

On a new pattern of employees' relationships with organizations

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Abstract

In the changing business environments, in which many companies have compelled to do downsizing with business restructuring, employees' attitudes toward and relationships with the company have been greatly changed.

In this study, while using employees' self-evaluation of their-own productivity level as a productivity index, we assumed that employees' commitment to their present job areas coupled with a perspective of their future career growth will have influence upon their work motivation and resultant productivity. And also, especially in the small company, employees' positive identification with the business management will be influent upon their work behavior and productivity.

In order to test the above assumptions, we identified the following three aspects of employees' attitudes toward and commitments to the company, 1)job & career commitment aspect in terms of each employee's commitment to the present job areas, 2)employees-management relational aspect (management commitment aspect) depicting the employees' attitudes toward the business management, and 3) organizational commitment aspect in terms of each employee's intention to continuously work for the company. These aspects were measured by the questionnaire survey. In the same questionnaire, we also used questions regarding employees' morale-related variables and management practices variables to investigate what variables antecedently have influence upon and correlate with each of the above employees' attitude and commitments.

The survey was conducted by Japan Institute of Labor between Nov. 1999 to Oct. 2000. In the survey, 2,322 employees participated from 13 organizations of 9 companies and 154 employees from public school teachers and public service sector groups

The results showed that, while all three attitudinal aspects depicting employees' relationships with the company was correlated with their perception of own-productivity level, there was differences in the effects of variables related to employees' morale and management practices, which were expected to have positive influences upon each of employees' attitudinal aspects. Job & career commitment aspect was mainly influenced by job contents resulted in increasing a sense of job accomplishment, organizational commitments aspect was reinforced by such morale-related variables as job accomplishment, relation with the manager and peer relations, and employees-the management relation aspect was mainly influenced by management practices variables such as innovative organization climate, equitable personnel practices and training practices focused upon the individual employee training need.

1. Introduction

In March of this year, the unemployment ratio was up to 4.9% and the jobless were counted up to about 3.5 million. This was the worst record since the government started to formally announce the employment status in 1953.

Companies that have downsized have increased in the recent two or three years, due to bankrupts, withdrawal from unprofitable business, reduction of personnel cost amount for operating profit up, and cutting of surplus manpower to pursuit for synergy effect with M&A, and so forth. Such downsizing trend is estimated to be at peak, but will continue in the future.

Under such business environments, most companies have taken a step into revision of personnel programs and practices to go out of personnel cost pressure coupled with a tacit contract of life-time employment and seniority-based wage practices. And at the same time, employment relations have been also diversified with increases of part-time workers, guest workers, and independent contract workers, and so on.

It is no wonder that changes of employment practices and personnel practices have led to changes of relationships between employees and the organization. In the past, exaggeratedly speaking, almost all of employees in Japan couldn't but depend on the company's judgement in terms of personnel treatment.

Bird, A.(1994) put forward a new career concept of "boundary-less career" and pointed out that "moving beyond the traditional definition, careers are visualized as accumulations of information and knowledge rather than simply progressions of work experiences". Under this new concept, he asserted the importance of "semantic" aspect of the career as against "syntactic" aspect which the hitherto career researchers mainly focused upon. Regarding the difference in the meaning between "syntactic" and "semantic" aspect, he explained as follows; "For example, two employees might both work for three years as teller in the same bank. The syntactic aspects of their careers are similar – the same position, the same bank, the same length of time. In semantic terms, however, there may be substantial differences as a result of the specific relationship networks developed, skills required and expertise accumulated".

From now on, also in Japan, the individual employee must spare no effort to acquire and develop adequate SKAs (Skills, Knowledge and Abilities) to their own career through job experiences, in order to let his/herself get excellent performances in any organization.

As Bird mentioned, it is to be desired that each employee is able to get a method of how to learn and accumulate knowledge through work experiences to make established their own boundary-less career. At the same time, what's important is the company's support programs to the individual employee who independently pursues for his/her career goal beyond the boundary of organization. In this meaning, both employees and the company should make effort to develop new relationship of employees with the company toward establishment of "boundary-less" career formation.

