Document Title: **Organisational Commitment in the Slovenian Police Force**

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Document No.: **207996**

Date Received: **December 2004**

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ORGANIZATIONAL COMMITMENT IN THE SLOVENIAN POLICE

The first part of the paper presents the theoretical background, dimensions, antecedents, and the measurement of organizational commitment. The next part presents the results of a survey on a sample of 389 police officers in Slovenia. The results show that the level of organizational commitment is shaped by the majority of managerial and job characteristics and by some of the demographic factors (i.e., age, marital status, organizational and position tenure). With the influence of managerial and job characteristics, 60 percent of the variance can be explained. Organizational commitment is negatively associated with turnover.

INTRODUCTION

Many successful organizations often claim that their employees are their greatest asset and agents of their success. When discussing an organization's functioning, we often encounter notions, such as turnover, absenteeism, organizational effectiveness, organizational efficiency, job performance, etc. However, the notion of organizational commitment is often overlooked, although it is of great importance to organizational functioning. Given the fact that police officers usually work in unpredictable situations where they often experience stress and frustrations, police managers must ask themselves if they do enough to nurture the police officer's allegiance towards organizational goals and values.

The present study seeks to examine the influence of demographic, managerial and job characteristics on the organizational commitment level and, consequently, on the turnover rates at the Police Directorate in Ljubljana.

THEORETICAL BACKGROUND

When discussing what is meant by the term organizational commitment, we usually relate this concept to some kind of psychological connection between the organization and its employee. But the concept of organizational commitment is more complex phenomenon and cannot be examined from only one perspective. There are many theories relating to the concept of organizational commitment. In this paper we mention only the most important.

On the general level, the notion of organizational commitment can be distinguished as a 'viewpoint' and as a 'behavior' (Mowday, 1982, cit. in Haarr, 1997). The former represents an individual's identification with organizational goals and the willingness to work in order to achieve them. The latter means behavioral implementation of the former.

Mowday, Porter and Steers (1974: 604) define organizational commitment in terms *'of the strength of an individual's identification and involvement in a particular organization'*. Mowday et al. (1974) identify three characterizing factors:
a)   *A strong belief in and acceptance of the organization's goals and values.*
b)   *A willingness to exert considerable effort on behalf of the organization.*
c)   *A definite desire to maintain organizational membership.*

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O'Reilly and Chatman (1986, cit. in Mowday, 1998: 390) argue that the bond between an employee and the organization could take three forms: compliance, identification and internalization.

Brewer (1996) describes organizational commitment (OC) as a phenomenon which represents more than a contractual obligation or an exchange between middle managers and employees. OC is a complex phenomenon which cannot be equated merely with obedience or a decision to remain with a specific employer. Therefore, OC is the extent to which employees identify with their organization, managerial goals and show a willingness to invest effort, participate in decision making, and internalize managerial values (*ibid*). Mihelčič (2003: 4) argues that commitment incorporates strategic, organizational and human resources, which are so valuable, rare and very difficult to imitate or substitute.

Many authors (Camillery, 2002; Mathieu and Zajac, 1990; Meyer and Allen, 1997) argue that OC has a great impact on job performance, absenteeism, turnover and tardiness.

Allen and Meyer (1990) contend that commitment refers to a psychological state that binds the individual to the organization. Furthermore, Meyer and Allen (1997) argue that being committed to an organization lead people to stay on their jobs and to show up when they are supposed to. However, committed employees demonstrate a great willingness to share and make sacrifices for the organization to thrive. Based on the authors findings, the level of OC has a predictable value of the individual's action in the future (e.g. job performance, turnover, etc.) (*ibid*). Mathieu and Zajac (1990) go even further in their assertion that a more committed employees show more extra-role behavior, such as creativeness and innovativeness, which are often what keeps an organization competitive.

