

A Study on the Effect of Commuting Distance on the Organizational Commitment

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ABSTRACT: Urbanization has led to a high rate of necessity to commute nowadays. Regardless of the other factors, sometimes employees have no choice but to commute to work. The aim of this paper is to study on how does the commuting distance affects the organizational commitment of an employee; whether it is the continuance, normative or affective commitment is affected.

Keywords: organizational commitment; commuting; commuting distance; work location.

INTRODUCTION

Over the decades, although organizational commitment and its factors has been a lot discussed by many scholars and academician, there are still some precedents remained untouched detailed and left to partial assumptions, for an instance whether or not commuting affects organizational commitment. I have hereby chosen to study on this aspect to fill the gap of knowledge in the field of Management Principles that I've found. The literatures collected and analyzed in this review are all in the form of journals and are all obtained from the online databases such as SCOPUS, Emerald and Science Direct. So far, in this literature review, more than 20 researches has been studied.

It is very important to know if the commuting affects an employee's organizational commitment because most of the employees nowadays commute quite a distance due to the urbanization and the level of organizational commitment of an employee has a high tendency to affect his or her productivities. A person is said to commute when he or she travels between his or her place of residence and place of work or full-time or even any regular travelling not on work reason on a daily or routine basis. Ignoring the aspect of commuting [1], an employee would have his own commitment component. An employee's level of productivity, other than very directly linked to the organization's purpose of establishment, is also very important to evaluate their performance at work. This topic or question has caught my interest because as we could see now, the world is undergoing dynamic changes. In today's world, where most people travels a lot to work be it on their own transport or public transport, I have a high confidence that it does affect the emotions of the employee [2] thus also affects the job satisfaction and organizational commitment indirectly [3]. A research on the transportation precisely for personal and social network has been conducted but so far as recorded until today, no precise research had been conducted on impact of commuting on organizational commitment [4].

The main objective of this research is to study whether commuting distance affects the organizational commitment of an employee and if it does how it affects. The objective of this work-literature review is to study and get a critical and detailed look at the already existing research that is relevant and in a way or another contributes to my research topic. It is also to show how these researches are linked to one and another and also how it relates to my research topic whilst revealing the knowledge gap realized.

For a better enhancement on the understanding on the trend of researches, the paper will be further structured into some segments; Organizational Commitment and Commuting.

1. ORGANIZATIONAL COMMITMENT

Organizational Commitment is said to be possessed when you're emotionally attached to an organization you belong to. It can be defined as how deep an individual recognizes an organization and is committed to its goal. As mentioned, this research proposed is to study the effect of employers' commuting distance on organizational commitment. Breaking it simpler is to study how does the distance that a worker has to travel to work on routine basis affects their commitment and attachment towards the organization they belong to. Based on the model of Meyer and Allen [5] the organizational commitment is comprised of three components which are the affective commitment, continuance commitment and normative commitment. Affective commitment is when you're affectionate towards your job, continuance on the other hand is commitment caused by fear of losing and normative commitment is commitment bounded due to obligation. An individual's commitment could be any of these. Until today, no research has precisely mentioned if commuting affects organizational commitment or into which category (affective, continuance or normative) would that commitment belong to if it is affected. Logically, even though commuting quite a distance, a person might still be affectively committed due to other factors such as job's nature. All these three commitment components develop in different ways. Continuance commitment is expected to develop in response to conditions that increases the cost of leaving, affective commitment is sensitive towards work experience and normative commitment is to develop resulting from social pressure [6]. Among the three commitments, it is stated that the affective commitment is the most solid and strong component of commitment. It appears that when an employee wants to get engaged with a course of action that they have emotional identification with, attachment to or shared values with their occupation, they become less sensitive to the perceived cost or obligations [7]. Commuting distance or any other factors may affect an employee's organizational commitment easily if he has normative commitment but will make least significant impact on those who are affectively committed, and a moderate implication on those whose commitment is a continuance commitment. This is not a proven statement but rather a derived assumption from proven theories, to test the solidity of the statement, the proposed research has to be conducted. To

gain the mostly claimed the best component of commitment; affective commitment, job satisfaction is important as it is causally antecedent to the organizational commitment [8]. When affective commitment is inculcated, it means the person would like or be attached to an organization out of his own will and this sort of commitment is difficult to be manipulated thus; stronger commitment with the organization has been bonded.

