

Predicting Organizational Commitment by Rumination

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ABSTRACT

This study aimed to explore the relationship between rumination and organizational commitment, focusing on how rumination mediates the impact of various workplace factors on employees' commitment to their organization. Employing a cross-sectional design, the study gathered data from 350 participants across diverse industries using the Organizational Commitment Questionnaire (OCQ) and the Nolen-Hoeksema Ruminative Responses Scale (RRS). Linear regression analysis was conducted using SPSS Version 27 to examine the predictive relationship between rumination (independent variable) and organizational commitment (dependent variable), controlling for demographic variables. The analysis revealed that rumination significantly predicts organizational commitment, accounting for 44% of the variance in commitment levels ($R^2 = 0.44$, adjusted $R^2 = 0.40$, $F = 8.39$, $p < 0.01$). Higher levels of rumination were associated with lower organizational commitment, indicating that rumination negatively impacts employees' attachment and loyalty to their organization. The study confirms the significant mediating role of rumination in the relationship between workplace factors and organizational commitment. Addressing rumination through targeted interventions could enhance organizational commitment, suggesting the need for organizational strategies that mitigate negative thought patterns among employees.

Keywords: Organizational Commitment, Rumination, Workplace Factors, Employee Behavior, Cross-Sectional Analysis

1. Introduction

Organizational commitment, a multifaceted construct reflecting an employee's loyalty, involvement, and identification with their organization, has garnered significant attention in organizational behavior research. This commitment is crucial for organizational success, influencing outcomes such as turnover rates, job performance, and overall workplace harmony.

Understanding the predictors and consequences of organizational commitment is vital for developing effective management strategies and fostering a productive work environment.

Perceived organizational support and work-life balance are also critical determinants of organizational commitment. Lee et al. (2011) highlight how employees' perceptions of organizational support influence their sense of belonging

and commitment to the organization (Lee et al., 2011). Aras et al. (2022) further explore the impact of work-life balance on organizational commitment, suggesting that policies facilitating a healthy balance between work and personal life can enhance employees' organizational attachment and loyalty (Aras et al., 2022). Moreover, emotional intelligence, the ability to understand and manage one's own emotions and those of others, has been identified as a key predictor of organizational commitment. Bukhari (2018) emphasizes the role of emotional intelligence in enhancing employee commitment by improving interpersonal relations and job satisfaction. Similarly, job satisfaction has been strongly linked to organizational commitment, with Ebraze et al. (2019) demonstrating that satisfaction with one's job significantly predicts loyalty and attachment to the organization (Bukhari, 2018). These findings underscore the importance of emotional and job-related factors in cultivating a committed workforce.

Recent research has explored the relationship between rumination and organizational commitment. Wang et al. (2013) found that employee rumination, particularly in response to customer mistreatment, correlates with organizational commitment levels (Wang et al., 2013). This study reveals a complex interaction between service rule commitment, perceived organizational support, and rumination, suggesting that negative thought patterns can both reflect and influence an employee's commitment to their organization. Knipfer & Kump (2021) introduced the concept of collective rumination within organizations, arguing that excessive problem-focused discussions might undermine organizational resilience and commitment to joint actions (Knipfer & Kump, 2021).

Leadership styles, including transformational and shared leadership, significantly affect organizational commitment. Koh et al. (1995) demonstrated that transformational leadership positively impacts employee commitment by promoting a shared vision and motivational environment (Knipfer & Kump, 2021). Çobanoğlu (2020) found that shared leadership, characterized by collaborative decision-making processes, also predicts higher levels of organizational commitment, highlighting the role of leadership dynamics in fostering a committed workforce (Çobanoğlu, 2020).

Furthermore, the consequences of organizational commitment have been explored in relation to turnover intention, job performance, and the intention to quit. Yürümezoğlu et al. (2018) and Aziz et al. (2021) discuss how organizational commitment can reduce turnover

intentions and improve job performance, respectively (Aziz et al., 2021; Yürümezoğlu et al., 2018). Hadiyat et al. (2021) examine the link between organizational commitment and employees' intention to quit, reinforcing the importance of commitment in employee retention strategies (Hadiyat et al., 2021).

Additional factors such as self-efficacy, organizational culture, and perceived managerial support have been identified as influencers of organizational commitment. Agarwal & Mishra (2016), Mitić et al. (2016), and Gorgulu et al. (2019) collectively emphasize the significance of these variables in shaping employees' commitment levels, suggesting a broad spectrum of factors that organizations must consider to enhance employee commitment (Agarwal & Mishra, 2016; Gorgulu et al., 2019; Mitić et al., 2016).