Sekimoto, M. and Hanada, M.(1985) published a report of the survey conducted in 1984 about the contents and structures of consciousness in terms of Japanese employees' commitments to the organization. In the survey, 4,539 employees (male and university graduates) participated from 11 companies. 5 years after the survey, Sekimoto again applied the same survey to 10 companies of 11 companies participated in the previous survey to investigate whether changes of the consciousness of Japanese employees did appear or not. In the second survey, 5,091 employees participated.

In the study, they developed a questionnaire with 30 question items, in which, in addition to Organization Commitment Questionnaire developed by Porter, L.W. et al, there included some questions for identification of Japanese employees' unique characteristics of their commitments to organizations. By factor analysis method, they identified four factors, and then, through applying cluster analysis method using the identified four factors, discerned five clusters (refer to appendix 1) in terms of Japanese employees' styles of organizational commitment.

By the comparison study of 1984-1989 survey, he recognized there appeared the most striking attitudinal shifts regarding the following two clusters among five clusters. One was a cluster named "Dependence on the Company" style, and another was a cluster named "Self-reliance" style. A group of employees classified into the former style "have strong desire to retain the organizational membership, but a little sympathetic resonance to goals and values of the management. However, they are to some degree motivated to work for the organization". In the latter style, employees "have nearly no desire to retain the membership, but are strongly conscious of receiving benefits for the self from the organizational membership. Moreover, they positively accept goals and values of the management and are moderately motivated to work for the sake of organization".

Comparison data told that, between 5 years, "Dependence on the company" style increased from 33.2% to 46.6%, "Self-reliance" style declined from 23.2% to 14.6%.

While Sekimoto asserted such result of style transition was not desirable to the companies, he pointed out such transition was due to that the companies couldn't yet work out clear and convincing goals, values and adequate courses of actions to their employees, under the uncertain business environments with great changes of people's values and consciousness. His observation was right. Between this decade, did we have any resolution to this kind of question?

AMA report published in 1993 told about downsizing cases in the US that fewer half of the organizations that have downsized since 1988 increased operating profits, and only a third say that worker productivity has increased. Subsequently, however, American industries have had great efforts to develop new concept of management and organization pertaining to new industry era with IT innovation.

Now in Japan, the management is required to put forward of clear and convincing goals, values and proper courses of actions to their employees in order to establish firm relationship with them.

Along with the above context, we attempted to develop a scheme for multilaterally understanding the relations

between employees and the company from three attitudinal aspects toward job, management and organization, which are to have an impact upon employees' work behaviors and productivity.

We are now coming across severe business competition. In order to remain undefeated in competitive environments, the organization is required to be agile in responding to the rapidly changing customers and markets. In this context, the management must be able to empower their employees to autonomously do their business and let them freely interact between them to create and accumulate knowledge and abilities through their own work experiences. And also, this should be done with the clear management goals, strategies and values. Under such conditions, employees' organizational commitments will be naturally evident with their volition to invest themselves to the organization.

This is the reason why we focus upon three attitudinal aspects of employees toward job, management and organization to depict what relations the employee has had on the whole.

In this research, we deal with these three attitudinal aspects as dependent variables, and try to investigate by what and how these attitudinal aspects will be antecedently and correlatively influenced upon. As the variables which will be expected to influence upon attitudinal aspects, we select some morale-related and management practices-related variables. By getting influencing-influenced causal patterns, we can find practical measures for improvement of relationships between employees and the organization, which will be resulted in high performance organization.

2. Method

2.1 Questionnaire Design

(1) Questions to identify the employees' attitudinal aspects

The research purpose is to develop a scheme by which we can understand what relations there are between employees and the company to lead to the high performance organization. In developing such a scheme, we focused upon a multidimensional approach to grasp a whole picture of relationships from three attitudinal aspects of employees toward job, management and organization.

