

"ADHERENCE TO THE COMPANY'S VALUES AS A FACTOR OF ORGANIZATIONAL ORGANIZATIONAL INVOLVEMENT"

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ABSTRACT

The intensity of competition is driving companies to leverage their values and identity not only to position themselves in the market but also to acquire effective human resources. But the objective of HRM is not limited to recruitment but extends to employee engagement. Thus, the question arises as to how corporate values influence organizational commitment.

Based on the hypothesis that employees' adherence to the company's values generates their organizational commitment, this work aims to analyze the dependence between these two variables by means of an opinion survey of 100 employees.

Keywords: Human resources management, Employees, Values, Involvement, Organization.

INTRODUCTION

In a context characterized by strong competitiveness and a turbulent environment, human resources, which are the main resources of the company, should not feel left behind and have the feeling of being safe even when facing these changes with consequences in the internal organization. For this reason, nowadays Human Resources Managers try to use and find the necessary means to develop employees' attitudes at work, especially in terms of involvement. Among the positive attitudes most considered to easily adapt employees, the need for involvement is a tool to cope with the situation and maintain a good productivity. This new concept of management and human resources management appeared in the 80's following the evolution of the managers' way of thinking, it should renew our approach of the attitudes and individual behaviors in the company.

Involvement refers to an outgrowth of research on attitudes at work, and the details on involvement all seek to characterize the links between an individual and the organization in which he or she works (**Morrow, 1983**).

However, the involvement of employees can vary from one individual to another, as each person decides to get involved due to factors that are also specific to them or necessary, one does not involve people but they decide to get involved to such a degree. On the other hand, this involvement is based on a contradiction of ethics linked to a strong probability of adhesion of the people in the company and will then lead these last ones to a dependence towards the company even a submission.

But the problem that arises is to know how the company's values influence organizational commitment?

Based on the hypothesis that adherence to corporate values leads to organizational commitment, this research aims to analyze the importance of adherence to corporate values in the organizational commitment of employees through a survey in the form of an opinion poll among a sample of 100 employees. In-depth statistical analyses of the results and correlation tests will serve as a basis for testing the dependency between the variables.

I- CONCEPTUAL BASIS

Talking about involvement often brings us back to organizational involvement, even if there are several forms, because it is the most studied and analyzed compared to the other concepts (**Thevenet, 1996**). Indeed, some research shows that organizational commitment, which characterizes the attitudes towards the organization, is highly likely to influence the organization's performance (**Wright, 2005**). In management science, this concept has always been developed consistently in human resource management that completed diversified research and opened up antecedents and consequences of organizational commitment. The authors have defined this concept based on two approaches: attitudinal or behavioral. Indeed, organizational commitment is a rather evocative expression: it produces the image of a dedicated, loyal individual, systematically doing more and better than what is asked of him. The involved employee would adhere unconditionally to any directive issued by the organization, while spontaneously producing all the behaviors that the organization may wish.

Organizational commitment is defined as a psychological state characterizing the link between an individual and the organization that employs him (**Allen M., 1991**). It therefore represents a predisposition to act and is the result of exchanges and reciprocal expectations between the individual and the organization; this involvement is a process (**Jarnias, 2005**). In general, involvement in the professional sphere can therefore be defined as a positive and negative force associated with different states of mind that guides an individual's behavior at work.

It characterizes the relationship between the employee and the organization as well as recommending actions, means to act on it or to develop it, in this case there should be an interaction between these two. The organizational involvement intervenes in two approaches, if it is attitudinal it is that it corresponds to the psychological process by which the individuals envisage the nature of their relations with their organization, their manager, their work. On the other hand, behavioral involvement is a process by which the behavior of individuals is linked to the organization, their manager, their work. Therefore, the attitudinal approach focuses on the antecedents and consequences, whereas the behavioral approach focuses on the conditions of repetition of a behavior and its effects on the attitude (**Vandenberghe & Landry, 2007**).