Like the above mentioned authors, Debois et al. (1997; cit in Suliman and Iles, 2000: 407) have argued that the level of OC is the driving force behind an organizational performance. Camilleri (2002: 5) contends that *'OC of managers and other employees is essential for the survival and effectiveness of large work organizations because the fundamental responsibility of management is to maintain the organization in a state of health necessary to carry on its work'*. Therefore, OC has potentially serious consequences for overall organizational performance (*ibid*). Quinn (1988, cit in Mihelčič, 2003: 5) offered a list for assessment of organizational performance, which included six indicators, commitment being on of them.

Understanding the true nature of OC was and still is problematic for managers. Understanding the nature and elements of OC has important implications in forming a human resource strategy (Dick and Metcalfe, 2001). By reviewing the Slovenian literature, we can ascertain that the concept of OC has not been systematically researched yet. Understanding the processes of OC has a great impact on employees, organization and on a society as a whole (Mowday, 1982, cit. in Mathieu and Zajac, 1990). OC refers to various aspects of the work organizations, such as job satisfaction, job challenge, managerial strategy, decentralization of authority, rewards, resource deployment, etc.
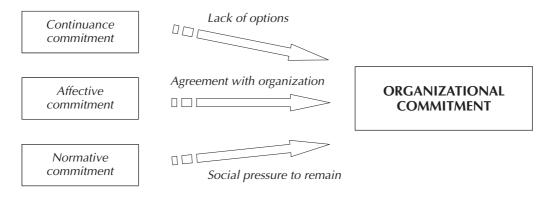
TYPES (DIMENSIONS) OF ORGANIZATIONAL COMMITMENT

In this section, we review some basic types (dimensions) of OC. There are various concepts of OC. Mathieu and Zajac (1990) distinguish between OC as an attitude, continuance, normative and other forms of commitment. Suliman and Iles (2000) distinguish between OC as an attitude, behavioral, normative and multidimensional com-

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mitment. Allen and Meyer (1990) distinguish between affective, continuance and normative commitment.

The most frequently researched type of OC is the commitment as an attitude, which was differentiated by many scholars (Allen and Meyer, 1990; Mowday, 1998; Camilleri, 2002; others) into three main types (dimensions): affective, continuance and normative commitment.

Figure 1. Three kinds of organizational commitment. (Source: Meyer & Allen, 1997: 104)

AFFECTIVE COMMITMENT

The affective or emotional commitment refers to an individual's emotional attachment to organization. Camillery (2002) argues that the affective commitment refers to an individual's emotional attachment in the connection to individual's identification and interference with organization. Meyer and Allen (1997: 105) define affective commitment as:

> *'The strength of people's desires to continue working for an organization because they agree with its underlying goals and values. People feeling high degrees of affective commitment desire to remain in their organizations because they endorse what the organization stands for and are willing to help it in its mission'.*

Many authors (e.g., Camilleri, 2002; Meyer and Allen, 1997) agree that affective commitment is the most important and valuable dimension. When reviewing this kind of commitment, an interesting question arises – how to improve the affective commitment? Meyer and Allen (1997) contend that commitment may be enhanced by enriching jobs, by the employees having greater autonomy in doing their job, by receiving more feedback about their work, by aligning the interests of the company with those of employees, and finally, by recruiting and selecting newcomers whose values closely match those of the organization. Camilleri (2002) contends that the affective commitment is more difficult to attain, compared with a continuance or normative commitment, because it is connected with values such as high level of job satisfaction and high motivation towards better organizational effectiveness.

CONTINUANCE COMMITMENT

A continuance commitment can be easily determined as a commitment connected with cost that the employee associates with leaving the organization (Camilleri, 2002). Kanter (1968; cit. in Suliman and Iles, 2000) describes continuance commitment as *'a profit associated with continued participation and a cost associated with leaving'*. Mowday (1998) adds that individuals compare the costs of leaving with the awards for

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ongoing participation in organization. There are many other definitions of continuance commitment which do not differ much from the above mentioned definitions. Meyer and Allen (1997: 104) define continuance commitment as *'the strength of a person's desire to remain working for the organization due to his or her belief that it may be costly to leave'*. Authors contend that today's continuance commitment is not as high as it used to be, because people traditionally sought their jobs that would offer them life time employment (*ibid*).