In preparing the questionnaire, we focused on the followings;

1. Job & Career Commitment Aspect : Positive relations between employees and the organization will depend upon to what extent employees are presently involved into the job and how they invest themselves to the present career field. In this context, we prepared a group of questions, referring to the research findings regarding job involvement and career commitment. Regarding job involvement scale, we picked up 7 question items from JIL-version of morale assessment work-checklist to identify employees' basic attitude toward the job, regardless of job contents. In terms of career attitude, we referred to career commitment study by Blau, G.J. (1985). 8 question items were prepared to career commitment. And therefore, 15 question items are included in this aspect.

2. Management-Employee Relations Aspect : What attitude an employee has had toward the management will influence upon his/her behavioral investment into organizational works. Especially in small company like a venture, we assume that employees' agreement with goals and values of the management will be the key factor to realize good performances. For identifying the aspect, we selected 12 items from JIL-version of work-checklist, in terms of the following facets of employees' attitudes toward the management ; Employees' agreement with management goals and strategies, Psychological distance to the management, Executive managers' ethical behaviors, and Trust on executives' business abilities.

3. Organizational Commitment Aspect : Regarding organizational commitment, we have had many researchers' excellent studies. While referring to the questionnaires used in the previous studies by Porter, L.W. et al(1974), Meyer, J.P. et al(1993) and Sekimoto, M.(1992), we picked up 12 question items, considering what factors we have to mainly determine employees' desire to retain the organizational membership. The identified facets in terms of such a consideration are as follows ; Emotional attachment to the organization, Behavioral investment in organizational works, A feeling of obligation to social relationships, and Concern for stability of the private life.

In the survey, we used the above mentioned 39 question items, but finally selected 18 items for the analysis. As the result of the factor analysis method, we could also identify three factors clearly corresponding to the above three attitudinal aspects. We picked up 6 items from a group of question items included in each factor to represent the meaning of each attitudinal aspect, and dealt with them as a scale of each attitudinal aspects (refer to appendix 2).

(2) Questions about variables to influence upon the aspects

We have concerned about what factors determine the above employees' attitudinal aspects. It is because we can improve and maintain good relations between employees and the management which will be resulted in continuation of high performance, by knowing the causal pattern of employees' psychological states in terms of relationships with job, management and organization.

As the influencing factors, we selected the followings;

1. Employee morale-related variables
 - a. A sense of accomplishment (achievement, accomplishment, and challenging)
 - b. Relation with the manager (fair treatment, trustiness, and consideration about people)
 - c. Teamwork & peer relations (a sense of esprit de corps, open communication, and group harmony)
 - d. Internal/external customers relations (good communication, fair evaluation from customers, full delegation)
2. Management practices-related variables
 - a. Equitable personnel practices (promotion, pay, and evaluation)
 - b. Education & training (based on the individual employee's needs)
 - c. Innovative management practices (stimulation and encouragement of new method/new ideas implementation)
 - d. Participatory management practices (autonomy, participation in decision making)

The above all question items have Likert-type of 5 points response categories. And mean value is a scale score for each aspect and each variable.

2.2 Survey Participants and Survey Administration Timing

Survey participants were 2,476 employees. Among them, 2,322 employees have been working for 13 organization of 9 companies in the manufacturing and services industries, and 68 employees working as teaching staff for the public schools and 86 employees working for the local government offices.

In cases of the private companies, Japan Institute of Labor asked each personnel managers to coordinate to select participants and dispatch a questionnaire to a participants, and collect each filled-out questionnaire. In the surveys for teachers and government staffs, participants asked to fill out a questionnaire at the in-house seminars. Coordinating staffs of the seminars were in career of the survey administration.

Demographic attributes of the participants were as follows;

Average age was : 35.5 years old (S.D.=8.9 years).

Male/Female ratio was : male 68.6% versus female 31.4%.

Occupation structure was ; Administration/clerical staffs 23.8%, Professional staffs(ex. Business planning staff) 9.0%, Marketing & Sales staffs 16.5%, Manufacturing operation staff 24.9%.

