative nature, qualitative aspects are as well incorporated, specifically in the conclusive interpretation segment. The implementation of qualitative research techniques and procedures is found in each research's processes of collecting and analyzing data as those individual notions, concepts, sentiments and thought approaches must not be excluded from the interpretation of non-numeric information (Quinlan, 2011). The qualitative research elements emphasize the interpretive methodology to ultimately generate gapless comprehension of a social phenomenon's significance, implication and consequence – rather than its pure frequency and regularity – through description, decryption, and translation (Cooper & Schindler, 2014). The observational interpretation of environmental phenomena as well as measurement of natural occurrences within the environment conducted by the researcher and interpreted through the researcher's perspective of thought with an outcome of full understanding forms the priority of qualitative research (Ghuri & Gronhaug, 2010). Thus, these aspects of observation and interpretation must not be omitted, despite the study's quantitative scope.

The data accumulation derived from quantitative research is of various and multiple natures; hence, the groupings of same information with particular information natures must be identified

and these various information category classifications need respective concepts for analysis. Subsequent to the analysis, the information of figures provided by the quantitative research, then enables the researcher to understand why and how an action, a process, or the like takes place (Saunders, 2009).

Quantitative data accumulation and research for quantitative data findings is historically deeply established in research projects. Numerous reasons recommend the usage of quantitative research as it yields holistic information; holistic as the quantitative information analysed through quantitative methods and partly interpreted through a qualitative approach (i.e., the researcher's interpretation) perpetuates a chronology within the research phenomenon without disregarding and omitting foregoing and succeeding phenomena. That is due to the varying nature of its multi-layered data origins (individuals or organizations) and its alignment with environmental occurrences. Hence, research propositions that scheme social phenomena in specific environments, e.g., business organizations, draw on quantitative research findings as they rationalize and explain the specific social proceeding in numerical and empirical ways (Miles, 1979).

One technique to aggregate holistic data in the scope of quantitative research is the conducting of surveys. This kind of mutual data communication between respondent and researcher enables the latter to extract valuably rich information through directly as well as indirectly articulated declarations (Strauss & Corbin, 2008). The questionnaire and its observations and interpretations commence the procedure of the three quantitative research aspects, accumulating relevant data for the subsequent interpretation. The interpretation in turn depicts the conceptualization of attaining the research finding from a data aggregate, which eventually is committed to paper in written form through reports or theses (Miles & Huberman, 1994).

The researcher essentially ought to thoroughly plan and as well thoroughly conduct and document a survey questionnaire so as to accumulate optimum data. The aggregate of data concentrated by a questionnaire survey must provide a consistent and valid reliability. A multitude of academic discourses depicts the advantages and benefits of quantitative surveying, such as, traceability, empirical evidence, the possibility to acquire a variety of data types and as well the comparability of various data sets, the outcomes' potentially high generalizability and validity (Almeida, Faria, & Queirós, 2017).

This cross-sectional study was conducted on sales employees working in a hierarchal environment of at least one superior in selected multinational automotive organizations with industrial, manufacturing and engineering backgrounds in Germany. The present study is categorized as a descriptive research as it includes different variables to be analysed and underlies the purpose to assess the correlations between these multiple variables. The framework is adopted from Meyer and Allen's (1991) three-component organizational commitment scale with an extension that assesses the employees' pride manifestation for their work and for their organization, resp. for their company.

Following the three-component organizational commitment Scale by Meyer and Allen (1991), a specifically adapted scale of that type was applied to measure the employees' three directions of commitment to the organization (affective, continuance, normative commitment). Within the scope of this research, a seven-point scale according to Likert's framework was applied in order to specify the responses' degree of agreement to the various sampled items, with 1 equalling 'strongly disagree' to 7 equalling 'strongly agree'.

Meyer & Allen's (1991) three-dimension commitment scale is widely adopted as the predominating conceptualization of a measurement instrument for organizational commitment

(Bergman, 2006), comprising three sections, each with eight subitems. The affective commitment section consists of eight items.

Survey design is hereby the preferred technique; experiment design was not applied due to the study's nature. The survey technique gathers information, provided by responses of a selected population, concerning a variable that is to be studied. An experiment on the other hand, isolates the variable that is to be studied in the scope of a scientific procedure, in order to test a hypothesis. As the underlying research in this study is of descriptive nature, with a sample that may as well be of large scale, the experiment's research would have to be of experimental nature, with commonly small samples. Finally, the suitability for an experimental research design is given under the circumstances of physical and/or natural sciences, conducted primarily through a laboratory research, isolated from the outside; the present study is located in the environment of social and behavioural sciences, and conducted as a field research outside a laboratory or other scientific location, which makes a survey design applicable. Thus, the research design chosen for this study is the survey design, specifically the utilization of a questionnaire, as the survey study explores the potential relationship between variables, while the experiment would determine the relationship.

### 3.5. SAMPLE SELECTION

Inclusion criteria for the selected employees were underlying a non-probability convenience and quota sampling method and were justified as follows. A convenience and quota sampling method needed to be adopted as the confidentiality policies within the chosen organizations are to

be adhered to. These policies prohibited the researcher from obtaining information about the employees' personal data, such as, names, addresses and contact details.

The survey questionnaires were personally directed and gathered from 325 sales employees in the automotive sector of multinational groups, which will be further presented in the subsequent subchapter. The sample size's determination underlies the postulated theory that if the study's current population lies above 2,000 individuals, the sample size's ratio will have to be at 320 respondents (Sekaran, 2003) as well as the assumption that for a common study, a sample size of 30 to 500 participants is adequate (Roscoe, 1975). Hence, the sample size for the present study was constituted of 325 participating employees.

Two justifications substantiate the targeting of sales employees in this study. Firstly, in the automotive manufacturing industry, the product's production and its sale are effected at different times. The sales employees are committed to sell a product, of which they have no direct influence on quality and characteristics. Hence, they assume the crucial role of representing the interface between manufacturer and customer and eventually aim to improve the customers' loyalty and profitability. Secondly, sales employees are subject to greater degrees of emotional exhaustion than employees of other departments (Boles, Johnston, & Hair, 1997).

### 3.6. DATA COLLECTION

The survey questionnaire (Appendix A) was developed based on the examination of scientific establishments, specific outcomes of which were assessed in the earlier subchapters of this thesis. Prior to the data collection, one meeting was conducted in the specific departments to inform the department's heads as well as the respective human resource managers in charge about the research's significance and content. These meetings as well clarified crucial points concerning the

using of the questionnaire, the confidentiality and the logistics of conduction the questionnaire process. The employees were provided with an acknowledgement about the questionnaire one week before the realization of the questionnaire procedure. To assure clarity and consistency within the questionnaire items, a pilot questionnaire study among sales employees of each company was undertaken. The questions were found clear, consistent and relevant.

The particular methodology of data collection in this study was of the previously mentioned field research method, specifically through the personal distribution of questionnaires among employees of the automotive sales sector background. The questionnaires were finalized in person and eventually collected by the researcher. Thereafter, the statistical software IBM SPSS Statistics processed the collected data. The applied questions for collecting data in the scopes of this study will be explained subsequently.

Each participant was asked to specify the degree to which she or he agrees with statements, such as *'To spend the rest of my career in this company, resp. organization would make me exceptionally happy and proud.'*, *'It would be very difficult for me to leave my company, resp. organization, even if I wanted to do so.'* or *'I think that an employee must always be loyal to his/her company, resp. organization and represent it with pride.'*

The respondents were only able to access the questionnaires in person. The questions predominantly comprised closed-ended questions, provided with a Likert scale of seven values, so as to enable the participants to weigh the importance of the measured elements from *'strongly disagree'* to *'strongly agree'*. Thus, all statements were measured as seven-point structured items; the indication of these items was coded following the principle that a high score signifies a particularly strong agreement, while low scores imply strong disagreement. The statements were formulated to define the general degree of a participant's sentiments. Specific events or occasions that may depict sources to these positions were not surveyed. A subsection to assess individual

data, such as, age, gender and education of the specific respondent, was incorporated as the results basing on these information were supposed to be group-oriented compared through the means of a correlation analysis.

The questionnaire was organized with the purpose to assess the three dimensions of organizational commitment with a strong focus on the motivational, non-monetary factor pride. Within this instrument, organizational commitment – with a concentration on the affective, continuance and normative dimensions – was studied within the scale of Likert's tool in the form of a seven-degree spectrum.

