The Effect of Employees' Organizational Commitment on Organizational Practice Adoption-The Case of Chinese Firms

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ABSTRACT

Amid the rapidly changing business environment, what confronts businesses that are gradually transforming into large conglomerate groups has been the challenge of human resources. As people's perspective toward working values is evolving following the times change, businesses, when conducting business activities, are increasingly in need of closely coordinated human resources in order to achieve the organizational objectives. While the level of employees' commitment to organization not only signifies the employees' involvement, satisfaction and perceived level of satisfaction toward the organization, but is also an important bellwether to organizational performance. The term organizational reform attitude refers to the employee's responding attitude to organizational reform during the process of promoting the adjustment for enhancing its organizational culture and member proficiency to maintain equilibrium adapting to environmental changes in order to achieve survival and developmental goals. The implementation of organizational practices consists of two perspectives of execution and internal assimilation(Kostova & Roth 2002); as organizational practices reflect the shared knowledge and capability within an organization, which is also recognized by organization members(Kostova, 1999), they would poise to create impact to organizational practices in different environment, social culture, and legal and regulatory confines. Especially the cultural difference would directly affect the value system of an individual, which in turn creates varied perspective toward working value and working attitude.

Keywords: organizational commitment, organizational reform, organizational practice

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