Position structure was ; Rank & file employees 61.0%, First-level managers 27.1%, and 2nd-level or over managers 12.0%.

The survey was conducted between Nov. 1998 to Oct. 1999. The survey timing was decided by each participant company.

3. Results

3.1 Results by demographic groups

Table 1 shows the results of employees' three attitudinal aspects by demographic groups.

Generally speaking, mean value of job & career commitment aspect remains at low, comparing with other aspects. Employees don't seem to be satisfied with and commit themselves to their job area and the present career field. As against it, organizational commitment is high. The difference in a score between job commitment aspect and organizational commitment aspect is 0.68 on 5 points scale. What does such a difference score mean? We must consider that organizational commitment (that is, desire to retain the organizational membership) is determined partly due to their strong concerns about security of private life. This is because, among 6 question items included in a scale of organizational commitment aspect, such two question items as "I might suffer a big loss by leaving the company" and "I have an anxiety about how to secure my private life if leaving the company" get high scores.

According to the results by age and position level, scores of these three attitudinal aspects seem to comply with the hierarchical order. That is, employees with higher age and higher position level tend to be more satisfied with job & career field, more positive toward the management, and stronger desire to retain the membership. In any group, however, a problem is related to the results coupled with relatively low scores in job & career commitment aspect. Even in managerial position, score of job commitment aspect is nearly to mid-point of 5-points scale. Scores of other two aspects are significant higher.

Considering a combination of low satisfaction with job & career commitment and high organizational commitment (that is, strong desire to retain the organizational membership), we can not but say, mostly employees might tend to still have a style of organizational commitment named "dependence on the company" style which was pointed out by Sekimoto, M. in his previous research report. If so, we must also foresee there is increasing employees who have desire to retain the organizational membership without any strong volition to efficiently do their works and improve their own productivity.

Table 1 Results by Demographic groups

	Job Aspect		Management Aspect		Organization Aspect	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
All Sample	2.75	0.83	3.23	0.73	3.43	0.81
By Sex						
Male	2.77	0.79	3.25	0.74	3.49	0.78
Female	2.68	0.90	3.19	0.72	3.31	0.82
By Age						
29 year old/under	2.52	0.86	3.18	0.73	3.17	0.86
30 – 39 years old	2.65	0.80	3.17	0.73	3.42	0.78
40 years old/over	3.01	0.73	3.35	0.73	3.69	0.69
By Position Level						
Employees	2.64	0.86	3.14	0.74	3.32	0.85
First line managers	2.82	0.74	3.30	0.69	3.58	0.73
Second line managers	3.12	0.69	3.49	0.66	3.64	0.63
Third line/above managers	3.15	0.61	3.64	0.67	3.83	0.58
By Occupations						
Admin./Clerical	2.60	0.84	3.31	0.70	3.40	0.84
Engineer	2.72	0.82	3.16	0.74	3.37	0.80
Professionals	3.20	0.75	3.26	0.75	3.30	0.81
Marketing & Sales	2.79	0.83	3.41	0.71	3.51	0.74
Mfg. Operation	2.68	0.79	3.10	0.74	3.52	0.79

We referred to the term of “hierarchical order”. This was reflected in another survey data about employees’ perception of the degree of participation in the decision making. Its mean score by position level are as follows ; as against that a mean score of rank & file employees is 2.84, first-level managers’ score is 3.28, second-level managers’ score is 3.62, and third-level or over managers’ mean score is 3.93. As far as the above data is concerned, we must say the organizations tend to still continue applying hierarchical organization structure and the management does not seem to delegate authority and empower a team of employees working in the front line to autonomously do their business. We will discuss about this point in more detail in the later.

It is much interesting to observe that only professional group (nurse, school teachers and researchers, etc. are classified in this group) has high score in job & career commitment aspect, and shows moderately high scores in other two aspects, too.

Regarding a combination of three attitudinal aspects, an occupation group of professionals shows a good balance between them. We can imagine such employees’ posture as being satisfied with the job and making commitment to own career field with positive attitude toward the management and the organization. In a meaning, we would like to expect other groups of employees to keep this type of balancing shape.

