

Job commitment

The influences of managerial behaviour

Willem Sanders
660160
Bachelor Thesis
Coordinator: Drs. A.D. Timmers

Management summary

The main focus of this thesis is on the influence of managerial behavior on job commitment. Such connection will be reached after an elaborate research in the field of management and the four management functions in the first chapter and the aspects of job commitment in the second chapter. Several concepts within these two main fields will be emphasized, and finally be combined, in order to establish the mentioned link and to clarify the role managerial behavior plays in establishing job commitment.

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Introduction

On average the overall goal of an organization is to be successful by maximizing profits and satisfying stakeholders. To achieve this goal every department and individual member of such an organization has to fulfil its own tasks and thereby has to cooperate with other members of the organization. In order to make sure that all these different tasks are performed well, and to allow for this cooperation to run smoothly, structure and control are very important, especially for larger companies. Therefore a good management routine is essential for all companies.

The way managers behave and treat their employees could have an effect on the creation and maintaining of job motivation and job commitment (Besson & Löning & Mendoza, 2008). In view of this behaviour, it seems that organizational justice should also be considered in the light of job commitment, since the beliefs of the employees with respect to their employer depend on the way a company is being run and the workers are being treated (Lambert & Hogan & Griffin, 2007). A more active stimulation from the management to increase career adaptability might also be important for the establishment of a steady job commitment (Ito & Brotheridge, 2005). There have been numerous researchers trying to link job commitment to job performance, (Riketta, 2002; Jaramillo & Mulki & Marshal, 2005) but in this research the emphasis will be on the influence of managerial behaviour on job commitment. The importance of the bottom-up approach, which entails close mutual interaction between higher and lower staff, will be confirmed by highlighting the importance of this interpersonal relationship. The connection with job commitment will be explained which could result in the creation of new insights on this specific topic. Not only managerial behaviour but also some determinants relating to job commitment will be used in order to establish the link between the behaviour of management and an employees' commitment.

Problem Statement:

To what extent does managerial behaviour influence job commitment?

Research Questions:

1. What is management and what role do managers play in an organisation?
2. Which aspects determine job commitment?
3. What role does managerial behaviour play in establishing job commitment?

Methodology

This research will be of a descriptive type since existing literature will be used and connections will be established between these different sources of interest. The method used in this research will therefore be a literature review supported by secondary data. Both qualitative and quantitative data will be used since the literature sources are based on both of these types. The main goal of this descriptive study is to provide a profile and to describe relevant aspects of job commitment related to managerial behaviour (Sekaran, 2003). A wide variety of articles concerning managerial behaviour and job commitment will be used in order to establish links that connect these topics and that will be of importance in showing the different sides of the subjects being studied. Especially the impact that managers in a company can have on their employees and what affects that will have on their commitment and performance will be studied. Not only the impacts, but also the way managers are able to accomplish this is of interest and will be treated in this literature research.

Structure

Since the concepts of this paper are rather diverse, it seems rational to start by first investigating the measures managers can take to efficiently run their distinctive area of supervision. Also the influence they can have on their staff is of importance and slowly the road towards increasing job commitment will be more understandable. The second part of the investigation will provide an explanation of the different aspects of job commitment, the way it commitment can be measured and what the results of a proper level of commitment can be. Finally, a link will be established between the concepts of job commitment and managerial behaviour, which will answer the main research question.

Managerial behaviour

When thinking about supervisory functions in an organization, a managerial position will probably be the first term that comes to mind. Indeed nearly all management jobs incorporate a certain degree of supervision. Not only supervision belongs to management, but planning, organizing, controlling, and leading (Robbins, 2005) are all topics managers have to deal with. In fact these last four terms are considered to be the functions of management and are of great importance to get a good understanding of what management in general implies. An American author named Mary Parker Follet wrote in one of her books that management is the art of getting things done through people. This phrase is essential in this paper since in management the previously described functions will be used to identify the effects managers can have on their subordinates. From this, it can be concluded that the relationship between management and employees is an essential one.