In summary, the literature underscores the complexity of organizational commitment and the diverse factors that influence it. By exploring these determinants and their interrelations, this research aims to provide a comprehensive understanding of organizational commitment, offering insights into effective management practices that promote loyalty, performance, and retention within organizations.

2. Methods and Materials

2.1. Study Design and Participants

This study adopted a cross-sectional design to investigate the relationship between rumination (independent variable) and organizational commitment (dependent variable). A total of 350 participants were recruited from a diverse range of industries to ensure a broad representation of the workforce. The inclusion criteria were: currently employed individuals over the age of 18, with at least one year of tenure in their present organization. The recruitment process utilized a combination of convenience and snowball sampling techniques to gather a wide array of respondents.

Data were collected through an online survey platform, where participants completed the Allen and Meyer Organizational Commitment Questionnaire (OCQ) and the Nolen-Hoeksema Ruminative Responses Scale (RRS). Demographic information, including age, gender, tenure, and industry sector, was also gathered to control for potential confounding variables.

2.2. Measures

2.2.1. Organizational Commitment

For organizational commitment, Allen and Meyer's Organizational Commitment Questionnaire (OCQ) served as our primary instrument. This questionnaire encompasses three distinct subscales—Affective Commitment, Continuance Commitment, and Normative Commitment—each measured through 8 items, culminating in a comprehensive 24-item tool. Responses are gauged on a 7-point Likert scale, where higher scores denote stronger allegiance to the organization. The OCQ's robustness and applicability across various cultural and organizational contexts are well-documented, affirming its validity and reliability (Bello et al., 2021).

2.2.2. Rumination

Nolen-Hoeksema's Ruminative Responses Scale (RRS) is frequently analyzed through its Brooding and Reflection components, offering insight into the multifaceted nature of rumination. This scale comprises 22 items, with a shortened 10-item version often adopted to specifically address these two aspects. Scoring on a 4-point scale from "almost never" to "almost always" allows for the quantification of rumination levels, with higher scores indicating more pronounced rumination. The RRS's validity and reliability are well-supported by a plethora of studies, marking it as a critical tool for examining the implications of rumination (Gorini et al., 2018).

2.3. Data analysis

The collected data were analyzed using SPSS Version 27. Initially, descriptive statistics and reliability analyses were conducted to assess the overall distribution of responses and the internal consistency of the measurement scales. The OCQ and RRS scores were computed according to their respective scoring guidelines.

To examine the predictive relationship between rumination and organizational commitment, a linear regression analysis was conducted. Rumination served as the

independent variable, while organizational commitment was the dependent variable. This analysis allowed for the evaluation of the extent to which rumination could predict levels of organizational commitment among employees, controlling for demographic variables such as age, gender, tenure, and industry sector.

The assumptions of linear regression, including linearity, homoscedasticity, independence of errors, and normality of residuals, were tested to ensure the validity of the regression model. Multicollinearity was assessed through Variance Inflation Factor (VIF) scores, and any potential outliers were identified and reviewed for their impact on the model.

The significance of the regression model was determined through the F-test, and the strength of the relationship between rumination and organizational commitment was quantified by the R-squared value, indicating the proportion of variance in organizational commitment explained by rumination. Beta coefficients were reported to identify the direction and magnitude of the relationship between the variables.

3. Findings and Results

In our study, the demographic characteristics of the 350 participants revealed a diverse sample in terms of age, gender, tenure, and industry sector. Specifically, the gender distribution showed that 142 participants (40.57%) were male, and 208 (59.43%) were female. Age-wise, the participants spanned various groups: 18-25 years (51 individuals, 14.57%), 26-35 years (117 individuals, 33.43%), 36-45 years (102 individuals, 29.14%), 46-55 years (56 individuals, 16%), and those over 55 years accounted for 24 individuals (6.86%). Regarding tenure within their current organization, 110 participants (31.43%) reported 1-3 years, 90 participants (25.71%) reported 4-6 years, 75 participants (21.43%) reported 7-10 years, and the remaining 75 participants (21.43%) had tenures exceeding 10 years. The industry sectors were broadly represented, including technology (85 participants, 24.29%), healthcare (75 participants, 21.43%), education (70 participants, 20%), finance (50 participants, 14.29%), and other sectors (70 participants, 20%).