3.2 Relations of attitudinal aspects with employees’ perception of their productivity level

In the survey, we asked participants to rate their own productivity level and work quality by themselves. We dealt with a result of these two question items as a variable of productivity index.

Correlation coefficients among this productivity index and three attitudinal aspects are shown in Table 2, and the result of mean value of productivity index corresponding to each quartile of each attitudinal aspect are shown in Table 3, in which F-value for each aspect is also shown to test whether significant difference appears or don’t appear among quartile groups in terms of employees perceptions of their productivity and work quality.

Correlation coefficients of productivity index (self-evaluation of their own productivity level and work quality) with three attitudinal aspects are not so large. Therefore, we don’t expect so strong relations among them, but we are allowed to recognize there exist to some degree correlation of employee’s productivity perception and their attitudinal aspects, considering F value as a result of variance analysis and its significance level. That is, upper rank 25% of employees shows higher score of the productivity index than lower 25% of employees in each aspect, and its difference in the productivity index is being at the significant level. If so, we could anticipate we can enhance individual employee’s productivity and work quality through improvement of organizational environments, which would influence upon the employee’s attitudinal aspects of job, management and organization.

Table 2 Correlation coefficients (* means significance level $p < .01$)

	1	2	3
1.Productivity(self-evaluation)	-		
2.Job & career commitment aspect	.230*	-	
3.Management commitment aspect	.169*	.351*	-
4.Organizational commitment aspect	.219*	.541*	.444*

Table 3 Differences in productivity index among quartile groups in each aspect

		Productivity index		
		Mean	S.D.	F-value
Job aspect	Quartile low rank 1	2.90	0.78	
	2	3.08	0.63	
	3	3.14	0.67	
	High rank 4	3.33	0.67	F=17.57(p<.001)
Management aspect	Quartile low rank 1	2.92	0.79	
	2	3.01	0.65	
	3	3.18	0.66	
	High rank 4	3.31	0.68	F=10.19(p<.001)
Organization aspect	Quartile low rank 1	2.98	0.77	
	2	3.08	0.66	
	3	3.11	0.67	
	High rank 4	3.30	0.70	F=16.25(p<.001)

3.3 What influences upon three attitudinal aspects

Finally, we applied the step-wise multiple regression analysis, in order to examine what variables have influences upon employees' attitudinal aspects. In the analysis, we dealt with each aspect as a dependent variable, and used 12 variables as independent variables, which were split in the following three parts : a part was demographic variables, second part was morale-related variables, and third part was management practices- related variables. 4 variables were included in each part.

The result was shown in Table 4.

Table 4 Results of Step-wise multiple regression analysis (beta-coefficient)

	Job & career aspect	Management aspect	Organization aspect
Demographic attributes			
Age	.125		
Sex			
Length of services			.273
Position level			
Morale-related variables			
Job accomplishment	.336		.215
Relation with the mgr.		.122	.120
Peer relation			.130
Customers relation	.122	.109	
Mgmt. Practices variables			
Education & training	.085	.095	
Personnel practices	.133	.296	.152
Participatory practices	.073	.100	
Innovative practices		.315	.127
R ²	.333	.516	.341

From the above table, we understand that an attitudinal aspect of job & career commitment is strongly influenced upon by challenging job contents which cause a sense of accomplishment and internal/external customers relations which are defined by goodness of internal integration and coordination within the organization. Organizational commitment aspect is mainly interrelated with the morale-related variables of job, manager, and peer relations. It is supported by other studies that the desire to retain the organizational membership is partly enhanced by interest in doing jobs and good relations with the manager and colleagues.

And, management-employee relation aspect is mainly determined by all management practices-related variables. Especially, management commitment attitudinal aspect is strongly influenced upon by management's innovative practices (which means continuous stimulation and encouragement of employees to develop new ideas and new job proceeding by the management). It is an interesting matter whether such a management's behavior is becoming a motivation factor to do a good job, or becoming a psychological pressure to the employees. In this survey, such a behavior seems to be positively accepted by the employees.