The four functions of management will be dealt with in greater detail and are all in some way related to each other. They should be seen as a whole management process instead of separate, independent functions. Even though all these functions will be touched upon, for this paper the emphasis lies on the social aspect of management and then especially the interpersonal relationship management holds with its staff. The term that will be used here concerning the way managers behave and how they treat their employees is managerial behaviour. Therefore the leading function of management will be very important here along with controlling. Although planning and organizing are very important management functions, they are of lesser importance for this thesis, since these two functions do not fully capture the essence of managerial behaviour relating to job commitment. The other functions of management, leading and controlling, will therefore be dealt with more elaborately.



Four management functions as defined by Robbins.

Planning and Organizing will be explained briefly, since these terms cannot be omitted completely when talking about management. In an organization *planning* incorporates deciding what needs to be done. Forecasting steps to take can be of the utmost importance in order to maintain a healthy business. In general there are 3 levels of management in a large organization starting at the bottom with functional level management. (Hill & Jones, 2004) These lower managers are responsible for specific business functions such as a sales, human resource or R&D department. In a large company right in between lower and higher management sits business level management. These managers are mostly heads of certain business units or divisions with their own business function. Higher management usually consists of corporate level management such as the CEO and senior executives or the board of directors. Most major planning decisions will be taken at corporate level management, but planning as a whole is just as important at low management levels. Arranging resources in such a way to carry out the plans and goals established in the planning part of a manager's function is known to be *organizing*. A manager has to make sure that every member of his staff works towards the same goal and has the means to accomplish these tasks. The organizing function also entails making sure that the right employees are chosen to perform a certain task or job. The total working place has to be set up in such a way that everyone knows what they should do.

As mentioned before the other two management functions are of a greater importance for this thesis and will therefore be discussed in more detail. The key points of leading will be mentioned followed by controlling.

Leading

This paragraph will define leading more extensively and will make a division between transformational and transactional leadership for additional understanding of the entire concept and to provide a more comprehensive basis for the later connection between managerial behaviour and job commitment.

The leading function of management is the key component of the whole management profession in light of this thesis. It incorporates a wide variety of tasks managers should perform and is often expressed as strongly correlated with motivating (Ellis & Dick, 2003). The key here is for managers to generate a certain amount of effort with their employees in such a way that the goals set will be achieved. This is often harder than it sounds and is therefore a skill that a proper manager should have in order to be successful.

The concept of leaders and leadership can be divided into Transformational and Transactional leadership. This distinction goes back to a book called *Leadership* written by James MacGregor Burns in 1978 (Herold, Fedor, Caldwell & Liu, 2008).

Transactional leadership: “occurs when a person takes an initiative in making contact with others for the purpose of an exchange of valued things” (Burns, 1978). This actually means that the relationship between a leader and its subordinates is based on some kind of value transfer. It focuses on goals and objectives and deals with practical issues, based on hierarchy. This implies a quite formal, business-like relationship with less emphasis on establishing a proper personal connection between manager and subordinate.

Transformational leadership on the other hand, according to Burns, 1978: “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality.” This type of leadership is aimed at the achievement of long-term goals and more concerned with motivation, satisfaction and trust issues. Burns noted that leaders with Transformational behaviours appeal to their subordinates’ sense of values and to get them to see a higher vision (Herold, et al, 2008).

It is exactly the Transformational type of leadership that is essential in this thesis and will be therefore primarily discussed. Transactional leadership is also important in the management function of leading, but from a commitment point of view and when focussing on the behaviour of managers towards employees of lesser importance. The characteristics of Transformational Leadership strongly relate to the way managers treat their staff. Especially this interpersonal relationship is related to Transformational leadership. The following examples of the importance of proper managerial behaviour are highlighted from the perspective of the Transformational type of leadership.

One of the major aspects of leading and leadership is the way managers behave towards their subordinates. Therefore, this subject will be one of the key points of interest in this research and also what the consequences of this behaviour will be in an organization. As will be discussed more elaborately at a later stage, the quality of the relationship between managers, but also of the organization as a whole, effects the way a job is perceived and the degree of job commitment resulting from this relationship. A manager’s first priority in a large company is usually maintaining, and especially increasing shareholder value for its stakeholders. This typically implies optimizing overall efficiency in his or her distinctive jurisdiction. The ways to achieve this increase in shareholder value, are often regardless of the employees and their personal feelings considering their job. Since employees are in the beginning primarily interested in their own wellbeing at their job, it is management’s task to

motivate workers in such a way, that the overall organizational efficiency managers aim at, will also become as important to the subordinate workers. This is a never ending task that managers constantly will have to deal with. This conflict of interest between these two parties will never disappear but can be vastly improved by the actions of a management team.