Organizational involvement is evaluated in three dimensions: affective, calculated and normative involvement.

- Affective organizational commitment: an approach that explains an individual's affective feeling towards his or her company, where a psychological or attitudinal dimension is present. It is defined by the identification with the values of the organization, the commitment to the achievement of its objectives and the affective attachment to it. In this concept, the employee's link to his or her organization is at an abstract level that has the effect of removing any form of personal interest other than interest in the company (**Paille, 2004**)

- Calculated organizational commitment: This is a cognitive and rational attitude, and is therefore defined as a rational dynamic internal to the subjects. It is an approach explained by the costs where the involvement of an individual is therefore none other than the result of the costs that he associates with his departure from the company, i.e. based on the calculation. That is to say that the individual is attached to his organization by the feeling of developing investments that are likely to be lost by leaving the latter.

- Normative organizational commitment: an approach that focuses on the moral obligation to stay with the company, which means that the employee is pressured to act in the direction of the organization's goals and interests and to do so. There is no profit to be made but because it is good and moral to do so (Wiener, 1980). This involvement can be translated into the value of work ethic and translates the employees' decision to stay in the organization as a duty.

According to the authors who issued the three-dimensionality of the concept indicated that the calculated and normative dimension are the attitudes towards a specific form of behavior of an individual i.e. that comes from oneself while the affective dimension explains the connection of the individual with the organization.

According to **Porter (1974)**, organizational commitment is characterized by three elements: a strong belief in and acceptance of the organization's values and objectives, then a willingness to make considerable efforts on behalf of the organization and finally a desire to remain a member of the organization.

Angle and Perry's model (1981), also approaches involvement in two dimensions: involvement in supporting organizational goals, which is the feeling linked to the sense of organizational belonging, adherence to values, and involvement in maintaining organizational membership, which reflects more of a reasoned connection.

Mayer and Schoorman (1992), also propose two dimensions: the motivation to produce based on the belief and acceptance of the goals and values of the organization as well as the motivation to participate, i.e. the involvement of continuity which designates the desire to remain a member of the organization

And finally, **O'Reilly and Chatman (1986)**, affirm that the psychological attachment felt by a person for his organization is presented under three dimensions: submission, identification, internalization or internalization. It reflects the degree to which they internalize and adopt the characteristics or perspectives of their organization.

II-RESULTS

According to the objective of this research, the following results will focus mainly on the employees' adherence to the company's values and their degree of organizational involvement.

2.1 Employee adherence to company values

The table below shows the trend in the responses of the respondents to the items characterizing their adherence to the company's values.

Items with an average frequency of less than 3 indicate that the majority of employees tend to disagree with the statements made. Items with a mean frequency of 3 or more show that overall, they agree with the characterization.

Table 1: Frequency of response modalities on employees' adherence to company values

VARIABLES	ITEMS	MEDIUM	ECART-TYPE
Adherence to the company's value	- Personal/ Business Value	2,85	0,75
	- Pride of Identification	3,10	0,79
	- Loyalty	3,40	0,60

Source: Authors, 2022

To carry out relevant analyses, reliable measuring instruments are needed first and foremost, which is why preliminary tests were essential. This is marked by two procedures: factor analysis and reliability analysis. The objective is to see which items are really suitable and should be retained to test the research hypothesis.

The exploratory factor analysis on the employees' adherence to the company's values evoked the following tables, three analyses were also performed:

Table 2: KMO Index and Bartlett Test

Precision measurement of Kaiser-Meyer-Olkin sampling.		,705
Approximate chi-square		22,931
Bartlett's sphericity test	Ddl	3
Significance of Bartlett		,000

Source: Authors, 2022

This table above shows a chi-square of 22.931 with a p-value of 0.000 which is highly significant as it is well below 0.05. The KMO test for this variable shows a strong value equal to .705 which is close to 1. The KMO test for this variable reflects a strong value equal to .705 which is close to 1. In sum, therefore, the data are factorable and the analysis can be continued.