### 3.7. STATISTICAL METHOD

The data's analysis was conducted with the software SPSS Statistics, using T-Test and One-Way ANOVA. The dependent variables, affective, continuance and normative commitment towards the organization were measured with the adapted version of Meyer and Allen's (1991) organizational commitment scale. The adaptation was made in order to incorporate a conceptualized measurement of the independent variable represented by the non-monetary motivational factor *pride*. The justification of this specific combination of scale and questionnaire lies in Cronbach's alpha hypothesis. Based on this hypothesis, Meyer and Allen (1991) conducted the respective calculations and found the reliability coefficient of the entire questionnaire to range at 0.97, while the affective dimension's coefficient scopes at 0.86, the continuance dimension's one at 0.85 and the normative dimension's one at 0.92 (Meyer & Allen, 1991). The reliability analysis, basing on Cronbach's alpha, therefore shows that the values range between 0.85 and 0.97; these values sufficiently exceed the minimum value of 0.70. Hence, the conclusion can be made that these measures are provided with an adequate grade of reliability.



As mentioned, within the context of this study, Likert's seven-point scale was applied to specify the level of agreement to all items. An additional categorization of the mean values of all items into three degrees was conducted, so as to classify low levels, moderate and high levels of response. I.e., these mean values ranging in the scope of less than 2.00 were classified as 'low', whereas values of higher than 2.00, but less than 3.50 were 'moderate' and finally values ranging of 3.5 or higher were labelled 'high'. The standard deviation thereby channels the spreading of a data set from its mean. In the scope of the present data accumulation it became visible that the stronger the spread of the data was, the higher the deviation value was.

Furthermore, a T-Test as well as an One-Way ANOVA were implemented to assess if there are substantial variances between the variables *organizational commitment* and *pride* and demographic, resp. personal variables, such as, the participants' age, their gender and marital status as well as their educational degree. The abstract variable organizational commitment was assessed with a total of 24 questions, resp. statements, divided into three groups, while the variable of pride was measured with a total of four statements. A further section comprising four independent demographic variables was added.

### 3.8. METHODOLOGY CONCLUSION

The following framework illustrates the applied research path within the present study (chosen elements are highlighted).

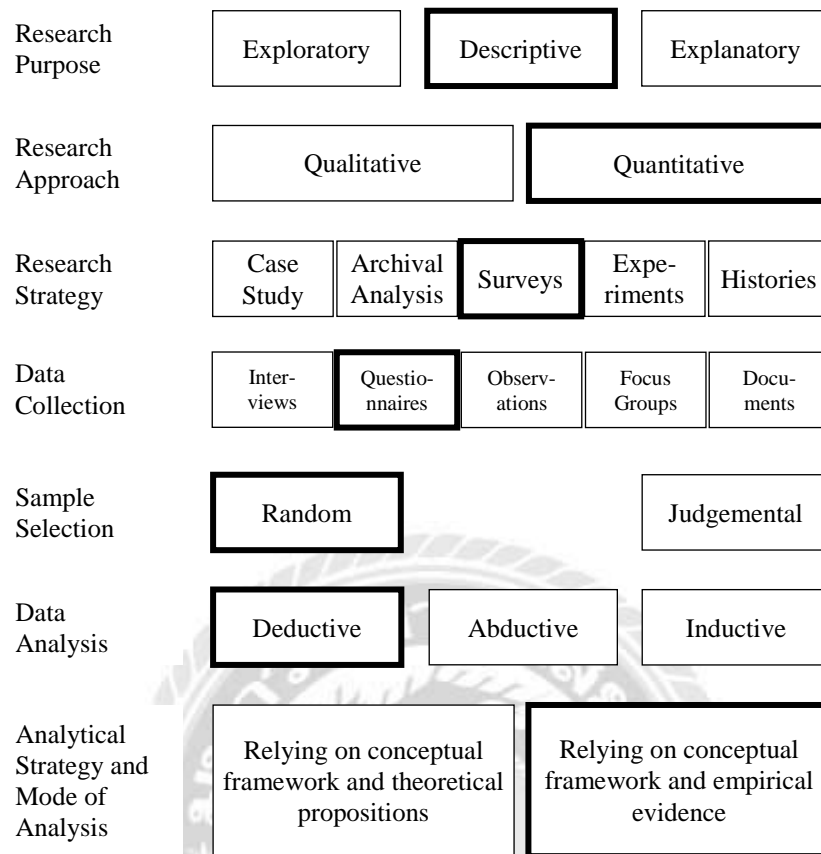


FIGURE 6: RESEARCH PATH OF PRESENT STUDY

(adaption based on Johansson &amp; Ström, 2002)

The research purpose was of descriptive nature, situated in the scope of a quantitative approach. The underlying research strategy was the survey methodology, specified by the utilization of questionnaires. The analysis of the accumulated data, provided by a randomly selected sample, was implemented deductively. The eventual analytical strategy was guided by the reliance on the analyzed empirical evidence within the developed conceptual framework. The personally gathered data of sales employees' responses were accumulated through two instruments: a brief demographic characteristics questionnaire as well as an adapted model of

Meyer & Allen's (1991) Organizational Commitment model, comprising 24 statements to be measured. Within the Organizational Commitment scale, eight items were applied to assess each of the three dimensions of affective, continuance, and normative commitment. The respondents indicated their agreement using the Likert scale ranging from a level of 1 (*strongly disagree*) to 7 (*strongly agree*). In this study, the organizational committing behaviour of sales people with higher perceived pride was considerably stronger than others' commitment. Data analysis, outcomes and findings will subsequently be presented in Chapter four.



## CHAPTER FOUR

### 4. ANALYSIS

#### 4.1. RESPONSE RATE

This research applied a non-probability sampling technique with a specification of quota and convenience sampling. The personally administrated survey questionnaire was completed by a sample of 330 sales employees, of which 325 forms were validly used. The study's sample size was constituted of a total main unit of 330 participants of which 325 questionnaires were feasibly used, generating a rate of 98% (Table 1). A total of five questionnaires was not correctly completed and had to eventually be rejected. Literature approves the remaining sample size of 325 responses and thus, an adequate and representative size of sampling was achieved (Roscoe, 1975; Sekaran, 2003).

Objects	Figures and Rates
Questionnaires main unit	330
Amount of responses	330
Amount of unuseable responses	5
Amount of useable responses	325
Response rate	100%
Final useable response rate	98.48%

TABLE 1: RESPONSE RATE OF QUESTIONNAIRES

## 4.2. PROFILE CHART

The sample respondents' profile comprised a total of 325 sales employees within the industrial, resp. manufacturing automotive sector. The majority – with a percentage of 69% – of the participating sales employees was male; a corresponding share of 31% was female. The group of 25 to 34 years old employees constituted with 30% the largest share within the age classification, followed by 35 to 44 years old employees with 28%. A share of 24% of the sales employees was aged between 45 to 54 years; while a share of 11% comprised employees aged less than or equal 24 years and a remaining share of 6% comprised the entity of employees aged 55 years or above. A total of 183 respondents, resp. 56% were single; a share of 34% of the participating employees was married, while another share of 9% was in another marital relation. In regard to the participants' highest educational level, one third (32%) of the respondents were holding a vocational apprenticeship diploma, while another 38% accomplished a Bachelor's degree. A share of 12% was holding a Master's degree, another share of 6% a Doctorate degree and a remaining percentage of 3 was constituted of high school graduates (Table 2).

Employees' attribute	Classification	Absolute share	Percentage share
Gender	Female	101	31.08%
	Male	224	68.92%
	Other	0	0.00%
Age	Less than or equal 24 years	37	11.38%
	25 to 34 years	99	30.46%
	35 to 44 years	91	28.00%
	45 to 54 years	77	23.69%
	More than or equal 55 years	21	6.46%
Marital status	Single	193	59.38%
	Married (incl. divorced, widowed, etc.)	132	40.62%
Educational level	High School Graduate	9	2.77%
	Vocational Diploma	103	31.69%
	University Diploma	32	9.85%
	Bachelor's Degree	123	37.85%
	Master's Degree and higher Degree	108	17.85%

TABLE 2: EMPLOYEES' PROFILE CHART

### 4.3. RELIABILITY ANALYSIS

Table 3 specifies the variables' values within Cronbach's alpha framework, establishing a scope of 0.82 to 0.89. Each variable's value attains the minimum of 0.70 and hence, the conclusion of an adequate degree of reliability within the measures is justified.