The importance of a sound relationship between managers and their staff is highlighted in a 2008 article by Besson, Löning, and Mendoza called: “Sticking together under pressure: The risk-sharing approach and trust building in sales management.” Especially the trust building part of this article will be vital for managers finding ways in order to establish and/or improve the relationship with workers. Creating these interpersonal relationships between staff and organization are claimed to be essential in order to deal with environmental uncertainty and increased shareholder pressure (Besson et al., 2008). This will come as no surprise since the corporate environment is becoming increasingly more competitive.

Another example that shows the considerable influence managers have on their staff is by considering the relationship between stewards (managers) and creators (employees). Austin & Nolan write in their 2007 article: “bridging the gap between stewards and creators”, about the importance of good management in order to be innovative as a company. Austin & Nolan mainly discuss this relationship in technology-intensive organizations, and therefore use the terms stewards and creators. Creators are referred to as highly specialized designers/researchers and stewards are their mostly result-oriented managers. What matters for the concept of managerial behaviour is the finding that in order to manage such creators effectively, the way they are treated by management is of great importance. The stewards need to adapt their behaviour to the characteristics of their creator employees. “Psychologists have established that more creative outcomes result when creators are intrinsically rather than extrinsically motivated” (Austin & Nolan, 2007). (The concept of motivation relating to job commitment will be touched upon again in the next chapter.) Management’s job should in this case manage less instead of more in order to be effective. They ought to let the creators do their job without too much interference. Too much pressure to perform on these high sophisticated innovators could just be adversely effective. The message here is therefore that managerial leading should be tailored to the needs of that specific situation. The impact of managerial conduct on employees and especially, the effects on job commitment will be discussed in the next chapter.

As can be seen from the numerous examples above, the leading function of management shows why the way managers behave towards their employees is so important. Especially when considering Transformational leadership, it can be concluded that the achievement of long-term organizational goals is affected by the way managers behave towards their employees. In the beginning of this chapter, it was already mentioned that planning is only one of the two major functions of management. The other aspect of significant importance for this thesis is the concept of controlling. Concerning this controlling function, it will become clear that a manager's task does not stop once a certain project has been completed.

Controlling

Not only after certain tasks or goals have been achieved, but also during the process of working on such goals evaluating the work done is very important in management. The progress of the tasks and the output has to be controlled for in this function. Especially comparing these results with the initial goals established in the planning and organizing stage will be useful for current and future projects. "Controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished" (Koontz, 1984). The function of control is a never ending process and very important for the management profession.

There are numerous methods management can use in order to conduct this controlling function. To name a few, there is: Total Quality Management, Just-In-Time, Statistical process control and many more. Controlling can be done from several perspectives including from an accounting/ *quantitative* perspective or from a *qualitative* perspective. A large amount of controlling will be conducted from a quantitative perspective, since most tools of controlling are available through this mechanism and easy access of information. The most common form of quantitative control is accounting data. Numerical data is used to control and check the achievement of predefined goals and targets. This data can be useful for the control function of managers. Accounting information such as sales, costs and revenues are of the utmost importance in order to check the accomplishments of targets (Horngren, Bhimani, Datar & Foster, 2005). Also the qualitative tools of control play a major role in ensuring the accomplishment of goals that were set. One often used method of qualitative control is called: "Management by walking around" (Horngren, et al., 2005). This term can be an effective way of controlling, since it incorporates observing employees at work. The downside of this mechanism can be mistrust by employees when managers are constantly watching them. This

is why using oral reports might be a better way to avoid misunderstandings and provide better feedback. The relationship between managers and staff will be better through this mechanism as well. Another way control is exercised is by the rules and regulations that apply in a certain organizational environment. The control of these policies might not always be enforced by managers but it is very important in order to create an efficient working atmosphere.

Most control mechanisms will be a combination of both qualitative and quantitative factors. A commonly used measure is the Balanced Scorecard method of control. “The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve external and internal communications, and monitor organization performance against strategic goals” (Balanced Scorecard Institute, 2008). This system combines both qualitative and quantitative elements of control and has become increasingly popular over the past few years.