One of management practices-related variables, personnel practices, strongly influences upon employees' three attitudinal aspects which will define the whole picture of employees' relationships with the company. Personnel practices include equitable pay, fair selection of right persons to advanced jobs and managerial position, and fair performance evaluation. In this regard, fair and equitable personnel management practice will be the key point to enhance and keep the motivated employees to realization of high performance based on the real relations of them with the company.

Regarding demographic variables (which are considered as antecedent variables to each attitudinal aspect), only two variables of age and length of services are identified. Results of relation of age to job & career aspect and of services length to organizational commitment are so far found out by many studies coupled with job involvement and organizational commitments.

4. Discussion

Regarding the survey data by occupation groups, we referred to the data of professional group (nurse, school teachers, and scientific researchers etc. are included), which showed relatively high scores on the average of three commitment aspects. If we are allowed to represent those three attitudinal aspects as a triangle figure, we would like to expect a balanced triangle figure, as shown in the data of professional group.. You could easily understand why such professionals show high scores in the aspect of job involvement and commitment to their career field.

In this respect, we cannot help saying, other occupation groups show a biased triangle, with low scores of job & career commitment, medium high score of management commitment, and high scores of organizational commitment. If we could expect that a balanced shape of triangle, with high scores of three attitudinal aspects of job, management and organization, would make possible to grow and keep a desirable relation of employees with the company, we must make efforts to realize such a relationship.

In order to do it, as far as the survey result is concerned, it should be considered how we can get the employees' positive attitude toward the present career field and volition to make involved themselves in the present jobs. A concept of job re-design might be concerned, and improvement of coordination management among departments for keeping good internal/external customers relations might have to be considered. Or, we must get rid of the hierarchical organizational management. As we observed in the part of demographic data, we had to see that the organizations still have applied a concept of the hierarchical structures. As long as we have applied such a concept, we couldn't expect employees' real motivation and satisfaction to invest themselves in the organizational works. Sometimes, we might have to do de-layering effort resulted in flat organization. Good communication devices, however, will make us succeed in implementing it.

Now, considering that the severe business competitive situation requires the management to make their organization respond quickly to the changing markets and customers' demands, they must consider implementation of such organization structures as self-managing work team or mini-business unit. It will be an agile organization.

Let assume, again, about a tendency of high organizational commitment shown in the above biased shape of triangle. If this result reflected a style of "dependency on the company" which Sekimoto pointed out before, this would be another matter. As long as the survey data is concerned, however, management commitment data showed that employees had positive attitude toward the management and goals agreements. If this would be coupled with employees' feeling of involvement into the present jobs and career fields, high productive behaviors could be expected on the side of employees. In this context, we should also take actions to improve employees' job-related matters.

5. Conclusion

So far, we discussed about a desirable shape of triangle consisted of three attitudinal aspects. Considering the balanced shape depicted by an employees group of professionals which also showed higher score of a productivity index comparing to

other groups, the good relationships of employees with the company can be constructed by the management to keep high scores of employees' three attitudinal aspects of job, management and organization. And also, the very realization of such relationships will lead to the organization with high productivity, in where employees will be allowed to behave autonomously in line with their role.

In this study, we obtained the following evidences to support the above assumptions ;

(1) Usefulness of multilateral approach for understanding of the relationships of employees with the company

In order to grasp how the employee develop the relationships with the company on the whole, we tried to apply a concept of three attitudinal aspects of job, management and organization. Usefulness of this approach was evidently investigated in the discussion of a combination of three attitudinal aspects.

We don't discuss what relations the employee has had only from an attitudinal aspect of the employee, but we need to discuss it on the whole. That is, we need to discuss whether a combination of three aspects shows or don't show a balanced shape of triangle in order to understand the employee's relations with the company on the whole.