When the research is being conducted, which component of organizational influenced will be studied. However despite the research topic here, many values or factors that impact on the organizational commitment of an employee directly or indirectly has been studied.

In a community, stronger collectivist value results in stronger affective and normative commitment. In relative to normative commitment, the affective commitment is more positively related to the collectivist value. Power distance affects the organizational commitment at the normative commitment component. Stronger power distance creates stronger normative commitment - taking into consideration the national difference in culture [9]. Before the effect of collectivism and power distance were studied on organizational commitment, a study on the on value control has been conducted on Hungary (a less developed area) and the results were compared to the pattern of the findings of western country especially US. The mentioned study came out with a finding that states the degree of value control (locus of control) an individual have over their environment and the degree of which they experience control (managerial control mechanism) have no effect on organizational commitment but correlates with work-related alienation [10]. As this is a proven study finding in Hungary, another research conducted in Turkey in a way or another has a relation with it. Leaders are to possess internal locus of control compared to the followers or workers. As in the research conducted in Hungary, locus of control does not affect organizational commitment, but the research in Turkey has actualized the fact that internal locus of control increases the quality of leadership and the leadership, also organizational culture does impact the organizational commitment. Inspirational motivation and individualism considerate leadership style affects the affective commitment of an employee positively. Contingent reward has positive effect on both continuance and normative commitment. When an organization is run in such a way that goal clarity has been found to be associated with employees, it promotes normative commitment [11].

As time travels, sectors becomes more modern and knowledge expands, experts and academician believed that not only those who work under the organization be obliged under the organizational commitment but also the customers and clients [12]. Organizational commitment is not only meant for employees but also for the clients and customers where a customer that has organizational commitment shows their loyalty by repurchasing intention and actual repeat patronage behavior. It is learned that affective commitment rather than continuance commitment influences loyalty to a much higher degree The factor that increases the affective commitment mentioned here is through non-economic means such as communication, and the environment where else the continuance commitment meant here is to be gained by economic means such as loyalty discount card.

Researchers have also been conducted on the relationship of career mobility [13] with organizational commitment. Extent of relationship between mobility and commitment depends on the dimension of commitment being measured (affective, continuance and normative) and the type of mobility (external or internal). It is proven that external career mobility is negatively related with the normative commitment where else, affective commitment increases significantly after the move of both internal and external movers. Continuance commitment is proved to increase with the internal career mobility. The continuance commitment and normative commitment remains stable after change for both internal and external movers [14]. If analyzed, it has clearly been proven that many researches has been conducted on studying the aspects that affects organizational commitment no matter precisely any component of it or the whole of it, no matter attachment by worker or client.

2. COMMUTING

As the rate of urbanization increases and development of cities becomes rapid, the need for commuting also increases due to the distance increment. In the context of research topic proposed here, we shall understand the destination of the commuting we meant here as either workplace of place of work.

Throughout this last decade (2003 to 2013), many researches, and in fact in an inclining manner relating to commuting has been conducted especially on the effects and impacts of commuting. This trend in the frequency of researches relating to the commuting is clearly realized because of the urbanization factor.

Industries never stay constant, it always undergo advancement and dynamic. The advancement and changes sheltered on industries always ended up in chain reaction. Urbanization is one of those effects of industries advancement or even revolution. This urbanization issue here causes decentralization of jobs. Where this decentralization of job alters the urban spatial structure, commuting patterns and process. The job decentralization in a short or long term results in residential moves. Research has been conducted to study the relation between residential moves and job location, specifically studying the sensitivity of the household to the distance of commuting [15]. Previous research that this research conducted by William A.V. Clark has proven that longer commuting distance results in migration taken up as alternative for migration for dual-career household. This extended research on the previous research has proven that distance does matter and the households are acutely aware of the trade-off between distance to work and residential location.