Another mechanism that is commonly used among organizations in order to control their managers and workforce staff is called Management by Objectives, for short MBO (Besson et al., 2008). This control tool was mostly established after the Second World War when business size increased and many firms diversified. This control method assigns managers with individual objectives which are later checked for accomplishment. The pay these managers receive often depends on the status of accomplishment. Besson et al. aims specifically at sales management in this article, this means that sales quotas are for a large part the objectives they are assigned to. This means that especially the results matter, not so much the path towards these results. Besson et al. found that this fashion of controlling managers is not always the most efficient and wise way of doing business, since certain quota objectives cannot always be achieved. It was found by Besson et al. that two adjustments to the classic MBO model were necessary. Firstly, the pressure shouldn't be put solely on an individual, but should be managed more collectively. Management and employees should form a unite front in order to deal with the realization of specific targets. Secondly, and essential for this research, interpersonal relationships and trust should be of the utmost importance when trying to work on certain objectives. Managers should be constantly working on the improvement of the employee's motivation and commitment. Interaction between all levels in an organization is desired immensely, especially when considering the planning for certain objectives. Even when certain objectives haven't been accomplished, employees' motivation and effort should still be awarded (Besson et al., 2008). The complete MBO control system including the previously discussed adjustments, are used in this context in order to illustrate the immense

importance of a proper managerial behaviour towards subordinate staff. From this example can be concluded that a solely quantitative approach to management control is not sufficient. By looking at the adjustments needed for the MBO system, a qualitative side also had to be added for the system to be fully effective.

From these examples it can be concluded that control in an organization is desperately needed in order to be efficient and attain predetermined goals. The fact that not only abstract quantitative control systems are useful in exercising this control, but that also qualitative factors are significantly contributing to a successful control mechanism, is very essential for this thesis. It shows that the interaction between management and employees is most likely one of the most vital tasks managers face. The consequences of this interpersonal relationship can be immense and could lead to great advantages when properly exercised.

This explanation about the functions of management is focussed at showing the aspects of management but then especially the importance of managerial behaviour. The functions of leading and controlling stand out in this respect, because of their relation with the actual behaviour of managers towards their employees. After all, employees are a very essential asset in most companies and making sure that they perform their job properly is an issue that will always remain significant. As mentioned before, the two management functions leading and controlling contribute immensely to justifying a proper management- employee relation. That is why in the next chapter job commitment will be explained.

Job commitment

The fact that people have jobs and the need for these jobs in order to make a living for themselves and their families is quite obvious, but the way these people feel about their work is usually thought off at a later stage. The degree of happiness about their position in a company is a matter of countless variables, which will not be all considered in this research. What is important here is the amount of commitment to an employees' function and the role a company plays in establishing this. Commitment in a corporate environment by an employee usually belongs to the term "personal commitment" to their job in this case. Commitment to the job is defined as "psychological absorption in work activities" (Kanungo, 1979).

Commitment to an organization in general consists of three components. In this thesis the emphasis will be on the complete concept of commitment, but dividing commitment into the three components will give more insight in this concept. The three components are affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990)

First there is *affective commitment*, which is concerned with how a person feels about the organization they work in (Ellis & Dick, 2003). *Continuance commitment* is the extent to which a person perceives it would be desirable or undesirable to leave the organization (Ellis & Dick, 2003). Thirdly there is a *normative* part to *commitment* which deals with a person's moral orientation to the organization and then especially the sense of responsibility or obligation to their organization (Ellis & Dick, 2003). These components are all part of commitment to an organization but are independent, which means that when a person affectively committed to their firm, this does not have to be the same for normative or continuance commitment. From now on, job commitment will imply the whole concept of commitment and no distinction between commitment components will be made.

When talking about commitment to one's job, there are numerous determinants for the amount of this devotion. For example, the amount of stress or the turnover rates are commonly used measures to account for variation in a job commitment level. This thesis however focuses on two concepts that are strongly related to managerial behaviour on the one hand, and job commitment on the other hand. The first one is *motivation* of employees, since it is especially motivation that has strong ties with job commitment. It can be logically deduced that the more motivated a person is concerning their job, the more committed they will turn out to be. This quite linear relation will also be used at a later stage when taking into

account managerial behaviour. The different types of motivation will be touched upon in the next paragraph and will give a deeper understanding of this important concept.