(2) Realization of high productive organization by keeping a balanced combination of three attitudinal aspects

The result showed that job & career commitment aspect and organizational commitment aspect were not strongly but moderately correlated with a productivity index. It was naturally considered that these aspects were backed up by the good management-employee relations. Management-employee relation aspect would mean the employee's agreement with goals and values of the management, which resulted in investing themselves into the organizational works. In this respect, we expect the employees, who's kept a good combination of three attitudinal aspects, to maintain their productive behaviors.

(3) Possibilities of improvement of employees' attitudinal aspects

We investigated that job and career commitment aspect strongly related with two morale-related variables of the present job contents and internal/external customers relations. The latter variable was interpreted as an influencing factor upon job quality and efficiency, which also influenced upon work motivation.

And also, organizational commitment aspect was dependent upon three morale-related variables – job, manager and peer relations. This result was discussed and evidently investigated by many studies in the past. Also in this study, we must assert that such morale-related issues should be taken attentions to direct employees' commitment to the organization towards desired states.

Regarding management-employee relations aspect, we also recognized that this aspect was strongly related with the management practices per se. Especially, the management's behaviors to stimulate and encourage their employees to do business in the innovative way had an influence upon this aspect. It was admittedly that sometimes this kind of behaviors seems to give the employee some psychological pressures. However, when those behaviors would be backed up by uses of opportunities of participation in the management decision and fair human resources management practice, this type of combinative management would be expected to construct and keep the real relationship between the management and employees.

Finally, we would like to again certify the above context, in which we should make ensured the real relationships of employees with the company on the whole through improvement of morale-related matters and management practices, which results in the high productive organization.

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Appendix

1. Five clusters of organizational commitment style pointed out in the Sekimoto's research were as follows;

Cluster A : Traditional style (Employees in this cluster tend to strongly agree and actively share with the management goals and values. Moreover, they are motivated to work harder than others and strongly desire to retain to the organization.)

Cluster B : Dependence on the company style (Employees in this cluster have strong desire to retain the organizational membership, but a little sympathetic resonance to goals and values of the management. However, they are to some degree motivated to work for the organization.)

Cluster C : Self-reliance style (In this cluster, employees have nearly no desire to retain the membership, but are strongly conscious of receiving benefits for the self from the organizational membership. Moreover, they positively accept goals and values of the management and are moderately motivated to work for the sake of organization.)

Cluster D : Utilitarian style (Employees don't tend to agree and share with the management goals and values, and have no desire to hold the membership. As long as they can receive benefits for the self, they tend to retain to the organization.)

Cluster E : Non-commitment style (In this cluster, employees don't have any concern for the organization. They never commit themselves to the organizational works.)

2. The following question items were used for identifying employees' three attitudinal aspects ;

(1) Job involvement & career commitment aspect

1. Now the satisfaction I can get from the present job is the most important matter to me.
2. When I am doing the present works, I am feeling full of my life.
3. Presently, to do the works per se is all of my life.
4. My present specialty area is an ideal field to my future career.
5. I continue working in the present specialty field in the future because I am strongly interested in it.
6. I will continue working in the specialty field even if I would be transferred to another company.

(2) Management-employee relations aspect

1. I think goals and strategies held by the management are the best to the present business situations.
2. Almost all of us agree with the vision and goals carried by the organization.
3. Executive management is holding a consciousness as a team member of the organization and is working with us.
4. Executive management respects employees' opinions about how to manage and operate the business in future.
5. Executive management continues making efforts to improve and keep the company's performances.
6. Executive management properly grasps at the situations surrounding the company.

(3) Organizational commitment aspect

1. I want to stay in the company for the long time because I am strongly feeling attracted by the company.
2. I am much proud of a member of the company.
3. I am strongly feeling of a membership of the company.
4. I have an anxiety if I would leave the company.
5. I continue working for the present company in future because I have a great loss if I leave the company.
6. Now I don't think I leave the company because I feel an obligation to people in the organization.

The above question items were finally selected from the result of the factor analysis method applied to 39 items. And in the questionnaire, all items had 5 points scale of Yes/No as response categories.