NORMATIVE COMMITMENT

The third type of organizational commitment is a normative commitment. Wiener (1982, cit. in Allen and Meyer, 1990:3) defined the normative commitment as the *'totality of internalized pressures to act in a way which meets organizational goals and interests'*. Based on that assertion, individuals exhibit behaviors solely because of their belief that it is 'right' and moral thing to do (*ibid*). Mowday (1998) argues that normative commitment comprises obligation for an individual to remain a part of the organization. Meyer and Allen (1997) found that normative commitment ties with the employee's feelings, who feel an obligation to remain in the organization primarily because of the pressures from others. The authors believe that individuals with high levels of normative commitment are greatly concerned about what others would think of them for leaving.

However, Allen and Meyer (1990) argue that normative commitment is primarily influenced by the individual's experiences and by the organizational socialization at the entry in the organization. Affective, continuance, and normative commitment provide us with a valuable insight to our understanding of an organization-employee linkage; and the broader understanding of this linkage is only possible by a simultaneous discussion of all dimensions.

Suliman and Iles (2000) acknowledge another approach, which emphasizes that organizational commitment does not simply develop itself solely from affective, continuance or normative commitment, but by the combination of all three.

ANTECEDENTS, CORRELATES, AND CONSEQUENCES OF ORGANIZATIONAL COMMITMENT

In this part, we review variables connected with organizational commitment. Most comprehensive presentation of organizational commitment variables is given by Mathieu and Zajac (1990) in their meta-analysis of antecedents, correlates and consequences of organizational commitment. They performed 48 meta-analyses in which they discovered 26 variables classified as antecedents, 8 as consequences and 14 as correlates.

Brewer (1996) argues that the level of organizational commitment is connected with various dimensions of work organizations, such as the satisfaction with work context,[1] challenging work and managerial strategy (e.g., delegation of authority, participation and feedback, providing adequate awards, and working conditions).

Suliman and Iles (2000) researched relation between organizational commitment and work climate[2] and their relation to job performance. They discovered that the concept of organizational commitment was a multi-dimensional concept in which affective, continuance and normative commitment were positively connected with job performance. Furthermore, they discovered that an 'overall' OC had greater impact on job performance compared to its single dimensions.
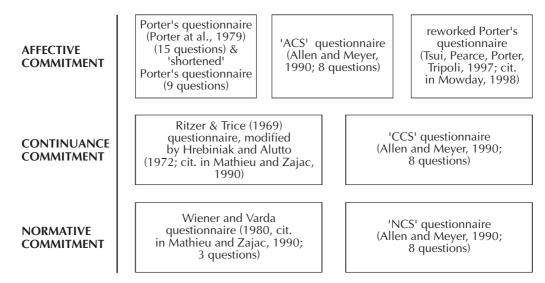
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ANTECEDENTS

Personal Characteristics
? Age
? Gender
? Education
? Marital Status
? Position Tenure
? Organizational Tenure
? Perceived Personal Competence
? Ability
? Salary
? Protestant Work Ethic
? Job Level

Role States
? Role Ambiguity
? Role Conflict
? Role Overload

Job characteristics
?: Skill Variety
?: Task Autonomy
?: Challenge
?: Job Scope

Group/Leader Relations
?: Group Cohesiveness
?: Task Interdependence
?: Leader Initiating Structure
?: Leader Consideration
?: Leader Communication
?: Participative Leadership

Organizational Characteristics
?: Organizational Size
?: Organizational Centralization

CORRELATES

Motivation
? Overall
? Internal
? Job Involvement
? Stress
? Occupational Commitment
? Union Commitment

Job satisfaction
? Overall
? Intrinsic
? Extrinsic
? Supervision
? Co-Workers
? Promotion
? Pay
• Work Itself

CONSEQUENCES

Job Performance
? Other's Ratings
? Output Measures
? Perceived Job Alternatives
? Intention to Search
? Intention to Leave
? Attendance
? Lateness
? Turnover