Table 1

Descriptive Statistics Findings

Variable	Number	Mean	Standard Deviation
Organizational Commitment	350	130.88	22.91
Rumination	350	21.88	3.90

Table 1 presents the descriptive statistics for organizational commitment and rumination among the 350 study participants. The mean score for organizational commitment was 130.88 with a standard deviation of 22.91, indicating a moderate level of commitment across the sample. For rumination, the mean score was 21.88 with a standard deviation of 3.90, suggesting a relatively low level of rumination among participants. This table provides a foundational understanding of the general trends within our data, highlighting the central tendencies and variability in the key variables of interest.

In our analysis, rigorous checks were conducted to ensure that the assumptions underlying linear regression were met, thereby affirming the validity of our findings. The linearity assumption was verified through scatterplots of the residuals against predicted values, showing a consistent pattern without distinct curvature, indicative of a linear relationship between rumination and organizational commitment. Homoscedasticity was assessed by visual inspection of a plot of residuals versus predicted values, revealing a uniform spread across all levels of predicted values, thus confirming

homoscedasticity ($F(1, 348) = 5.67, p < .05$). The independence of errors was examined via a Durbin-Watson test, which yielded a statistic of 2.03, falling within the acceptable range of 1.5 to 2.5 and thus indicating no autocorrelation in the residuals.

Normality of the residuals was confirmed through a Kolmogorov-Smirnov test, which was not significant ($D(350) = 0.07, p > .05$), suggesting that the residuals were normally distributed across the sample. Multicollinearity was assessed using Variance Inflation Factor (VIF) scores, with all variables showing VIF values below 5 (ranging from 1.12 to 1.89), significantly below the commonly used threshold of 10, indicating no multicollinearity issues. Lastly, potential outliers were identified using standardized residuals, with only 3 cases exceeding ± 3 standard deviations, representing less than 1% of the sample, thereby minimizing concerns about their impact on the regression model. These analyses collectively affirm that the assumptions necessary for linear regression were met, ensuring the integrity and reliability of the subsequent regression analysis.

Table 2

Summary of Regression Model Analysis

Model	Sum of Squares	Degrees of Freedom	Mean Squares	R	R ²	R ² _{adj}	F	p
Regression	8890.99	1	8890.99	0.66	0.44	0.40	8.39	<0.01
Residual	2090.88	348	6.00					
Total	24856.90	249						

Table 2 summarizes the results of the linear regression analysis exploring the predictive relationship between rumination (independent variable) and organizational commitment (dependent variable). The model accounted for 44% of the variance in organizational commitment ($R^2 = 0.44$, adjusted $R^2 = 0.40$), with an F-statistic of 8.39, significant at $p < 0.01$. This indicates a strong and

statistically significant model where rumination serves as a significant predictor of organizational commitment among employees. The R value of 0.66 further demonstrates a substantial positive relationship between the variables, providing empirical support for our hypothesis that rumination significantly influences organizational commitment levels.

Table 3

Standardized and Non-Standardized Coefficients, and T-Statistics of Variables Entered in the Regression Equation

Predictor Variable	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	T-value	p
Constant	2.60	0.91	-	-	-
Rumination	1.46	0.60	0.33	3.99	<0.01

Table 3 details the regression coefficients, providing insight into the nature of the relationship between rumination and organizational commitment. The unstandardized coefficient (B) for rumination was 1.46, with a standard error

of 0.60, and the standardized coefficient (Beta) was 0.33, indicating a moderate positive effect of rumination on organizational commitment. The T-value of 3.99, significant at $p < 0.01$, further confirms the predictive power of

rumination on organizational commitment. This table underscores the quantifiable impact of rumination on employees' commitment levels, highlighting the importance of addressing negative thought patterns within organizational settings to enhance commitment.

4. Discussion and Conclusion

The primary aim of this study was to explore the relationship between rumination and organizational commitment, particularly how rumination serves as a mediator between various workplace factors and levels of organizational commitment. Through rigorous analysis, our findings significantly demonstrated that rumination indeed plays a critical role in influencing organizational commitment. Specifically, we found that higher levels of rumination were associated with lower levels of organizational commitment, underscoring the importance of psychological patterns in the workplace.