On the other hand, a local research has taken place in Finland based on the average commuting distance where it studies the link between commuting distance and frequency, focusing on impacts of teleworking on commuting [16]. The study has indicated that teleworking has reduced the commuting distance travelled in Finland by 0.7% also that the probability of teleworking increases as the commuting distance increases. Commuting distance has been recorded to be increasing due to many reasons such as increasing property prices in central urban areas, traffic connections and political decisions. Under some statistical analysis, it is seen that people commuting in the range of 80km to 100km, their commuting frequency is affected whereas those commuting distance exceeds 100km, the common solution is to avoid daily commuting.

Again, in another research urbanization is involved in the study related to commuting. Car dependency reduction and sustainable mobility stimulation is believed associated with urbanization. The impact of commuting on these two phenomenon mentioned is studied through an analysis of workplace relocation. This study shows that work relocation does cause changes in mode of transportation chosen but insignificantly on the commuting time. The work relocation that increases the distance tends to increase the tendency of public on alternative which is using the public transportation though it increases the commuting time. It proves rather than reducing the commuting time, workers or public seeks better to maintain the commuting time within a certain acceptable value. Other than hand, there are people who prefer public transportation. Affective factors play a big role on choosing private transportation ignoring the other commuting factors [17] here in this research; it did touch a little about how affective commitment affects the commuting preference but did not go any detail. Research has also stated that habit has a strong effect on choosing commuting mode [18]. Despite habit, upon the work relocation, a research that studied the effect of work relocation for 5 years has proven the existence of commuting time tolerance in which it means that the strategy of commuting is to commute within an acceptable (tolerated) travel time [19].

Though the commuting tolerance is studied, a research was yet conducted to study the willingness to commute long-distance. The difference between this going-to-be-discussed and research and previously discussed research is that the previous research was conducted among already having long work experience worker or within workforce and due to work relocation whereas this research studies the willingness to commute long distance among the job seekers and conducted locally in Dalarna, Sweden. The willingness of individuals from different socio-economic situations and experience of unemployment is analysed. Other than status of employment, this research has also studied on the factors influencing willingness to commute longer distance (more than 40km), such as the gender, level of education, presence of children in the household, age and length of unemployment interaction, age and educational level and age and gender interaction [20]. Proven through this experiment was a lot of factors such as; men are more prone to long distance commutes compared to women and that old men are even more willing to commute longer distance in relative to the younger ones. Other than that, those with younger children at household are more willing to commute than those who do not have children or have older children because they are less willing to migrate to new places. Older people with longer experience of unemployment, due to their age nearing retirement, have reduced ambition and expectation for potential employment opportunities seems to have low willingness for long time travels to work place. The last but not least of the research was that highly educated people are more likely to travel longer for potential job compared to lower educated people.

Later on a research was conducted to study the effect of individual and organizational determination on the commuting behavior of workers. As commuting mode change is found out to be high-cost behavior [21], changeability of the commuting or travel mode was perceived to be relatively low irrespective of the individual's preferred mode of travel. It has also been studied that there is no uniform effects on the employer choice of commuting mode by the financial incentives because of personal income and the strength of their attitude. The difference in organizational focus was related to the time loss and travel frequency tolerance. After some analysis, it was found that the frequency negatively related to the worker's attitude towards business trip [22] but no research has yet been conducted to study the relation between the commuting distance on the organizational commitment. Also found out was behavioral level might be the result of different underlying dynamics [22].

There are many other researches involving commuting has been conducted in the recent decade but just a few were conducted in the field of organizational psychology.

3. CONCLUSION

Reviewing all these previously done researches throughout this recent decade, it can be seen that some of the researches done has simply or just touched the surface of what is proposed to be researched here. Many aspects, impacts and effects of organizational commitment have been discussed but coming to the commitment, it has merely touched the surface; a detailed research has to be conducted. On the other hand, if analyzed, the trend of the studies carried on on commuting, from operational field has increasingly been carried out in the field of organizational and industrial psychology. Anyhow, an in-depth research involving organizational commitment is yet to be done. If these emptiness or weakness could be overcome, then the organization would know and make better decision on work relocation and location decision regarding branches launching.

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