Table 3: Total Variance Explained

Composante	Initial eigenvalues	Extraction Sum of squares of the selected factors	Sum of squares of the factors used for the rotation

	Total	% of variance	% cumulated	Total	% of variance	% cumulated	Total	% of variance	% cumulated
1	2,295	76,497	76,497	2,295	76,497	76,497	1,650	55,006	55,006
2	,451	15,036	91,533	,451	15,036	91,533	1,096	36,527	91,533
3	,254	8,467	100,000						

Source: Authors, 2022

All the three factors of this variable are all appropriate to the study as seen earlier with 91.533% of the cumulative data. This explains that the model is explained by 91.53% of the information received because it is above 60% so the result is very relevant. The first component of which the connection between the personal value of an employee to his company contributes to the explanation of the model with 55.06%. Thus the second, the pride of identification of an employee to his company explains the model to 36.52%.

Table 4: Quality of representation

	Initial	Extraction
Do you find that your personal values are very similar to those of the company?	1,000	,861
At what level are you proud to tell others that you work for the company?	1,000	,887
Do you have a loyalty to the company?	1,000	,998

Source: Authors, 2022

As said before, the adherence to the value of the company, the items grouped into 3 dimensions. In this table, the value of the extraction will be assessed to determine the relevance of each dimension.

- First, the first factor groups the items related to the "Personal value-company value" dimension of value adherence. We have an extraction value equal to 0.86 which is well above 0.5 which is very suitable and proves that the data are in agreement.

- Then, the second factor grouping the elements related to the dimension "Pride of identification" having an extraction value of 0.87 also higher than 0.5, which means that the data are reliable too.

- After that, the third factor grouping the items related to "Loyalty". The extraction value of this dimension is 0.99, which is sufficiently higher than 0.5, which once again demonstrates the relevance of the data collected.

The reliability analysis of the dimensions of adherence to enterprise value was done as follows

Table 5: Summary of reliability statistics

Dimensions	Alpha of Cronbach	Initial number of items	Number of items selected
Adherence to value			

Personal value / company value	,717	4	3
Pride of identification	,750	4	3
Loyalty	,852	4	3

Source: Authors, 2022

According to this table, the interpretation will be fixed on the Cronbach's alpha to see if the grouping was objective. For the dimension of "Personal Value/Company Value", it is equal to 0.71 which is higher than 0.7 ($0.71 > 0.7$), proving that the selected items are accurate.

For the dimension of "Pride of identification", the Cronbach's indicator is evaluated at 0.75 which is higher than 0.7 ($0.75 > 0.7$) also showing that the items are reliable.

Finally, for the "Loyalty" dimension, Cronbach's alpha is 0.85, higher than 0.7 ($0.85 > 0.7$) justifying the reliability of the items in this dimension.

2.2 Level of organizational involvement

As with the first variable, the following table shows the trend in respondents' answers regarding their organizational involvement.

Table 6: Response patterns on organizational involvement

VARIABLES	ITEMS	MEDIUM	ECART-TYPE
Involvement organizational	- Career	2,75	0,91
	- Involvement - problem	3,20	0,70
	- Emotional bonding	3,05	0,76
	- Sense of attachment	3,00	0,79
	- Staying a member	2,70	0,80
	- Cost to leave	2,55	0,69
	- Willingness to leave	2,45	0,69
	- Staying by need	2,25	0,97
	- Duty to stay	1,75	0,55
	- Guilty - left	2,45	0,76
	- Moral obligation	2,15	0,59
	- Personal meaning	2,90	0,45
	- To give one's best	3,10	0,72
	- Sense of belonging	3,15	0,75
- Note of involvement	3,60	0,94	

Source: Authors, 2022

Same interpretation as the first variable, the items having extracted a mean frequency clearly lower than 3 means that the majority of employees tend to disagree with the assertions made and those having extracted a mean frequency equal to or higher than 3 show that overall, they agree with the assertion.