ORGANIZATIONAL COMMITMENT

Figure 2: Classification of antecedents, correlates and consequences of OC. (Source: Mathieu & Zajac, 1990: 174)

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Organizational commitment has been defined and measured in various ways. Allen and Meyer (1990) conclude that relatively little attention has been given to the development of measures of commitment that conform closely to organizational commitment's definitions. Besides the Porters' 'Organizational Commitment Questionnaire – OCQ', relatively little attention has been dedicated to the development and psychometric evaluation of commitment measures (*ibid*).

Figure 3: Chronological development of organizational commitment measures

AFFECTIVE COMMITMENT	Porter's questionnaire (Porter at al., 1979) (15 questions) & 'shortened' Porter's questionnaire (9 questions)	'ACS' questionnaire (Allen and Meyer, 1990; 8 questions)	reworked Porter's questionnaire (Tsui, Pearce, Porter, Tripoli, 1997; cit. in Mowday, 1998)
CONTINUANCE COMMITMENT	Ritzer & Trice (1969) questionnaire, modified by Hrebiniak and Alutto (1972; cit. in Mathieu and Zajac, 1990)	'CCS' questionnaire (Allen and Meyer, 1990; 8 questions)	
NORMATIVE COMMITMENT	Wiener and Varda questionnaire (1980, cit. in Mathieu and Zajac, 1990; 3 questions)	'NCS' questionnaire (Allen and Meyer, 1990; 8 questions)	

We can see that the **affective type** of OC has been studied most frequently. When measuring the affective dimension, Porter's OCQ questionnaire (Porter et al., 1979; cit. in Mowday, 1998) was most frequently used. This questionnaire contains 15 questions, among which 6 are reverse scored. Meyer and Allen (1991, cit. in Mowday, 1998) argued that the OCQ treated OC as one-dimensional concept. However, this questionnaire can easily be interpreted as an affective commitment questionnaire, although it incorporates 'continuance' and 'normative' elements.

Based on the OCQ questionnaire, two other questionnaires emerged, which were specifically designed to measure the affective component. These were the renewed Porter's questionnaire (Tsui, Pearce, Porter and Tripoli, 1997; cit. in Mowday 1998) and the Allen and Meyer's 'ACS' questionnaire (1990), which incorporates 8 questions. The latter is shorter and evaluates affective orientation towards organization.

The originators of a methodological discussion of a **continuance type** of OC were Ritzer and Trice (1969; cit. in Mathieu and Zajac, 1990). They were followed by Hrebeniak and Alluto (1972, cit. in Mathieu and Zajac, 1990) and Allen and Meyer (1990) with their 'CCS' questionnaire.

The methodological perspectives of the **normative component** are the least researched. First measures were attempted by the questionnaire of Wiener and Varda (1980; cit. in Allen and Meyer, 1990) and afterwards with the 'NCS' questionnaire of Allen and Meyer (1990). Many authors, among which were Suliman and Iles (2000), expressed their doubts concerning validity and reliability of those questionnaires.

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When discussing the methodological aspects of OC, the work of Mathieu and Zajac must be mentioned. Their meta-analysis included 174 independent samples presented in 124 published studies. They found out that the Porter's OCQ questionnaire, the shortened Porter's OCQ questionnaire, the Hrebeniak and Alluto's questionnaire and other measures were used on 90, 13, 23 and 48 samples respectively. Furthermore, they studied predictive value of OC and found that affective dimension had a greater predictive value compared to its 'continuance' counterpart.