The other concept that will be dealt with is the term *justice* which results from the perception of overall fairness in the workplace. The concepts justice and motivation are actually interrelated in a way, since the amount of fairness and thus justice is also related to the motivation of employees. These two concepts will serve to illustrate the importance of justice and managerial behaviour in the workplace. Some ways job commitment can be measured will be discussed at the end of this chapter, but first the emphasis will be on motivation. Justice and its effects on commitment will be discussed after the motivation part.

Motivation

Virtually every manager and/or organization values an employee who is committed to their job and this commitment is usually always linked to the amount of motivation a person holds. Motivation can be divided into two types, namely, *extrinsic* and *intrinsic* motivation. Both of these types are concerned with the way people feel about something, in this case their job, and how eager they are to perform their job correctly.

When a person is intrinsically motivated, they have the desire to engage in a certain activity for their own sake (Bénabou & Tirole, (2003). In this case people feel a certain urge to perform their task/ activity at hand without any interference or stimulation from the outside. They feel that they ought to do this for personal reasons only. The enjoyment people receive from working at a certain workplace for example can be an intrinsically motivated reason. Also desire for prestige or status is an important intrinsic motivator (Ellis & Dick, 2003). These pressures to do something really originate from inside a person's mind or character and are hard or sometimes impossible to change.

On the other side, extrinsic motivation is concerned with things that originate outside the person and that can produce certain desires and needs (Ellis & Dick, 2003). These extrinsic motivators are often based on rewards systems. Often, these extrinsic motivators are of a tangible kind, such as monetary bonuses or other financial re-enforcers. For this paper however, the extrinsic kind of motivation will be looked at mostly as intangible coming from managers. The pressure or influence managers apply on their staff, could certainly affect the amount of motivation a person has for their profession.

In Bénabou & Tirole, 2003, it is investigated that in the long run extrinsic rewards systems will actually decrease intrinsic motivation, but they do recognize external motivation coming from management can indeed increase intrinsic motivation. This of course, is a quite logical conclusion, since positive reinforcement from the outside managers or colleagues will work on the way employees feel about themselves and their competence. “If a person’s competence and self-determination are enhanced, his intrinsic motivation will increase” (Deci, 1975).

The fact that a manager can increase a person’s intrinsic motivation by first motivating extrinsically can of course serve as a great tool for management is the quest for improving job commitment. Motivation is therefore a key issue in job commitment and the linkage with managerial behaviour will be discussed more elaborately in the next chapter of this thesis.

Justice

If people are more content with their job, the general understanding is that these workers will also be more committed to accomplishing the tasks assigned by their superiors. The term that can be connected with this organizational devotion and the perception of fairness, is the concept of organizational justice. Especially this organizational aspect of justice will be highlighted in this thesis, since it is important for the motivation of an employee and their commitment to their job.

Organizational justice can be divided into procedural, distributive, and interactional justice. In this thesis the focus will be on procedural justice and to a lesser extent on distributive justice. Interactional justice will not be considered, since its impact on job commitment is less clear, but one might consider future research on this type of organizational justice. The other types of organizational justice will be explained in more detail in the subsequent paragraph by the use of an article on this topic.

A 2007 article about the impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment written by Lambert, Hogan, and Griffin, conducted empirical research in order to examine the work environment and the effects this has on the staff of a correctional facility. Especially organizational justice, consisting in this paper of distributive and procedural justice, and the impact these concepts

have on stress, satisfaction and *commitment* was looked at. “*Distributive justice* is concerned with the fairness of outcomes” (Lambert et al., 2007). This means that people look at what they have done and what they receive for that outcome or performance. Subsequently they weigh up whether or not this was done fairly in their opinion.