It is also essential to validate this dependent variable while maintaining the same steps as for the first variable.

In order to proceed with the factor analysis, all the items of the organizational involvement dimensions were taken into account in order to carry out the following three analyses.

Table 7: KMO Index and Bartlett Test

Precision measurement of Kaiser-Meyer-Olkin sampling.		,668
Chi-square approximate		160,033
Bartlett test of sphericity	Ddl	91
	Bartlett's significance	,000

Source: Authors, 2022

The Chi-square has an approximate value of 160.033 and a degree of freedom of 91. The p-value is equal to 0.000 which is sufficiently less than 0.05. The KMO indicates a value equal to 0.66 which is close to 1. In general, the data for this variable are therefore factorial and the analysis can continue.

Table 8: Total Variance Explained

Composante	Initial eigenvalues			Extraction Sum of squares of the selected factors			Sum of squares of the factors used for the rotation
	Total	% of variance	% cumulated	Total	% of variance	% cumulated	
1	5,983	42,733	42,733	5,983	42,733	42,733	5,355
2	2,159	15,425	58,157	2,159	15,425	58,157	3,737
3	1,379	9,847	68,004				
4	1,137	8,124	76,129				
5	,832	5,944	82,072				
6	,686	4,897	86,970				
7	,544	3,882	90,852				
8	,416	2,970	93,822				
9	,286	2,045	95,867				
10	,223	1,596	97,463				
11	,159	1,136	98,598				
12	,077	,549	99,147				
13	,069	,491	99,638				
14	,051	,362	100,000				

Source: Authors, 2022

This table shows that two factors are retained. The set explains the model at 58.157%. The result is not relevant enough because it is less than 60%. To deepen, only 42.733% of the first factor focused on the career of employees explains the model and 15% of the second factor which is none other than the situation of an employee in relation to the problems of the company.

Table 9: Quality of representation

	Initial	Extraction
Are you happy to spend the rest of your career with the organization?	1,000	,490
Can you tell us how involved you are with the company's with the company's problems as your own?	1,000	,646
To what level are you emotionally connected to the company?	1,000	,679
At what level do you feel a strong sense of attachment to the company?	1,000	,695
Is remaining a member of the organization important to you?	1,000	,563
Would it cost you to leave the organization?	1,000	,727
At what level is it too hard for you to leave the organization even if you wanted to?	1,000	,570
Do you stay in the organization because you need it	1,000	,521
you need it for financial or food reasons?	1,000	,579
At what level is it a duty for you to stay in the company a duty to you?	1,000	,485
Will you feel guilty if you leave the the organization?	1,000	,195
Do you feel a moral obligation to stay in your organization?	1,000	,511
At what level do you have personal significance to your company?	1,000	,700
Does the company allow you to be the best you can be?	1,000	,781

Source: Authors, 2022

According to this table, the items can be grouped into 4 dimensions:

- The first factor groups the items related to affective involvement. Of the 5 items, 4 are retained with an extraction value higher than 0.5.

- The second factor groups the items related to the calculated involvement. Of the 3 items mobilized, all are retained because their extraction values are higher than 0.5.

- The third factor groups the items related to the normative involvement. Of the 3 items mobilized, 2 are retained because their extraction values are higher than 0.5.

- Finally, of the 4 items mobilized in the organizational involvement in general, 3 are retained. The extraction values are sufficiently higher than 0.5, which proves the relevance of the items.

Now, this analysis is used to determine if the instruments previously used in the study of this last variable are relevant. Thus, Cronbach's Alpha allows us to confirm the results obtained previously in the organizational involvement.

Table 10: Summary of reliability statistics

Dimensions Involvement	Alpha of Cronbach	Initial number of items	Number of items selected
Affective involvement	,818	4	3
Calculated involvement	,774	4	4
Normative involvement	,729	4	4
Organizational involvement	,824	4	3

Source: Authors, 2022

By removing the weak item in the affective involvement, the Cronbach's alpha of this dimension became 0.81 higher than 0.7 ($0.81 > 0.7$) which means that the two retained items allow to continue the studies.