ORGANIZATIONAL COMMITMENT IN POLICE ORGANIZATION

Having discussed the core theoretical background of OC, the focus of the present article will now move to the area of policing. Based on the above mentioned literature, OC has implications for the organization as whole as well as for the individuals. Beck and Wilson (1997) believe that OC is one of the central features of organizational effectiveness. Furthermore, Metcalfe and Dick (2002) argue that commitment is linked to a lower absenteeism, lower turnover rates and an increased intention to stay with the organization. Moreover, Aven et al. (1993; cit. in Metcalfe and Dick, 2002: 393) claim that highly committed employees are more likely to '*contribute to the organization in more positive ways than less committed workers.*'

Despite the fact that OC has great influence on organizational effectiveness and job performance, there are relatively few studies conducted among police officers. Van Maanen (1972, cit. in Haarr, 1997) argues that OC is a mediating variable for explaining the patrol officers' work related behaviors. Beck and Wilson (1997) account to the problem of police socialization's effect on OC. Jermies and Berkes (1979; cit. in Beck and Wilson, 1997) argue that the socialization to a large extent influence OC (cynical and more experienced officers' influence the newcomers). Beck (1996) alleges two distinct stages in the development of OC:
1. rapid and substantial decrease in commitment in the first few years of employment;
2. commitment levels of officers continued to decline with experience.

Beck (1996: 1) argues that OC in police department can be maximized by:
- ensuring that the expectations regarding the work and work environment held by new recruits are accurate;
- ensuring that the police officers feel valued and supported by the organization through programs which enhance participatory decision-making and feedback, improve work related skills, and provide rewarding career options;
- ensuring that officers make significant investments in the organization.

The author believes that officers would leave organization if they had better options elsewhere and if they were unsatisfied with the promotion system and/or with the management/supervision (*ibid*.).

METHOD

SAMPLE

Data were obtained from a sample of 389 police officers in the largest regional police unit in Slovenia, the Police Directorate Ljubljana. None of the participating police officers held a managerial rang. 324 (83.29 %) respondents were uniformed police officers from 16 police stations, while 65 (16.71 %) were police officers from the Criminal Investigation Division (CID). 358 (92.03 %) respondents were male. The

police officers' average age was 30.28 years. They had an average of 9.9 years of work experience with an average of 5 years in the current position. 89.46 % of respondents had secondary-school education, 4.36 % had a 2-year college degree, 4.88 % had a bachelor's degree and 1.03 % had a university degree.

MEASURES

For the purposes of the present study, we designed a questionnaire, which included the questions from the Porter's OCQ questionnaire (Porter et al. 1979; cit. in Mowday, 1998) and from the Allen and Meyer's 'ACS', 'CCS' and 'NCS' questionnaires (1990). The questionnaire used in this study, was divided in three sections. They contained demographic questions, organizational commitment questions (13 items), and managerial and job-related questions.

The respondents answered on a 5-point Likert-type scale, ranging from 1 (*do not agree with the statement*) to 5 (*strongly agree with the statement*). The organizational commitment scale included three reverse-scored questions.

PROCEDURE

We conducted a mail survey in February 2004. 710 questionnaires were sent to 16 police stations and to the CID of Police Directorate Ljubljana. Confidentiality and anonymity were guaranteed and all participation was voluntary. The overall return rate was 54,78 % (56,38 % for the police stations and 52,84 % for the CID).

The purpose of the present study was to ascertain:
• The influence of work and managerial variables on organizational commitment.
• The influence of demographic variables on organizational commitment.
• The difference in the organizational commitment levels between police officers at the police stations and in the CID.
• The connection between organizational commitment and turnover.

RESULTS AND DISCUSSION

The average value for organizational commitment variables is 3.19. Standard deviation (0.64) shows that police officers at the police stations and in the CID do not differ much among themselves. In other words, the data show relative homogeneity among both 'types' of police officers. Table 1 presents some variables with the highest and the lowest average rates.