Variable	Subvariable	Items	Cronbach's alpha
Independent	Pride manifestation for work	2	0.88
	Pride manifestation for organization	2	0.89
Dependent	Affective org. commitment	8	0.83
	Continuance org. commitment	8	0.82
	Normative org. commitment	8	0.84

TABLE 3: RELIABILITY OF VARIABLES AND CRONBACH'S ALPHA

### 4.4. DESCRIPTIVE STAT. FIGURES: PRIDE MANIFESTATION

The descriptive statistical figures for the two specified pride dimensions expose a stronger manifestation of pride for the employees' work than for their respective organization or company (Table 4). The manifestation of pride for work was measured with a mean of 4.5728 and corresponding standard deviation of 0.93418, while the manifestation of pride for the organization or company itself ranged at the mean value of 4.5532 and standard deviation of 0.77707. The average of the employees' pride manifestation displays a high sentiment of pride among the sales employees of the automotive sector, with a mean of 4.4630 and standard deviation of 0.85563.

Independent Variable	Mean	Standard Deviation
Pride manifestation for work	4.5728	0.93418
Pride manifestation for organization	4.5532	0.77707
Average	4.4630	0.85563

TABLE 4: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED PRIDE DIMENSIONS

The demographic analysis of the employees' pride manifestation was assessed through a t-Test, measuring the relation between the pride's manifestation and gender, resp. marital status as well as through a One-Way ANOVA, evaluating the relation between the pride's manifestation and age, resp. educational level. The t-values of 0.5318, resp. 0.9542 within the gender item expose – by conventional criteria – a difference between these groups of no statistical significance. Within the matrix of both pride manifestation dimensions and marital statuses, the t-values of 1.0307 and 0.819 as well represent no significant statistical differences. The F-values in table 6 generate a range between 0.929 to 2.922 and thereby identify no significant statistical differences among the sample. Recapitulatorily analyzing these found figures, there is no substantial difference within the responses' mean on the employees' pride manifestation across the demographic sample – i.e., gender, marital status, age, and educational level.

Item	Response	Pride manifestation for work			Pride manifestation for organization		
		Mean	St. Deviation	t-Value	Mean	St. Deviation	t-Value
Gender	Female	3.7819	0.87821	0.5318	3.9603	0.61322	0.9542
	Male	3.8236	0.52361		3.8919	0.59121	
	Other	N/A	N/A		N/A	N/A	
Marital Status	Single	3.7669	0.79253	1.0307	3.8102	0.81341	0.819
	Married	3.8503	0.58726		3.8974	0.71642	

TABLE 5: T-TEST ON PRIDE MANIFESTATION BY GENDER AND MARITAL STATUS

Item	Response	Pride manifestation for organization			Pride manifestation for work		
		Mean	St. Deviation	F-Value	Mean	St. Deviation	F-Value
Age	≤ 24 yrs.	4.8254	0.82369	1.699	4.6102	1.02514	1.796
	25-34 yrs.	5.1375	0.81417		4.7478	1.05142	
	35-44 yrs.	5.0347	0.78226		4.5456	1.11372	
	45-54 yrs.	5.1983	0.73629		4.9485	0.80092	
	≥ 55 yrs.	5.0611	0.35268		4.9836	1.99127	
Educational Level	High School Gr.	4.7369	0.91196	1.839	5.0000	0.71377	0.929
	Vocational Diploma	4.5892	0.99113		4.8545	0.90535	
	University Diploma	4.7621	0.87291		5.1215	0.86113	
	Bachelor's Degree	4.3441	0.86577		5.0511	0.96316	
	≥ Master's Degree	4.4953	0.99389		4.9342	0.87103	

TABLE 6: ONE-WAY ANOVA ON PRIDE MANIFESTATION BY AGE AND EDUCATIONAL LEVEL

#### 4.5. DESCRIPTIVE STAT. FIGURES: ORG. COMMITMENT

The descriptive statistical figures undergird the amplitude of affective organizational commitment within the three commitment dimensions among the sales employees. Table 7 outlines the analyzed standard deviations and mean for each dimension of organizational commitment within the present study's context. The shown figures specify the elevation of affective commitment – with a mean of 4.5660 and a standard deviation of 0.71825 – in comparison with the remaining two dimensions; the normative organizational commitment dimension thereby follows on a second ranking with a mean of 4.4325 and a standard deviation of 0.95274. The faintest amplitude within these dimensions is effected by the continuance commitment level among the sales employees, with a mean of 3.8061 and a respective standard deviation of 0.92368. The average of commitment among the sales employees rates at 4.2682, resp. 0.86489 and thus, delineates a medium level of organizational commitment.



Dependent Variable	Mean	Standard Deviation
Affective Commitment	4.5660	0.71825
Continuance Commitment	3.8061	0.92368
Normative Commitment	4.4325	0.95274
Average	4.2682	0.86489

TABLE 7: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED ORGANIZATIONAL COMMITMENT DIMENSIONS

Table 7 focuses on the descriptive statistical figures of the three organizational commitment dimensions within the classification of the demographic structure according to the response profile of this study. T-test and One-Way ANOVA were implemented following the identical set of items as the pride manifestation analyses were run – gender and marital status as well as age and educational level, respectively. The figures generated through the One-Way ANOVA analysis indicate no difference of a significant statistical level across the items age and educational level within the three dimensions of organizational commitment, ranging from F-values of 0.587 to 1.808. While these figures range in the scope of no significant statistical difference, the t-test across the gender item and the normative organizational commitment dimension exposes a significant statistical difference with a t-value of 2.4416. By conventional criteria, this value is considered to be statistically significant, with a 95% confidence interval of this difference from -0.4868 to -0.0524 and a standard error of difference of 0.110. The normative organizational commitment of male employees thereby reveals a higher level than the female employees' normative commitment. Thus, the normative commitment significantly differs across the employees' gender, with male respondents unfolding a higher degree of normative organizational commitment.

Item	Response	Aff. Comm.			Con. Comm.			Nor. Comm.		
		Mean	St. Dev.	t-Val.	Mean	St. Dev.	t-Val.	Mean	St. Dev.	t-Val.
Gender	Female	4.5012	0.68934	1.0223	3.9013	0.93498	1.4692	4.2765	0.82991	2.4416*
	Male	4.5901	0.74121		3.7356	0.94367		4.5461	0.95943	
	Other	N/A	N/A		N/A	N/A		N/A	N/A	
Marital Status	Single	4.6341	0.76576	1.4486	3.8591	0.95231	1.0691	4.4576	0.98221	0.0609
	Married	4.5133	0.69611		3.7451	0.93181		4.4511	0.88714	

TABLE 8: T-TEST ON ORGANIZATIONAL COMMITMENT BY GENDER AND MARITAL STATUS

\* 5% level of significance

Item	Response	Aff. Comm.			Con. Comm.			Nor. Comm.		
		Mean	St. Dev.	F-Val.	Mean	St. Dev.	F-Val.	Mean	St. Dev.	t-Val.
Age	≤ 24 yrs.	4.5041	0.76521	0.986	3.9221	0.95711	0.619	4.3111	0.91112	1.808
	25-34 yrs.	4.6557	0.75879		3.7581	0.99983		4.5068	0.89319	
	35-44 yrs.	4.4751	0.71551		3.7499	0.87912		4.3778	0.94821	
	45-54 yrs.	4.5728	0.56959		3.6991	0.90391		4.6442	0.96994	
	≥ 55 yrs.	4.6741	0.66541		3.9697	0.78271		4.8119	0.98673	
Educ. Level	High School G.	4.7061	0.75535	0.587	3.7441	0.91665	1.007	4.1867	1.24453	0.913
	Voc. Diploma	4.4589	0.76431		3.9099	0.91491		4.2309	0.98409	
	University Diploma	4.4931	0.75199		3.7431	0.95819		4.5534	0.88061	
	BA's Degree	4.5751	0.71431		3.6834	0.99215		4.3917	0.97241	
	≥ MA's Degree	4.5709	0.70256		3.8645	0.86417		4.3091	0.88881	