Then for the dimension of calculated involvement, all the items are retained and give a Cronbach's alpha equal to 0.77 ($0.77 > 0.7$) showing that the items are reliable.

As for the normative dimension, it is 0.72 which is higher than 0.7 ($0.72 > 0.7$) proving that the retained items are accurate for this dimension.

Finally, the organizational involvement, which includes 3 items, shows a Cronbach's alpha of 0.82 which is clearly higher than 0.7 ($0.82 > 0.7$), justifying the reliability of the items.

III- DISCUSSION

La validation de notre hypothèse supposant que l'adhésion des employés aux valeurs de l'entreprise engendre l'implication organisationnelle se fait par l'analyse des corrélations entre la variable dépendante et celle explicative.

Tableau 11 : Corrélations entre les variables

		IO AFFECTIVE	IO CALCULEE	IO NORMATIVE
VALEUR PERSO – VALEUR ENTREPRISE	- Corrélation Pearson Sig (bilatérale) N	,584** ,001 20	,718** ,000 20	-,706 ,001 20

FIERTE IDENTIFICATION	-	Corrélation Pearson	,627**	,818**	-,780
	-	Sig (bilatérale)	,003	,000	,000
	-	N	20	20	20
LOYAUTE	-	Corrélation Pearson	,551*	,514*	-,685
	-	Sig (bilatérale)	,002	,000	,001
	-	N	20	20	20

*: La corrélation est significative au niveau 0,05 (bilatéral)

** : La corrélation est significative au niveau 0,01 (bilatéral)

Source: Authors, 2022

D'après ce tableau, le rapprochement de la valeur personnelle avec celle de l'entreprise est fortement corrélé avec l'implication affective et l'implication calculée et non avec l'implication normative. Les corrélations respectives sont de (0,584 et 0,718 qui sont significatives, affirmés par les p-value qui sont toutes inférieurs à 0,005).

La fierté d'identification d'un salarié est aussi corrélée avec les 2 dimensions de l'implication organisationnelle dont l'implication affective et l'implication calculée. Les corrélations sont de 0,627 et de 0,818 avec un p-value inférieur à 0,005. Tandis qu'elle n'y a pas de relation avec l'implication normative car la corrélation est négative. Ensuite la loyauté, elle est corrélée avec les deux premières dimensions de l'implication organisationnelle avec une corrélation de 0,551 et de 0,514. Elles sont toutes significatives car les p-value sont inférieur à 0,005.

L'hypothèse est donc vérifiée pour l'implication affective et l'implication calculée car l'implication normative n'est pas en corrélation avec les caractérisations de l'adhésion aux valeurs d'entreprise.

CONCLUSION

Dans le but d'analyser l'importance de l'adhésion des employés aux valeurs de l'entreprise dans leur implication organisationnelle, cette étude s'est basée sur l'analyse des résultats d'enquête par sondage d'opinion au près d'un échantillon de 100 employés. Les différentes techniques statistiques d'analyses partant de l'analyse factorielle et de l'analyse de corrélation permettent d'affirmer que l'implication affective et l'implication calculée des employés sont affectées par l'adhésion aux valeurs de l'entreprise. Ce qui n'est pas le cas pour l'implication normative qui se présente sous forme d'obligation de rester.

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APPENDIX

Table 12: Sample Characteristics

Variables	Modality	Frquency (%)
GENRE	Men	50
	Female	50
AGE	25 to 35 years old	15
	36 to 40 years old	35
	40 years and olde	50
DEPARTMENT	Human Resources	20
	Administrative and financial	25
	Technical	25
	Marketing and communication	30
FORMER POSITION	Less than 5 years	30
	5 to 10 years	50
	10 years and more	20
FORMER COMPANY	Less than 5 years	20
	5 to 10 years	55
	10 years and more	25