

Research on the Influencing Factors of Employee Organizational Commitment from the Perspective of Needs for Cognitive Closure

Jingjing Liu^a, Dong Liu^b

School of Economics and Management, Nanjing University of Science and Technology, Nanjing 21000, China

^acumtljj1217@163.com, ^b1961408169@qq.com

Keywords: Organizational commitment, Need for cognitive closure

Abstract: Based on a large number of literatures, this paper classifies the factors that affect organizational commitment. The results of empirical test show that decisiveness and structural preference play a part of intermediary role between independent variable and emotional commitment; decisiveness and structural preference play a full intermediary role between independent variable and sustained commitment; decisiveness and structural preference play a part of intermediary role between independent variable and normative commitment. This paper focuses on exploring the intermediary role between independent variables and organizational commitment, providing a new perspective for the research of organizational commitment, and providing new ideas and ideas for enterprises to enhance employees' organizational commitment.

1. Introduction

Nowadays, with the rapid development of economic globalization, organizations are facing not only huge development opportunities, but also increasingly severe adjustments. With the development of the Internet, the talent market is relatively sound. Employees can get more information and more understanding of various organizations. Therefore, employees can comprehensively compare various information and choose the organization with the most benefits to themselves. Therefore, the concept of employees from one to the end is increasingly unrealistic. With the increasing competition in the market, organizations realize that talent capital is the most important capital for companies. The need of cognitive closure is an individual's desire and need to determine the answer, as well as his aversion to vague situations. Cognitive closure requires a high level of individuals, who are less receptive to different opinions than their own, and usually make their own judgments when the evidence is not convincing. In the existing research in China, most scholars focus on the causes and consequences of organizational commitment. There is not much literature to think about how these factors affect organizational commitment. This paper will study the influencing factors of organizational formation from the perspective of the need of cognitive closure.

2. Theory and hypothesis

2.1 The influence of independent variables on organizational commitment

Mowday (1982) verified that age and working years have a positive impact on organizational commitment. Zhong Lifeng (2017) verified that when an employee has three positive attitudes of hope, optimism and positivity, his organizational commitment will be higher. Lei Qiaoling et al. (2016) verified that there is a correlation between psychological authorization and emotional commitment and sustained commitment, in which the comparative state of psychological authorization is related to sustained commitment, while the comparative state and internal state are related to emotional commitment. Based on the above discussion, the first hypothesis of this paper is put forward:

H1: each dimension of independent variables (individual psychological factors, work factors,

organizational factors) affects organizational commitment.

2.2 The effect of need for cognitive closure on organizational commitment

According to Webster and Kruglanski (1994), people who need a high level of cognitive closure tend to evaluate things or people according to their first impressions and ignore other aspects. Kruglanski and Webster (1996) verified that people with a high level of cognitive closure need to use the information available at hand to make the fastest response in the face of existing information and uncertain environment. When they form a point of view or make a decision, they will insist on their own decision, which is not easy to change, which can be called rapid effect and solidification effect. Many studies have concluded that people with a high level of cognitive closure need not change their ideas easily, they will have a stereotype when evaluating people, and they will report their attitudes, beliefs, values and their persistence and flexibility.

From the above literature discussion, it can be seen that people with a higher level of cognitive closure need have a higher sense of trust in people they are familiar with, are easy to be stereotyped, more likely to form trust in the organization, and the level of organizational commitment may be higher. The second assumption of this paper is:

H2: the level of cognitive closure need has a positive impact on organizational commitment.

2.3 Mediating role of need for cognitive closure

In the above literature review, it can be seen that employee independent variables (demographic variables, psychological fatigue, organizational environment, time pressure, etc.) have a certain impact on the need level of cognitive closure to a certain extent, while the level of cognitive closure and employees' commitment to the organization have a certain impact (high level of cognitive closure needs have stronger normative stability, etc.). The third hypothesis is proposed.

H3: cognitive closure needs to mediate between employee's independent variables and employee's organizational commitment.

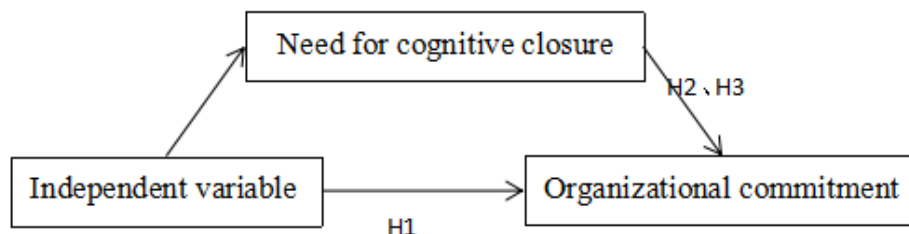


Figure 1. Research model

3. Research methods and results

3.1 Research methods and tools

(1) Research object

This study is aimed at the employee level of the enterprise (N=168). Therefore, the samples of this study come from different types of employees in different units.

(2) Research tools

The questionnaire of this study is mainly divided into three parts. The first part is the survey of influencing factors of employees' organizational commitment. The source of CLRs is mainly through literature research, using the English version of CLRs (Webster and Kruglanski, 1994). Organizational commitments are based on Liu Xiaoping's (2003) scales.

3.2 Research results

(1) Confirmatory factor analysis of the differentiated validity of research variables

Amos17.0 software was used to carry out confirmatory factor analysis on the model. The results of confirmatory factor analysis of variables involved in this study are shown in Table 1.