TABLE 9: ONE-WAY ANOVA ON ORGANIZATIONAL COMMITMENT BY AGE AND EDUCATIONAL LEVEL

## 4.6. CORRELATION ANALYSIS

Table 10 specifies the descriptive statistical figures and correlations across the study dependent and independent variables. As hypothetically anticipated, a dependent relationship of organizational commitment with the intrinsic motivational variable pride has been identified as well as the significance of perceived pride for each dimension of organizational commitment. The respondents' pride manifestation for work thereby was statistically proven to be interconnected to the variables of affective organizational commitment with a correlation coefficient of 0.547 ( $r = 0.547$ ;  $p = 0.01$ ), continuance organizational commitment with a coefficient of -0.255 ( $r = -0.255$ ;  $p = 0.05$ ), and normative organizational commitment with a coefficient of 0.643 ( $r = 0.643$ ;  $p =$

0.01), at a 0.01, resp. 0.05 level of significance. A similar structure is found in the employees' pride manifestation for their respective organization or company, stipulating correlation values of 0.567 for the variable of affective organizational commitment ( $r = 0.567$ ;  $p = 0.01$ ), -0.055 for continuance organizational commitment ( $r = -0.055$ ;  $p = 0.05$ ), and 0.796 for normative organizational commitment ( $r = 0.796$ ;  $p = 0.01$ ), at a 0.01, resp. 0.05 level of significance. Hence, confirming hypotheses H1 and H2, a relationship between these variables has been found as well as a stimulating effect (positivity or negativity not regarded) of pride manifestation for work and organization on all three dimensions of organizational commitment.

Positivity of the correlations of the subvariable pride manifestation for work on the dimensions of affective and normative commitment have been calculated, with coefficients of 0.547 and 0.643 ( $r = 0.547$ ;  $p = 0.01$  and  $r = 0.643$ ;  $p = 0.01$ ). Further similar positive relations between the subvariable of pride manifestation for the organization and affective commitment at a correlation of 0.547 ( $r = 0.547$ ;  $p = 0.01$ ) and normative commitment at a correlation of 0.643 ( $r = 0.643$ ;  $p = 0.01$ ), both at the significance level of 0.01, have been determined. A negative correlation coefficient between the pride manifestation for the organization to the variable of continuance organizational commitment has been established, providing a coefficient of -0.255 at 0.05 level of significance ( $r = -0.255$ ;  $p = 0.05$ ), determining a negatively interrelated, but not significantly statistical correlation. A similar not statistically significant negativity was found in the relation between pride manifestation for the organization and continuance organizational commitment ( $r = -0.055$ ;  $p = 0.05$ ). Thus, hypotheses H3 to H8 succeed to be supported, while the continuance commitment's significance levels across both independent variable correlation levels fail to support a significant relation of pride across all organizational commitment dimensions. Each established correlation was at the moderate degree and none of these coefficients were

considerably high, i.e., 0.7 or above. Thus, within this study, multi-collinearity is not representative of problematic nature.

Variable	Subvariable	Descriptive Statistical Figures		Correlations				
		Mean	St. Dev.	Pride f. work	Pride f. organ.	Aff. Comm.	Con. Comm.	Nor. Comm.
Independent	Pride manif. for work	4.5728	0.93418	1.000				
	Pride manif. for organization	4.5532	0.77707	0.636**	1.000			
Dependent	Affective commitment	4.5660	0.71825	0.547**	0.567**	1.000		
	Continuance commitment	3.8061	0.92368	-0.255*	-0.055	-0.052	1.000	
	Normative commitment	4.4325	0.95274	0.643**	0.796**	0.579**	-0.056	1.000

TABLE 10: DESCRIPTIVE STATISTICAL FIGURES AND CORRELATIONS ANALYSIS BETWEEN STUDY VARIABLES

\* Correlation lies at two-tailed 0.05 level of significance

\*\* Correlation lies at two-tailed 0.01 level of significance

## CHAPTER FIVE

### 5. CONCLUSION

#### 5.1. FINDINGS

##### 5.1.1. OVERVIEW

The purpose of this research was to examine the influence of employees' perceived pride for their organization and work on their organizational commitment, concentrating primarily on sales employees within the automotive sector. In this process, the researcher sought to broaden and develop the present body of information and knowledge on the relationship between the employees' pride perception and their organizational commitment in within three varying commitment dimensions. The central research question concentrates on the perception of pride working for an organization and its stimulus on generating a higher commitment to the respective organization, i.e., commitment, within the three levels of affective, continuance, and normative commitment. The findings of this research confirm that the influence of employees' pride perception on affective commitment was greater than on normative and continuance commitment. Thus, the employees' perceived pride could determine and anticipate the employees' affective organizational commitment on a more specific degree than the dimensions of normative and continuance commitment.

In contradistinction to common researches and studies incorporating Meyer and Allen's (1991) three-component instrument, which primarily revolves around the distinguishing peculiarities between the three commitment dimensions (Ko, Price, & Mueller, 1997), the present

research assessed the relationship between the variable pride as a hypothetical antecedent and/or descendant of affective, continuance, and normative organizational commitment.

The findings confirm that sales employees who perceive a strong sentiment of pride for their work and/or organization will respectively exude a high degree of affective organizational commitment and normative organizational commitment.

Following are the identified most prominent relations through Pearson correlation. The conducted data analyses displayed a substantial degree of relation between 'I don't think I could become as attached to another company, resp. organization as I am to my company, resp. organization.' with 'I am afraid of what would happen if I left my company, resp. organization (fear of "losing my face").' at a Pearson correlation at 0.316 with a significance level of 0.01, which specifies a confidence of 99%. The correlation between 'My company, resp. organization has a strong personal meaning for me.' with 'I think that an employee must always be loyal to his/her company, resp. organization and represent it with pride.' ranges at 0.232 with the significance level of 0.013, being less than 0.05 and corresponding to a 95% confidence level. A level of this range exposes substantial relationship between both tested variables. Pearson's correlation between 'It would be highly costly for me to leave my company, resp. organization.' with 'If I got a better employment offer at another company, resp. organization, I still would not quit.' lies at -0.223 at the significance level of 0.018, which is less than 0.05. At a degree of 95% confidence, there is a substantial negative relationship between these specific variables.

In regard to the three dimensions of organizational commitment, conducted analyses additionally display that personal, resp. individual characteristics were found to considerably shape organizational commitment perceived among the studied sales people. It is particularly of high affective commitment, as the majority of participants does expose a substantial desire to conduct the services asked by their respective company not primarily due to obligation, but rather

of their own inner volition. Based on this research, the respondent's individual characteristics comprised age, gender, marital status, and educational level.

Concerning the motivational variable pride and its relation to organizational commitment, findings indicate that the perceived level of pride for work as well as organization significantly influenced the participants' organizational commitment. Specifically the dimensions of affective and normative organizational commitment are positively determined by higher degrees of pride perception. Hence, the existence of a relationship between pride as a variable motivational factor and organizational commitment is established. This study's researches as well prove that the perception of pride disproportionally increased the employees' organizational commitment. This responsive outcome may be deduced from the employee's emotionally permitted attachment to her or his organization. The item 'I perceive the company's, resp. organization's problems as my own problems.' uniformly was graded with high responses of agreement and thus, parallels the identified personal bonding to the organization's entity and the resulting behavioural commitment engagements.

### 5.1.2. PRIDE AND AFFECTIVE ORG. COMMITMENT

The regression analysis discloses that the factor of pride can predict the dimension of affective organizational commitment. The present study manifests comparable characteristics to earlier studies and researches in which the perception of pride was identified to be an influential element of affective organizational commitment (Beil, 2016; Boezeman & Ellemers, 2007; Katzenbach, 2003; Nouri et al., 2017; Tracy, 2016). This congruent outcome implies that a higher level of perceived pride will culminate in a higher level of affective organizational commitment. A probable justification for this outcome is that the individual who has a favourable and

satisfying work-related attitude, is likely to express positive behaviours towards the work in the department (here: sales department) and displays stronger affective organizational commitment (Schaufeli & Bakker, 2004). The present study's findings as well specify that the independent subvariable of pride for the organization itself exhibits a significantly positive correlation with affective organizational commitment. This specific outcome implies that the employee who perceives a higher level of pride for her or his organization consequently accounts a greater degree of affective organizational commitment as the perception of pride is an individual-dimension paradigm, and each positive achievement and outcome implemented by the organization or company would as well have to affect individual-dimension results (Aaker & Williams, 1998). This outcome is undergirded by the high level of agreement expressed by the present survey's respondents concerning the statement '*I perceive the company's, resp. organization's problems as my own problems.*'. A personal adoption of work-related occurrences is to be identified. Thus, when the employee carries a positive, personal and proud attachment and posture towards the company or organization and the related activities, she or he displays high degrees of affective organizational commitment. These outcomes further substantiate Schaufeli and Bakker's (2004) assumption that the emotionally involved employee more likely holds a stronger attachment to the company or organization.