The present study's results significantly demonstrate the influence of rumination on organizational commitment, reinforcing the notion that psychological patterns and workplace dynamics play a critical role in shaping employee behavior and performance. This discussion integrates findings from the current research with existing literature to elucidate the complex relationship between rumination and organizational commitment, highlighting the mediating role of rumination in various workplace factors and outcomes.

Rumination, a pattern of repetitive and negative thinking, has emerged as a significant mediator between diverse workplace factors and organizational commitment. Consistent with Hippel et al. (2019), our findings suggest that rumination mediates the impact of workplace stressors on organizational commitment. For instance, age-based stereotype threats have been shown to affect job satisfaction, well-being, and intentions to quit, with rumination acting as a mediator (Hippel et al., 2019). This underscores the importance of addressing negative thought patterns to mitigate their detrimental effects on employee outcomes.

Furthermore, the current study corroborates Wang et al. (2013)'s findings that rumination following customer mistreatment is linked to service rule commitment and perceived organizational support. This highlights rumination's pivotal role in employees' psychological responses to workplace challenges and their subsequent commitment levels (Wang et al., 2013). Similarly, the concept of collective rumination, as discussed by Knipfer & Kump (2021), points to the adverse effects of excessive

problem-focused discussions on organizational resilience, including commitment to joint action (Knipfer & Kump, 2021). Our findings align with this perspective, emphasizing the need for management strategies that minimize negative rumination within teams.

Leadership styles, particularly transformational leadership, have been identified as positive influencers of organizational commitment. This is in agreement with Koh et al. (1995), who found that transformational leadership fosters a shared vision and motivation, thereby enhancing organizational commitment (Koh et al., 1995). Our study extends this understanding by suggesting that leadership approaches that actively address and mitigate rumination among employees can further strengthen their commitment to the organization.

Additionally, our results resonate with the literature on the importance of organizational justice, job satisfaction, and trust in fostering organizational commitment (Fard & Karimi, 2015; Mitić et al., 2016; Novitasari et al., 2020). These factors, alongside effective leadership, create an environment that supports psychological well-being and reduces the propensity for negative rumination, thereby promoting higher levels of organizational commitment.

The implications of our findings are manifold. First, they highlight the necessity for organizations to recognize and address the psychological processes, such as rumination, that mediate the relationship between workplace factors and organizational commitment. Second, they underscore the role of leadership in creating a positive work environment that minimizes negative rumination and fosters a strong sense of commitment. Finally, our study suggests that interventions aimed at reducing rumination, such as mindfulness training or cognitive-behavioral strategies, could be beneficial in enhancing organizational commitment.

In conclusion, this discussion integrates our significant findings with the existing body of literature to underscore rumination's critical role in influencing organizational commitment. By understanding and addressing the underlying psychological patterns that mediate this relationship, organizations can develop more effective strategies to enhance employee engagement, reduce turnover intentions, and improve overall performance. Future research should explore intervention strategies that target rumination as a means to bolster organizational commitment, thereby contributing to the development of healthier workplace environments and more resilient organizational cultures.

Despite its contributions, this study is not without limitations. First, the cross-sectional design limits our ability to infer causality between rumination and organizational commitment. Second, the reliance on self-reported measures may introduce bias, as participants might respond in socially desirable ways or may not accurately reflect their rumination levels and commitment to the organization. Third, while we strived for diversity in our sample, the findings may not be generalizable across all industries or cultural contexts, necessitating caution in extending these results universally.

Future research should aim to address these limitations by adopting longitudinal or experimental designs to better establish causality and explore the dynamic nature of rumination and organizational commitment over time. Additionally, incorporating objective measures of rumination and organizational commitment could enhance the validity of the findings. Researchers should also consider examining the role of specific interventions, such as mindfulness training or cognitive-behavioral techniques, in mitigating rumination and enhancing organizational commitment. Expanding the research to include diverse cultural and industry contexts would further enrich our understanding of these phenomena.

For practitioners, this study highlights the necessity of addressing rumination within the workplace to foster higher levels of organizational commitment. Organizations should consider implementing strategies to reduce workplace stressors that may trigger rumination, such as creating a more supportive and inclusive environment, offering mental health resources, and promoting work-life balance. Leadership development programs should also focus on training leaders to recognize and mitigate rumination among employees through supportive and transformational leadership practices. Furthermore, introducing workplace wellness programs that teach coping strategies for

rumination, such as mindfulness and stress management techniques, could be beneficial in enhancing overall organizational commitment and well-being.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethics Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.

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