Table 1: Organizational commitment variables

	1		2		3		4		5		M	Std.d.
	No.	%	No.	%	No.	%	No.	%	No.	%		
I am willing to expand additional effort for the organization	12	3.08	11	2.83	100	25.71	202	51.93	64	16.45	**3.75**	**0.86**
I am proud to be working in this organization	23	5.,91	38	9.77	118	30.33	144	37.02	66	16.97	**3.49**	**1.07**
I think that the choice to work for this organization is absolutely right	28	7.22	41	10.57	108	27.84	135	34.79	76	19.59	**3.49**	**1.13**
This organization has a great deal of personal meaning for me	40	10.28	75	19.28	145	37.28	104	26.74	25	6.43	**2.99**	**1.06**
I would be very happy to spend the rest of my career with this organization	79	20.,31	67	17.22	98	25.19	84	21.59	61	15.68	**2.95**	**1.35**
I enjoy discussing my organization with people outside it	85	21.85	145	37.28	98	25.19	45	11.57	16	4.11	**2.38**	**1.07**

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As can be seen from Table 1, the respondents are willing to expand an additional effort for the organization, they are proud to be a part of the organization and think that the choice to work for this organization was right. Variable 'discussing my organization with people outside it' had the lowest average.

In the next part, we performed a correlation analysis between the demographic, managerial and work characteristics with the overall organizational commitment score. In a case of nominal variables (gender, education, police unit, and marital status), we performed an analysis of variance instead of computing a correlation coefficient.

Table 2: Correlation analysis between demographic factors and organizational commitment

Organizationalcommitment	Connection criterion	The level of statistical significance
Gender	F = 2.41*	p = 0.1214
Age	r = 0.285	p < 0.0001
Education	F = 0.92*	p = 0.43
Police Unit	F=1.93*	p=0.1659
Organizational Tenure	r = 0.228	p < 0.0001
Position Tenure	r = 0.106	p < 0.0365
Marital Status	F=4.96*	p =0.0007

* - Analysis of variance

It is evident that the age is statistically significant and positively associated with organizational commitment. On average, older police officers are more committed to the organization, compared to their younger counterparts. Furthermore, the results from Table 2 also show that the organizational tenure, the position tenure and the marital status are positively associated with the level of organizational commitment. On the other hand, there is no statistically significant difference in the level of organizational commitment between uniformed police officers and the officers working in the CID.

Table 3: Correlation between the managerial factors and organizational commitment

Organizational commitment	r	p
Feedback	0.38443	0.0001
Delegation of authority	0.29369	0.0001
Participation in decision-making	0.43963	0.0001
Promotion	0.33913	0.0001
Leader consideration	0.45528	0.0001
Leader communication	0.37690	0.0001

It can be seen that managerial factors influence the level of organizational commitment. These results clearly show that (police) managers do possess tools to increase the level of the officers' commitment to the organization.

Table 4: Correlation between the job characteristics and organizational commitment

Organizational commitment	r	p
Work autonomy	0.29536	0.0001
Interesting job	0.53190	0.0001
Goal clarity	0.26618	0.0001
Job challenge	0.56717	0.0001
Role clarity	0.40444	0.0001
Goal difficulty	0.05242	0.3031
Bureaucracy	-0.28785	0.0001
Pay	0.25140	0.0001

It can be seen from Table 4 that 'work autonomy', 'interesting job', 'goal clarity', 'job challenge', 'role clarity', 'bureaucracy', and 'pay' are influencing factors of organizational commitment. It should be noted that the variable 'bureaucracy' is negatively associated with the OC. In other words, police officers, who described their work as bureaucratic, showed, on average, lower levels of OC. 'Goal difficulty' did not show a significant correlation with organizational commitment.

Table 5: Regression analysis for organizational commitment as dependent variable

	ΔR^2	R^2	F	p
Job challenge	0.3243	0.3243	184.77	0.0001
Leader consideration	0.1436	0.4679	103.67	0.0001
Group cohesiveness	0.0594	0.5274	48.18	0.0001
Bureaucracy	0.0219*	0.5493	18.55	0.0001
Delegation of authority	0.0196	0.5689	17.32	0.0001
Interesting job	0.0203	0.5891	18.73	0.0001
Participation in decision-making	0.0065	0.5957	6.14	0.0137
Goal clarity	0.0037	0.5994	3.50	0.0621

* negative association

The results from Table 5 clearly show that variables 'job challenge', 'leader consideration', 'group cohesiveness', 'bureaucracy', 'delegation of authority', 'interesting job', 'participation in decision-making' and 'goal clarity' explain 60 % of organizational commitment variance. As can be seen, the most important influencing variables are 'job challenge' and 'leader consideration'.