### 5.1.3. PRIDE AND CONTINUANCE ORG. COMMITMENT

The present study's outcomes display a significantly negative correlation between the employee's inherent pride manifestation and continuance organizational commitment. Contrariwise, when the employee's perception of pride upsurges, her or his continuance



organizational commitment declines and by implication, the reverse way. The plausible explanatory approach is that the employee who accomplishes her or his assigned work with a significantly distinct psychological and energetic ability to withstand outside influences, more likely holds a lower degree of continuance organizational commitment (Bakker & Demerouti, 2008). The present study's outcomes as well specify that the employee's pride manifestation does neither describe, nor rationalize the continuance organizational commitment. The underlying justification might be that continuance organizational commitment is related to the employee's consciousness of prospective costs related to the leave of the company or organization (Meyer & Allen, 1984). It was identified by Meyer and Allen (1990) that those variables which represent a significant effect on the degree of continuance organizational commitment are delineated by the opportunity to direct oneself to alternatives and by the monetary and non-monetary expenses linked to the leave of the company or organization. Thus, the employee's continuance variable – i.e., the determination whether to remain a part of the organization or not – bases on cost-related dynamics and considerations, rather than on emotionally and psychologically grounded assumptions. Consequently, the sales employees would recognize cost-related determinants – by the way of example, income, remuneration, benefits, alternative employment prospects, or suitable locality – as more essential than emotional prerequisites within their determination to remain with the organization or leave it.

#### 5.1.4. PRIDE AND NORMATIVE ORG. COMMITMENT

The present findings connote a significant relationship of the employee's pride manifestation and the variable of normative organizational commitment. Thus, the sales employees holding a high degree of pride for their organization and work are likely to hold a high level of normative organizational commitment. The presumed rationalization of this outcome is that the employee

who finds her- or himself involved in the organization's performance and, especially, positive outcomes will as well perceive a greater obligation to stay in the company or organization. Academic findings, too, imply that the employee with a stronger inherent perception of involvement with the organization are more likely to hold a higher degree of poise and confidence and, consequently a relationship to the employing entity of high quality (Saks, 2006). Additionally, the present study's outcomes result in a significantly positive relationship between the employee's pride manifestation for organization and work and the normative variable of organizational commitment. The interpretation of these outcomes justifies that the employee with a high level of perceived pride will hold a greater normative organizational commitment. The significantly positive correlation identified between pride and normative organizational commitment conceivably bases on the nature of pride perception in the workplace, which is partly constituted of the employee's psychologically and emotionally existence as a member of the employing entity (Tracy & Robins, 2004). Thus, when the individual employee interrelates her or his member being with a perception of positive captivation and excitement, she or he as well holds a degree of normative organizational commitment. The characteristics of social exchange relationships substantiate this assumption. Within the process of two entities conducting an exchange, two specific transactions are needed: an obtaining of something must follow a giving of something (Yanhan, 2012). Hence, when the employee holds a high level of pride for the organization, the organization's accomplishments and activities, she or he will likely sense an obligation to return a stronger normative organizational commitment to the employing entity.

## 5.2. IMPLICATIONS

Despite a vast number of organizations already attributing a great amount of their long-persistent success and achievements to the equally great degree of their employee pride, the principle of pride in management still is a largely disused variable in economic and organizational behaviour. That is also due to pride's intangibility. The majority of articulations about pride base on intuitive accounts, rather than on empirically qualified conclusions. Additionally, pride is a highly multi-layered and complex feeling that – when put into a managerial approach – goes beyond the scope of one isolated concept or model (Ekman, 2003). The fields of organizational commitment and pride are increasingly known to be of high importance. However, future research needs to focus on conclusive measurements of the dimension of pride and commitment, as pride in particular as a tangible asset in the workplace lacks of appropriate measure instruments until the present day (Beil, 2016).

Pride has substantial impacts on employees' attitudes and behaviours, in particular on the variable of organizational commitment. Non-monetary motivational forces, such as pride, require a higher degree of attention. Despite this concept being of high significance in both, scientific researches and practical organizational environments, studies and researches on the relationship between both variables have been conducted only rudimentarily. It is hence crucial to comprehend the significance of pride and its outcomes, especially organizational commitment. The top manager of an organization must design a wide-ranging and comprehensive plan in order to build, sustain, and foster pride within the framework of his or her organization. Additionally, to foster an organizational environment that promotes pride in its culture, managers need to implement valuation systems that include pride as a tangible value to appraise performance.

The hereby-conducted study contributed an extension to the contemporary knowledge of organizational commitment by assessing that the relation between the variables of the work-related pride manifestation of employees and the variable of organizational commitment establish a situation, in which the employees would return a positively induced behaviour to their organization when in turn obtaining economic (cost-related), emotional and social assets from the organization (Welander, Wallin, & Isaksson, 2017). The present study has generated factual empirics to substantiate the theoretical hypotheses that postulate the assumption of employees, who perceive a higher manifestation of pride towards their work and their company or organization will hold high degrees of affective organizational commitment as well as normative organizational commitment. These findings correspond with other academic researches proposing that the emotional engagement and involvement with organization and work is established by a reciprocal relationship between employee and employer (Rama Devi, 2009).

The segmentation of the employees' pride manifestation into two dimensions – pride towards work and pride towards the organization – can as well be regarded as a considerable development of the current knowledge concerning discussed topic. Throughout precedently conducted researches, the concentration has predominantly been directed at either one variable or a distinguishing fragmentation has not been implemented (e.g., Gouthier & Rhein, 2011; Katzenbach, 2003; Kernaghan, 2001; Lu & Roto, 2016; Nouri et al., 2017). The outcomes of the present study have accumulated factual, i.e., empirical substantiation to confirm the assumed distinctive architecture of employees' pride manifestation.

Following the specific partition of organizational commitment into three subvariables (affective, continuance, normative) and the eventual assessment of a hypothesized correlational interaction between these and the two subvariables of pride as well represents an addition to contemporarily conducted studies. Studies have proposed indications that positive relations

between the employees' proud posture towards their organization and their respective organizational commitment on single dimensions of commitment do exist (e.g., Boezeman & Ellemers, 2008; Brosi, Spörrle, & Welpe, 2018; Chan, 2014; Ellemers, Kingma, van de Burgt, & Barreto, 2011; Gouthier & Rhein, 2011, Welander et al., 2017), however, a specific assessment on the interrelation between all three dimensions separately and pride has not been operated. The present study enlarges the current literature of organizational commitment by examining the correlation between the two dimensions of employee pride and the three dimensions of organizational commitment. The hereby found empirical outcomes have disclosed that the two dimensions of employee pride are significantly positive interrelated with the dimensions of affective and normative organizational commitment, however, have not been found to be significantly interrelated to continuance organizational commitment.

### 5.3. LIMITATIONS AND FUTURE RESEARCH

Whilst the present research of this study has contributed an extension to the contemporary comprehension of organizational commitment and an underlying specific motivational force, it provides a scope of limitations.

The research design is thereby identified to be a first limiting determinant. The construction of a cross-sectional research design to assemble data enables the researcher to only measure specific variables at one particular moment. Thus, potential variations within the two study variables' characteristics in the course of time have not been incorporated in the current research, leading to typifying the relationship between organizational commitment and pride as associative, rather than as a causal interrelation.

The conducted research's sample selection represents a second limitation. The study's outcomes inevitably have been generalized as the research sample was composed of the nonprobability methodology convenience and quota sampling. A universal representation of the population through these sample findings' outcomes cannot comprehensively be conducted. Also, the sample has not covered employees outside the sales division of automotive manufacturers, thus contributing to an inadequate generalization of the outcomes for a universal population. Research to be implemented in future studies will have to concentrate on these delineated limitations.