Table.1. Confirmatory factor analysis results (n = 168)

	χ^2	χ^2/df	RMSEA	NFI	RFI	IFI	TLI	CFI
Single factor	641.22	4.11	0.121	0.72	0.54	0.67	0.59	0.66
Two factors	378.38	3.42	0.112	0.77	0.68	0.83	0.65	0.72
Three factors	225.65	1.68	0.07	0.81	0.84	0.92	0.91	0.93

According to the results of confirmatory factor analysis, each index of the three factors is obviously better than that of the single factor, RMSEA is 0.06, χ^2 / DF is 1.735, IFI, TLI and CFI are all greater than 0.90, NFI and RFI are also close to 0.9, and the fitting effect is good.

(2) Descriptive statistics of research variables

As shown in Table 2, the data in this table describes the mean value, standard deviation and correlation coefficient of different variables. As shown in the data in the table, the independent variables, cognitive closure needs and organizational commitment all have good internal consistency. There is a significant positive correlation between independent variables and organizational commitment; cognitive closure needs and organizational commitment have a significant positive correlation.

Table.2. Descriptive statistics and correlation analysis (n = 168)

	1	2	3	4	5	6	7
Age	-						
Education	.066	-					
Working life	.757**	-.250**	-				
Job category	-.001	.297**	-.083	-			
IV	-.086	.051	-.117	.067	(.833)		
NFCC	-.017	.065	.012	.151	.309**	(.794)	
OC	.045	-.013	.054	.091	.176*	.295**	(.842)

3.3 Test of intermediary effect

When testing the model, the stepwise regression method is used. In the test of hypothesis 1 and hypothesis 3, age, education background, working years and job category are taken as control variables and put into regression analysis, and then influencing factors and organizational commitment are put into regression analysis. As shown in Table 3, the analysis results shown in model 2 show that assumption 1 holds ($\beta = 0.207$, $p < 0.01$). The results of the analysis shown in model 3 show that hypothesis 2 holds ($\beta = 0.282$, $p < 0.001$).

According to Kenny et al. (1998), four steps to test mediating effect. We can see that the first step and the second step are established. In order to test the third and fourth steps, the hierarchical regression analysis is carried out. The analysis results shown in model 4 in the table above show that cognitive closure needs to be significantly positively correlated with organizational commitment ($\beta = 0.253$, $p < 0.01$), and independent variables are significantly positively correlated with organizational commitment ($\beta = 0.162$, $p < 0.05$), which is less effective strain than when there is no intermediary variable ($\beta = 0.207$, $p < 0.01$). The above results show that cognitive closure needs to play a part of mediating role in the relationship between independent variables and organizational commitment, and hypothesis 3 is supported.

Table.3. Analysis of mediating effects of cognitive closure (N=168)

Variable	OC				NFCC	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Step 1: control variables						
Age	-0.121	-0.119	-0.125	-0.124	0.015	0.016
Education	-0.002	-0.003	0.008	0.006	-0.034	-0.036
Working life	0.109	0.131	0.097	0.116	0.042	0.061
Job category	0.113	0.102	0.084	0.078	0.105	0.095
Step 2:IV		0.207**		0.162*		0.180*
Step 3: NFCC			0.282***	0.253**		
ΔF	0.721	7.262	14.026	11.162	0.534	5.409
R^2	0.017	0.060	0.096	0.121	0.013	0.045

4. Conclusion

The above research shows that cognitive closure needs have a regulatory role in the influence of independent variables on organizational commitment. The specific conclusions are as follows: cognitive closure needs and its dimensions have a partial mediating role in independent variables and organizational commitment. People with a higher level of cognitive closure needs have a higher sense of trust in people they are familiar with, are easy to be stereotyped, and more likely to form trust in organizations, The level of organizational commitment may be higher.

The conclusion of this study is how to improve employees' organizational commitment reasonably and effectively. First, transparency strategy of organizational environment change. In the previous literature review, people with a high level of cognitive closure need more information than people with a low level to collect and judge based on the information. Therefore, when the organizational environment (such as some decisions made by the organization) changes, if the cognitive closure requires high-level individuals to be in such an environment, it is easier to make accurate decisions. Second, organizational information fairness perception strategy. In the above research, organizational justice has a greater impact on organizational commitment, so increasing employees' perception of organizational justice will make them trust the organization more.

References

- [1] Wiener Y. Commitment in Organizations: A Normative View [J]. *Academy of Management Review*, 1982, 7: 418-428.
- [2] Mowday, R.T, Steer, R. M. & Porter, L. M *Organizational Linkage: The Psychology of Commitment, Absenteeism and Turnover* [M]. San Diego: Academic Press, 1982.
- [3] Becker H.S.. Notes on the Concept of Commitment [J]. *American Journal of Sociology*, 1960 (66): 32- 42.
- [4] Zhou Pengsheng. The structure and mechanism of cognitive closure need [J]. *Psychological technology and application*, 2018, 6 (11): 677-687.
- [5] Chen Chen. Research on organizational culture and organizational commitment of China's general aviation companies in the new era [J]. *Science and technology and industry*, 2019, 19 (04): 99-106.
- [6] Yu Xuyan. Investigation on psychological capital, organizational commitment and job burnout of surgical nurses in Zhuji City [J]. *Industrial health and occupational diseases*, 2019, 45 (03): 171-174.
- [7] Luo Jinlian, Yang Yijia, sun Caixia. A study on the individual organization matching law of the career growth of enterprise female high level talents [J]. *Management review*, 2018, 30 (12): 187-199.