Finally, the present study ascertained that organizational commitment influence the level of turnover. The 'turnover' variable comprised two questions: the frequency of considering leaving the organization, and the actual intention of leaving the organization within the next six months. The results are presented in Table 6.

Table 6: Correlation between the turnover and organizational commitment

Organizational commitment	r	p
Thinking about leaving the organization	-0,55695	0,0001
Actual intention to leave the organization	-0,42152	0,0001

The results in Table 6 show that the variables 'thinking about leaving the organization' and 'actual intention to leave the organization' are negatively associated with organizational commitment. In other words, officers with low levels of OC more frequently consider changing the organization and are on average more determined to leave the organization within the next six months.

CONCLUSION

The purpose of the present study was threefold. By examining the police officers' views on cultivating organizational commitment, this study first determined the level of organizational commitment, ascertained the influence of demographic, managerial and job characteristics on organizational commitment, and, finally, determined the influence of organizational commitment on the turnover.

The findings show that there is no significant difference between uniformed officers and officers working in the CID. The results also reveal that officers are willing to expand additional effort on behalf of the organization; that they are proud to be part of the organization; but they do not like to discuss their organization with people outside it.

We found that 'age', 'organizational tenure', 'position tenure', and 'marital status,' are significantly associated with organizational commitment. 'Older' police officers are, on average, more committed to police organization compared to their younger counterparts. On the other hand, results show that education and gender are not significantly connected with organizational commitment. This contradicts the finding of Grusky (1966; cit. in Mathieu and Zajac, 1990), who contends that women are generally more committed, compared to their male counterparts.

The data from current study clearly show the relationship between managerial factors and organizational commitment. It should be noted that all managerial factors used in this study were significantly correlated with organizational commitment. These results revealed that managerial factors, among others, contribute to the employees' allegiance to organizational goals and values. These results are in accordance with findings of Brewer (1996), who contends that the delegation of authority and the participation in decision-making are important factors in shaping organizational commitment. Furthermore, Jermies and Berkes (1979; cit. in Mathieu and Zajac, 1990) report findings similar to this study's, when claiming that participative leadership increases the level of commitment.

Similarly, job characteristics, except for 'goal difficulty', correlate with organizational commitment. It should be noted that 'bureaucracy' is negatively associated with organizational commitment. Officers, who perceive their work as bureaucratic, express lower levels of commitment to organization. The findings in the present study are similar to those of Brewer (1996), who argues that challenging work, combined with job satisfaction and managerial strategy, significantly influences organizational commitment.

The regression analysis for organizational commitment showed that managerial and job characteristics accounted for 60 % of organizational commitment variance. Therefore, committed police officers perceive their work as interesting and challenging, are familiar with organizational goals, feel connected with coworkers, and, at least occasionally, associate with them in their free time. Furthermore, committed officers perceive their leader as being attentive, allowing autonomy and participative decision making. Committed officers, in comparison to non-committed officers, rarely consider leaving the organization and do not look for the employment elsewhere.

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To conclude, the present study clearly shows that the notion of organizational commitment is a crucial factor in organization, police organization being no exception. Given the fact that police officers work in unpredictable circumstances, it is of an absolute necessity that police managers-by employing the managerial and job factors-influence the officers' organizational commitment in order to improve organizational effectiveness and job performance.

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ENDNOTES

1   A degree of hapiness that an employee expresses about security, rewards, conditions of work, promotion and company policy (Brewer, 1996: 25).

2   The set of characteristics that describe one organization and that: (a) distinguish the organization from other organizations; (b) are relatively enduring over time; and (c) influence the behaviour of people in the organization (Forehand and Gilmer, 1964; cit. In Suliman and Iles, 2000: 410).

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