The limitation represented by the concentration on sales people within the automotive manufacturing sector in Germany could potentially be equilibrated by spreading the examination to other sectors as well as to other countries, and thus, achieving more adequately and broadly generalizing findings. Future research can as well be conducted to examine the impacts and consequences of the interrelation between employee pride and their organizational commitment by focusing on multiple responding participants within the scope of one specific company or organization. The research apparatus to be applied would have to include in-depth interviews with individual employees as the pride manifestation and/or organizational commitment of a person likely differs depending on the sector or department she or he is employed in. Qualitative research (e.g., interviews), as contradistinguished from quantitative research, particularly centres upon specific personal, distinctive, and/or subjective disclosures and explanations, which thrive on individual experience, emotion, attitude, sentiment, and judgement. In the scope of a qualitative research conducted in-depths interviews are commonly established on the assumption that the personal involvement of respondents within specific situations represents an ideal instrument to depict and rationalize particular experiences and understandings. The respondents

are provided with the possibility to articulate their personal emotions as well as individual notions, using a scope of free speech and not predetermined words or statements (Veal, 2011).

Another proposal for future study researches is the reassessing and reauditting of the presently applied conceptual model by upscaling the size of the sample to generate a more adequate and specific proximity of the generalized results to a bigger population. In order to outbalance the nonexistence of an assessed causal interrelation between the variables, a repetition of the present study within the framework of a longitudinal research design could potentially establish findings of whether or not the relationship between an individual's work-related pride manifestation and her or his held organizational commitment is a state of probable sustainment.

Lastly, as the research model's complexity was reduced by not integrating mediating variables, in subsequent steps, in order to obtain varying perspectives on the determinants that impact an employee's pride and organizational commitment, future research may conduct examinations specifically targeted on other influential elements, such as the perception of mutual reliance and confidence or organizational loyalty and employee integrity.

## REFERENCES

- Aaker, J. & Williams, P. (1998). Empathy versus pride: The influence of emotional appaels across cultures. *Journal of Consumer Research*, 25, 241-261.
- Aldrich, R. S. (2015). Improving students' understanding of, and ability to identify independent and dependent variables. *Communication Teacher*, 29(2), 86-90.
- Almeida, F., Faria, D., & Queirós, A. (2017). Strengths and limitations of qualitative and quantitative research. *Journal of Education Studies*, 3(9).
- Angle, H., & Perry, J. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26(1), 1-14.
- Bakker, A. B. & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13, 209-223.
- Bandura, A. (1999). Social cognitive theory: An agentic perspective. *Asian Journal of Social Psychology*(2), 21-41.
- Baumeister, R. F., Vohs, K. D., DeWall, C. N., & Zhang, L. (2007). How emotion shapes behavior: Feedback, anticipation, and reflection, rather than direct causation. *Personality and Social Psychology Review*, 11(2), 167-203. doi:10.1177/1088868307301033
- Becker, H. S. (1960). Notes on the concept of commitment. *The American Journal of Sociology*, 66(1), 32-40.
- Becker, H. S. (1970). *Sociological work: Method and substance*. New York, NY: Routledge.
- Beil, J. T. (2016). *Measuring pride in the workplace: The creation and validation of a workplace pride measure* (Master's thesis, Southern Illionois University, Edwardsville, United States of America). Retrieved from <https://pqdtopen.proquest.com/doc/1809115994.html?FMT=AI&pubnum=10128058>



- Bergman, M. E. (2006). The relationship between affective and normative commitment: review and research agenda. *Journal of Organizational Behavior*, 27(5), 645-663. doi:doi:10.1002/job.372
- Brumley, K. M. (2014). 'You care for your work; I'll care for your family': perceptions of paternalistic managerial actions and employee commitment in Mexico. *Community, Work & Family*, 17(4), 467-485. doi:10.1080/13668803.2014.939141
- Boezeman, E. J., & Ellemers, N. (2007). Volunteering for charity: pride, respect, and the commitment of volunteers. *Journal of Applied Psychology*(3), 771.
- Boezeman, E. J. & Ellemers, N. (2008). Pride and respect in volunteers' organizational commitment. *European Journal of Social Psychology*, 38(1), 159-172.
- Boles, J. S., Johnston, M. W., & Hair, J. F. (1997). Role Stress, Work-Family Conflict and Emotional Exhaustion: Inter-Relationships and Effects on Some Work-Related Consequences. *Journal of Personal Selling & Sales Management*, 17(1), 17-28. doi:10.1080/08853134.1997.10754079
- Branscombe, N. R., Spears, R., Ellemers, N., & Doosje, B. (2002). Intragroup and intergroup evaluation effects on group behaviour. *Personality and Social Psychology Bulletin*, 28(6), 744-753.
- Brosi, P., Spörrle, M., & Welpe, I. M. (2018). Do we work hard or are we just great? The effects of organizational pride due to effort and ability on proactive behavior. *Business Research*. doi:10.1007/s40685-018-0061-7
- Brown, J. D., Dutton, K. A., & Cook, K. E. (2001). From the top down: Self-esteem and self-evaluation. *Cognition & Emotion*, 15, 615-631.
- Brumley, K. M. (2014). 'You care for your work; I'll care for your family': perceptions of paternalistic managerial actions and employee commitment in Mexico. *Community, Work*

& *Family*, 17(4), 467-485. doi:10.1080/13668803.2014.939141

Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19(4), 533-546. doi:10.2307/2391809

Çağrı San, B. & Tok, T. N. (2017). The relationship between teachers' work engagement and organizational commitment. *Pamukkale University Journal of Social Sciences*(26), 355.

Çekmecelioğlu, H. G., & Dinçel, G. (2014). Employee perceptions of corporate reputation and impact of the perceptions on organizational pride, organizational commitment and job satisfaction: a study on the east Marmara region plastic packaging industry. *Business and Economics Research Journal*(2), 79.

Chan, S. C. H. & Mak, W. M. (2014). Transformational leadership, pride in being a follower of the leader and organizational commitment. *Leadership & Organizational Development Journal*, 35(8), 674-690.

Cohen, A. (2003). *Multiple commitments in the workplace: An integrative approach*. London, England: Routledge.

Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17(3), 336-354.

Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (12<sup>th</sup> ed.). New York, NY: McGraw-Hill/Irwin.

Ellemers, N. (2001). Individual upward mobility and the perceived legitimacy of intergroup relations. In J. T. Jost & B. Major (Eds.), *The Psychology of Legitimacy* (pp. 205-222). Cambridge, England: Cambridge University Press.

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of*

*Management Review*, 29, 459-478.

Ellemers, N., De Gilder, D., & van den Heuvel, H. (1998). Career-oriented versus team-oriented commitment and behaviour at work. *Journal of Applied Psychology*, 83, 717-730.

Ellemers, N., Kingma, L., van de Burgt, J., & Barreto, M. (2011). Corporate social responsibility as a source of organizational morality, employee commitment and satisfaction. *Journal of Organizational Moral Psychology*, 1(2), 97-124.

Ellemers, N., Van Nunspeet, F., & Scheepers, D. (2013). It's all in the mind: How social identification processes affect neurophysiological responses. In: M. Mikulincer & P. Shaver (Eds.), *The mechanisms of social connection: From brain to group*. Washington, DC: American Psychological Association.

Ekman, P. (2003). Sixteen enjoyable emotions. *Emotion Researcher*(18), 6-7.

Gamble, J., & Qihai, H. (2008). Organizational commitment of Chinese employees in foreign-invested firms. *International Journal of Human Resource Management*, 19(5), 896.

Ghauri, P., & Gronhaug, K. (2010). *Research methods in business studies: A practical guide* (4<sup>th</sup> ed.). FT-Pearson.

Gouthier, M. & Rhein, M. (2011). Organizational pride and its positive effects on employee behaviour. *Journal of Service Management*, 22(5), 633-649.

Hall, D. T., Schneider, B., & Nygren, H. T. (1970). Personal factors in organizational identification. *Administrative Science Quarterly*, 15(2), 176-190.

Haslam, S. A., & Ellemers, N. (2005). Social identity in industrial and organizational psychology: Concepts, controversies and contributions. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology*, 20 (pp. 39-118). Chichester, England: John Wiley and Sons.