Workers don't only look at the outcomes, but also at the process that leads to these outcomes (Lambert et al., 2007). This is where *procedural justice* comes into play; this concept focuses on the methods or processes by which outcome decisions are made. Therefore, employees view this process of reaching an outcome at least as important as the outcome itself (Lambert et al., 2007). The results of their research on this topic showed that both distributive justice and procedural justice have a positive impact on a worker's commitment to an organization. Employees did relate procedural justice to a larger extent to commitment than distributive justice. If in a company the whole process of reaching a certain outcome is applied in a suitable manner, this then will result in an increased commitment to the firm. It might happen that an employee is dissatisfied with the way distributive justice has taken place, but remains committed to the organization if the procedural part of justice is perceived as being fair and just (Lambert et al., 2007).

The way this process takes place, is also affected by the management staff of the company. As discussed in the previous chapter, managers are able to have a significant effect on the attitudes of their employees. A proper, well organized management-style surely increases trust by subordinates when conveying a sound level of procedural justice. Note that the correlation between managerial behaviour and procedural justice is essential on the path to creating more commitment of employees to an organization. This result of course could have been expected but was proved in the research conducted by Lambert et al., 2007. Other determinants that play in this research a lesser role, but do contribute to a positive effect on job commitment are: “input in decision making, job autonomy, integration, instrumental communication, formalization, and organizational support” (Lambert et al., 2007). Here the terms that can be ascribed to managerial behaviour are: “perceptions of equitable treatment, trust in management, and quality of supervision” (Lambert et al., 2007). These concepts along with procedural justice are all meaningful to increasing job commitment.

Measuring job commitment

This paper will not go into great detail on how to measure the amount of job commitment holds, but a few remarks seem appropriate in this respect. The specific variable of commitment, and the actual strength of it, will be quite difficult to capture. In order to gain

some knowledge on this amount, one might look at the turnover rate in an organization or the percentage of absenteeism. A high turnover over rate might indicate dissatisfaction or low amounts of motivation. This might be concluded as indicating low job commitment. The same hold for a high percentage of absenteeism, since a constantly high amount of this measure could show a low factor of job commitment. Another way to measure commitment is by conducting surveys concerned with the perceptions of employees towards their job. These questions of course have to be specifically constructed to result in a correct view of the strength of a person's job commitment. There will be several other measures that can be used, but the ones discussed here give some insight on the topic of measuring job commitment.

The concept of job commitment and the two factors justice and motivation are of great essence of modern corporate life. Living in a world of greedy and selfish people, an employee with a significant affection for their job is one to hold on to. Such a staff member will by proper stimulation of management accomplish considerably more than a person who couldn't care less about their work. Job commitment is therefore a comprehensive issue that has to be constantly dealt with in organizations. It is especially the impact management can have on this aspect, with respect to their employees, that will become more obvious in the next chapter, when a connection will be established between managerial behaviour on the one hand and job commitment on the other hand.

The impact of Managerial Behaviour on Job Commitment

After discussing the concepts of managerial behaviour and job commitment separately and thoroughly in the previous two chapters, this current chapter will have a closer look at the relationship between managerial behaviour and job commitment and especially the role management can play in establishing job commitment will become clearer.

Several links between managerial behaviour and job commitment can be concluded when focussing on respectively Leading, Controlling, Motivation, and Justice. These concepts have been thoroughly discussed in the first and second chapter and therefore the link between managerial behaviour and job commitment will be explained.

Leading

The first chapter dealt with management and its functions and then especially leading and controlling. The emphasis in the leading function of management was on the type Transformational leadership. This type of leadership is long-term oriented and deals with trust and motivation between managers and employees. The connection to job commitment is easily made when considering Herold et al., 2008. In this article the focus is on the effects of transformational leadership on change initiatives. In order to perform this research, they conducted a multilevel study, with organizational commitment as one of the hypotheses control variables. Herold et al. found that transformational leadership is indeed positively related to organizational commitment. This finding supports the point made in chapter one, that managers and their functions indeed play a significant role in establishing job/ organizational commitment. This result should come as no surprise since; it is especially this type of leadership that is aimed at various determinants and factors related to commitment. These factors include motivation, trust, personal relationships, values, and several others.