Herrald, M. M., & Tomaka, J. (2002). Patterns of emotion-specific appraisal, coping, and

- cardiovascular reactivity during an ongoing emotional episode. *Journal of Personality and Social Psychology*(83), 434–450.
- Herrbach, O. (2006). A matter of feeling? The affective tone of organizational commitment and identification. *Journal of Organizational Behavior*, 27(5), 629-643.
- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 17, 555-573.
- Jaros, S., Jermier, J., Koehler, J., & Sincich, T. (1993). Effects of continuance, affective, and moral commitment on the withdrawal process: An evaluation of eight structural equation Models. *The Academy of Management Journal*, 36(5), 951-995.
- Johansson, J., & Ström, F. (2002). *Customer relationship management: Case studies of five Swedish companies* (Master's thesis, Luleå University of Technology, Luleå, Sweden). Retrieved from <http://www.diva-portal.org/smash/get/diva2:1025862/FULLTEXT01.pdf>
- Juaneda-Ayensa, E., Clavel San Emeterio, M., & González-Menorca, C. (2017). Person-organization commitment: Bonds of internal consumer in the context of non-profit organizations. *Frontiers in Psychology*, 8, 1227.
- Kanter, R. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33(4), 499-517.
- Katzenbach, J. R. (2003). *Why pride matters more than money: the power of the world's greatest motivational force* (1<sup>st</sup> ed.). New York, NY: Crown Business.
- Kernaghan, K. (2001). An honour to be coveted: pride, recognition and public service. *Canadian Public Administration*, 44(1), 67.
- Kinicki, A. & Fugate, M. (2018). *Organizational behavior: A practical, problem-solving approach* (2<sup>nd</sup> ed.). New York, NY: McGraw-Hill Education.
- Ko, J.-W., Price, J. L., & Mueller, C. W. (1997). Assessment of Meyer and Allen's three-

- component model of organizational commitment in South Korea. *Journal of Applied Psychology*, 82(6), 961-973.
- Leary, M. R., Tambor, E. S., Terdal, S. K., & Downs, D. L. (1995). Self-esteem as an interpersonal social monitor: The sociometer hypothesis. *Journal of Personality and Social Psychology*, 68, 518-553.
- Lesabe, R. A. & Nkosi, J. (2007). A qualitative exploration of employees' views on organizational commitment. *Journal of Human Resource Management*, 5(1), 35-44.
- Lu, Y. & Roto, V. (2016). Design for pride in the workplace. *Psychology of well-being*, 6(6). doi: 10.1186/s13612-016-0041-7.
- Markovits, Y., Boer, D., & van Dick, R. (2013). Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation. *European Management Journal*, 32(3).
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
- Marsh, R. M., & Mannari, H. (1977). Organizational commitment and turnover: A prediction study. *Administrative Science Quarterly*, 22(1), 57-75.
- Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organizational commitment. *Academy of Management Journal*, 35, 671-684.
- Meyer, J. P., & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69(3), 372-378.
- Meyer, J. P., & Allen, N. J. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *The Journal of Occupational Psychology*,

36, 1-18.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.

Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*(3), 299-326.

Miles, M. B. (1979). Qualitative data as attractive nuisance: The problem of analysis. *Administrative Science Quarterly, 24*(4), 590-601.

Mitra, M., Ghosh, P., Bandopadhyaya, G., & Banerjee, D. (2015). Determination of relevant attributes of various dimensions of corporate culture using reliability and factor analysis: Evidence from selective hotels in India. *Journal of Business Studies Quarterly, 7*(2), 208-220.

Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., The PRISMA Group (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *Annals of Internal Medicine, 151*(4), 264-269. doi:10.7326/0003-4819-151-4-200908180-00135

Mowday, R., Porter, L., & Steers, R. (1982). Employee-organization linkages: The psychology of commitment, absenteeism, and turnover. *Academic Journal of Industrial and Business Management, 7*(4), 27.

Nouri, A., Danaeefard, H., Khaef-Elahi, A., & Forouzandeh, I. (2017). The exploration of organizational pride: Designing and validating measure. *Management Researches, 10*(35), 35-59. doi:10.22111/jmr.2017.3252

O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. *Journal of Applied Psychology, 71*(3), 492-499.

- Öhrling, T. (2014). Increased participation among cleaners as a strategy to improve quality and occupational health. *Nordic Journal of Working Life Studies*(3), 79.
- Parent-Rochelleau, X., Simard, G., Bentein, K., & Tremblay, M. (2016). The interaction between organizational factors and the locus of control in predicting emotional engagement within organizations. *Industrial Relations*, 71(1), 109.
- Pecci, R., & Rosenthal, P. (1997). The antecedents of employee commitment to customer service: evidence from a UK service context. *The International Journal of Human Resource Management*(8), 66–86. doi:10.1080/09585199700000041.
- Penley, L. E., & Gould, S. (1988). Etzioni's model of organizational involvement: A perspective for understanding commitment to organizations. *Journal of Organizational Behavior*, 9(1), 43-59.
- Quinlan, C. (2011). *Business Research Methods*. Andover, United Kingdom: South-Western Cengage Learning.
- Rama Devi, V. (2009). Employee engagement is a two-way street. *Human Resource Management International Digest*, 17(2), 3-4.
- Riordan, C. M., Gatewood, R. D., & Barnes, J. (1997). Corporate image: Employee reactions and implications for managing corporate social performance. *Journal of Business Ethics*, 16, 401-412.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral science* (2<sup>nd</sup> ed.). New York, NY: Holt, Rinehart and Winston Inc.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 19-600.
- Schaufeli, W. B. & Bakker, A. B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behaviour*,

25, 293-315.

- Scherer, K. R. (2009). Emotions are emergent processes: They require a dynamic computational architecture. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 364(1535), 3459–3474. <http://doi.org/10.1098/rstb.2009.0141>
- Sekaran, U. (2003). *Research methods for business: a skill-building approach* (4<sup>th</sup> ed.). New York, NY: John Wiley & Sons.
- Saunders, M., Lewis, P., Thornhill, A. (2009). *Research methods for business students* (5<sup>th</sup> ed.). Harlow, United Kingdom: Pearson Education Limited.
- Sheldon, M.E. (1971). Investment and involvement as mechanism producing organizational commitment. *Administrative Science Quarterly*, 16, 143-150.
- Shubhangini, R. (2014). Exploring the relationship between job stress and organizational commitment: A study of the Indian IT sector. *Management Research and Practice*(4), 40.
- Sims, R. R. (2002). *Managing organizational behavior*. Westport, CT: Quorum Books.
- Sleebos, E., Ellemers, N., & Gilder, D. d. (2006). The carrot and the stick: Affective commitment and acceptance anxiety as motives for discretionary group efforts by respected and disrespected group members. *Personality and Social Psychology Bulletin*, 32(2), 244-255. doi:10.1177/0146167205282147
- Strauss, A., Corbin, J. (2008). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Tracy, J. (2016). *Take pride: Why the deadliest sin holds the secret to human success*. New York, NY: Houghton Mifflin Hartcourt.
- Tracy, J. L. & Robins, R. W. (2004). Show your pride: Evidence for a discrete emotion expression. *Psychological Science*, 15, 194-197.



- Tracy, J. L., & Robins, R. W. (2007). The psychological structure of pride: A tale of two facets. *Journal of Personality and Social Psychology, 92*(3), 506-525.
- Tripathy, J. P., Goel, S., & Kumar, A. M. V. (2016). Measuring and understanding motivation among community health workers in rural health facilities in India-a mixed method study. *BMC Health Services Research*(1). doi:10.1186/s12913-016-1614-0
- Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1987). *Rediscovering the social group: A self-categorization theory*. Cambridge, MA: Basil Blackwell.
- Tyler, T. R. (1999). Why people cooperate with organizations: An identity-based perspective. *Research in Organizational Behaviour, 21*, 201-246.
- Tyler, T. R., & Blader, S. L. (2000a). Autonomous vs. comparative status: Must we be better than others to feel good about our selves? *Organizational Behaviour and Human Decision Processes, 89*, 813-838.
- Tyler, T. R., & Blader, S. L. (2000b). *Cooperation in groups: Procedural justice, social identity, and behavioural engagement*. Philadelphia, PA: Psychology Press.
- Tyler, T. R., & Blader, S. L. (2001). Identity and cooperative behaviour in groups. *Group Processes and Intergroup Relations, 4*, 207-226.
- van der Werf, R. (2016). *3 key types of organisational commitment*. Retrieved from <https://www.effectory.com/knowledge/blog/3-key-types-of-organisational-committment/>
- Veal, A. J. (2011). *Research methods for leisure and tourism: A practical guide* (4<sup>th</sup> ed.). Harlow, United Kingdom: Pearson Education Limited.
- Weidman, A. C., Tracy, J. L., & Elliot, A. J. (2015). The benefits of following your pride: Authentic pride promotes achievement. *Journal of Personality, 84*(5), 607-622.
- Welander, J., Wallin, J., & Isaksson, K. (2011). Job resources to promote feelings of pride in

the organization: The role of social identification. *Scandinavian Journal of Work and Organizational Psychology*, 2(1), 1-14. doi:<https://doi.org/10.16993/sjwop.23>.