Controlling

Not only leading is an important management function for job commitment, but controlling has also been shown to have an effect on job commitment. Two sides of controlling were examined, namely, a qualitative and a quantitative type. The commonly used control mechanism MBO (Management By Objectives) was investigated in Besson et al., 2007. This mainly quantitative control system was criticized by Besson et al. and they found that two major adjustments to this MBO system had to be made. As mentioned more elaborately in the first chapter, Besson et al. argued that the concepts of risk-sharing and interpersonal relationship & trust building had to be incorporated into the MBO system in order to complete the model. These adjustments were claimed to be necessary to add a

qualitative control tool to the mechanism. Especially the interpersonal relationship & trust building adjustment is vital in explaining the immense impact managerial behaviour can have on motivation of employees. As been discussed earlier, this motivation is strongly positively related to job commitment (Besson et al., 2007). Not only the MBO system shows the importance of the combination of both quantitative and qualitative control tools, but also various other system incorporate both of these sides, including the increasingly popular Balanced Scorecard system. On the whole, it seems reasonable to assume that the control function of management plays a distinct role in the creation and maintaining of job commitment.

Motivation

The second chapter dealt for a substantial part with the concept of motivation. From the two types of motivation, intrinsic and extrinsic, it became clear that extrinsic intangible motivation is important in explaining role of managers on employees. It is precisely this type of motivation that can actually cause an increase in intrinsic motivation of employees (Bénabou, 2003). When staff members are intrinsically motivated they experience a certain inner need to perform in the best way possible with respect to their job and will therefore create an increased amount of job commitment. The link between motivation and commitment is a quite clear one, in the sense that job commitment results from job motivation (Bénabou, 2003 & Besson et al., 2007).

Justice

Next to motivation, justice was also described in the second chapter as being an important determinant for job commitment. As mentioned before, the two types of organizational justice important in this thesis are procedural justice and distributive justice. In previous research it has been shown that especially procedural justice plays a large role in the establishment of job commitment. On the other hand, distributive justice was proven to be of lesser importance to the concept of job commitment (Lambert et al., 2007). Procedural justice is concerned with the manner by which an organization operates and highlights the core values displayed by the organization (Lambert et al., 2007). Especially this type of justice can be linked to the way employees are treated by management and with this, the role of managerial behaviour in creating job commitment seems to be established. The behaviour of management belongs to procedural justice which in turn leads to job commitment.

To conclude this third chapter has shown that there is an influential connection between managerial behaviour and job commitment. This link has been examined by the two main concepts from the first two chapters, namely, managerial behaviour and commitment. The most important management functions for this thesis, leading and controlling, were shown to be major determinants in the connection between managerial behaviour and job commitment. This also holds for the concepts motivation and justice, discussed in chapter two, since both these terms in fact build the bridge between managerial behaviour and job commitment.

Conclusion

This research was conducted with the intent to find out what exactly determines job commitment when looking at managerial behaviour. The quest for the answer to this question began by looking at management in general and the way managers perform their task in an organization. It became clear that in order to capture the concept of management, the four functions planning, organizing, leading, and controlling had to be considered. The first two were only touched upon briefly, since the main emphasis of this thesis was on leading and controlling. It seemed that especially leading most fully captured the essence of managerial behaviour, but that controlling was also indispensable.

In the second chapter the focus was on job commitment and the factors that determine this commitment. Although various other concepts exist in determining job commitment, for this research, motivation and justice seemed important to highlight. Both motivation and justice were dealt with in such detail that the relation with commitment could be rather easily derived.

The last part of the paper dealt with the role managerial behaviour plays in establishing job commitment. By taking into account the concepts discussed in the first two chapters, a connection between management's behaviour and commitment to one's job could be established. With the help of various articles dealing with the distinctive topics discussed in the chapters, an overall link between managerial behaviour and job commitment was developed.

Although the relationship between managerial behaviour and job commitment might sound obvious, finding factual ways to confirm this linkage proved to be harder than expected. From this research it can be concluded that the extent to which managerial behaviour influences job commitment is quite large on average. There certainly exists a positive relationship between a sound and proper management behaviour and the commitment of a person to their job. This should be a welcome result in a nowadays egocentric and chaotic corporate environment.

The connection between motivation and job commitment, although logically obvious, one could wonder whether a more in-depth examination of this relationship could be material for future research. Other than that, the topics of management and job commitment have been extensively researched, but especially the relationship discussed here concerning the management functions and job commitment could perhaps be developed more elaborately.

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