Wiener, Y. (1982). Commitment in organizations: A normative view. *The Academy of Management Review*, 7(3), 418-428.

Wiener, Y., & Gechman, A. S. (1977). Commitment: A behavioral approach to job involvement. *Journal of Vocational Behavior*, 10, 47-52.

Wilkins, R. (2003). *Committed employees can create winning organization*. Retrieved from <https://www.bizjournals.com/charlotte/stories/2003/09/01/smallb6.html>

Williams, L. A., & DeSteno, D. (2008). Pride and perseverance: The motivational role of pride. *Journal of Personality and Social Psychology*, 94(6), 1007-1017.

Yang, J., & Wittenberg, P. (2016). *Perceived work-related factors and turnover intention: A case study of a South Korean construction company* (Master's thesis, Dalarna University, Falun, Sweden). Retrieved from <http://du.diva-portal.org/smash/get/diva2:938646/FULLTEXT01.pdf>

Yanhan, Z. (2012). A review of social exchange relationship. *Studies in Sociology of Science*, 3(3), 57-61.

## APPENDICES

### APPENDIX A: QUESTIONNAIRE

Questionnaire: Following the three-component organizational commitment scale by Meyer and Allen (1991), a specifically adapted scale of that type will be applied to measure the employees' three directions of commitment to the organization (affective, continuance, normative commitment). Participants respond on a seven-point Likert scale, measuring organizational commitment (1 = strongly disagree to 7 = strongly agree).

Instruction: Listed below is a sequence of statements, depicting potential feelings of employees to the organization, resp. company they work for. Based on your individual feelings to the specific organization you are currently working for, please specify the level of your agreement or disagreement with each statement.

Scale: Responses to each statement are measured on a scale, scoping from one to seven with the following marks: (1) strongly disagree, (2) disagree, (3) slightly disagree, (4) indifferent, (5) slightly agree, (6) agree, (7) strongly agree.

Please indicate your:								
Age:	Gender:	Marital status:	Education level:					
Confidentiality of collected data will be maintained at all times. Identification of participants will not be released during or after the study.								
(Pride Manifestation)								
<b>The following statements relate to your perception of pride of your job and company/organization.</b>								
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree								
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
01	I am proud to work for my company, resp. my organization.							
02	The work that I am assigned to makes me proud.							
03	I take pride in discussing my company, resp. my organization with other people.							
04	I take pride in talking about my work, assignments, and work responsibilities.							
(Affective Commitment)								
<b>The following statements relate to the affection you perceive for your job.</b>								
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree								
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
01	To spend the rest of my career in this comp./org. would make me exceptionally happy and proud.							
02	I don't think I could become as attached to another comp./org. as I am to my comp./org.							
03	My comp./org. represents a family to me and I feel like I am a member of it.							
04	It makes me happy to talk about my comp./org. with other people.							
05	I perceive the comp./org.'s problems as my own problems.							
06	I feel emotionally attached to my comp./org.							
07	I feel a sense of belonging to my comp./org.							
08	My comp./org. has strong personal meaning for me.							
(Continuance Commitment)								
<b>The following statements relate to the fear of a potential loss of your job.</b>								
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree								
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
01	It would be very difficult for me to leave my comp./org., even if I wanted to do so.							
02	I feel that I have many possible options to consider when leaving my comp./org.							
03	It would be highly costly for me to leave my comp./org.							
04	The lack of potential alternatives is a severe consequence when leaving my comp./org.							
05	Many things in my life would be disrupted if I left my comp./org.							
06	To stay with comp./org. is a requirement as well as desire.							
07	Leaving my comp./org. would require severe personal sacrifice (i.e., benefits etc.).							
08	I am afraid of what would happen if I left my comp./org. (fear of "losing my face").							
(Normative Commitment)								
<b>The following statements relate to your sense of obligation to stay at your company or organization.</b>								
1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = indifferent; 5 = slightly agree; 6 = agree; 7 = strongly agree								
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
01	I think that an employee must always be loyal to his/her comp./org. and represent it with pride.							
02	The times when employees stayed with one comp./org. have been better times.							
03	I find that wanting to be a <i>company man/woman</i> still is sensible.							
04	If I got a better employment offer at another comp./org., I still would not quit.							
05	Going from one to another comp./org. seems not ethical to me.							
06	I feel a sense of moral obligation to stay with my comp./org.							

07	I was taught to respect the value of loyalty to one comp./org.								
08	I find that in the present time, people go from one comp./org. to another too often.								



## APPENDIX B: COMMITMENT MODEL

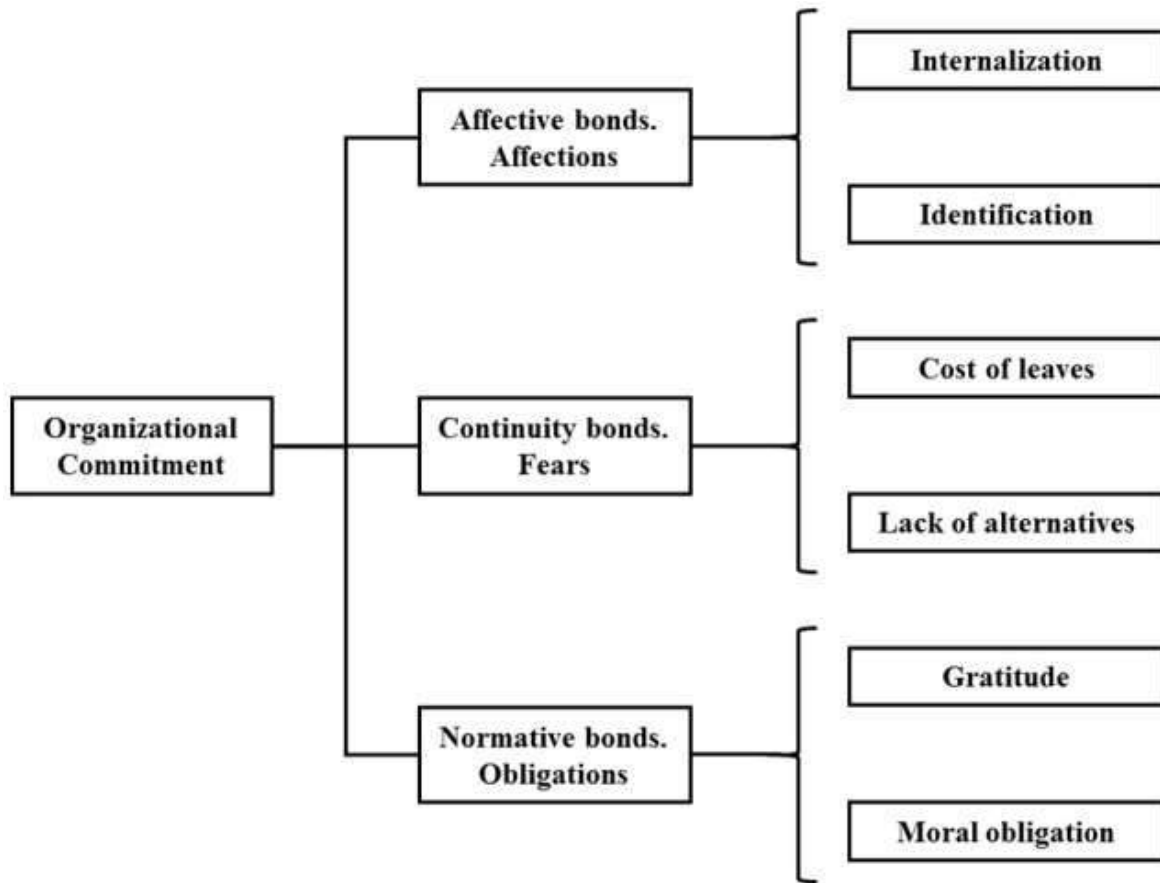


FIGURE 7: ORGANIZATIONAL COMMITMENT MODEL (Juaneda-Ayensa, Clavel San Emeterio, González-Menorca, 2017)