Abstract
The aim of this study was to explore organizational and professional commitment among Croatian employees, as well as to find out whether there were any differences in those commitments regarding employees’ demographic characteristics. The empirical research was conducted online in January 2021. The questionnaire was distributed online using convenience sampling method, which is a non-probability sampling method that involves participants from population who are available to participate in the study. The number of participants was 153. Research results indicated that respondents were slightly more professionally than organizationally committed. By observing each organizational and professional commitment dimension, research results showed that the level of professional affective commitment stood out, while the level of normative commitment, both organizational and professional, was the lowest. Additionally, research results showed that there were no statistically significant differences in the mean value of organizational commitment as well as of professional commitment regarding any of the respondents’ demographic characteristics (gender, age, tenure in the organization, education and marital status).

Keywords: organizational commitment, professional commitment, demographic characteristics

1. INTRODUCTION
Organizational commitment can be described as a bond or attachment of the individual to the organization (Mathieu & Zajac, 1990), while professional commitment represents the loyalty or the desire to stay in a profession; as well as
a sense of responsibility toward the profession's particular problems and challenges (Jafaraghaee, Ebadi, Negarandeh & Mehrdad, 2017). Both organizational and professional commitments are usually observed through their dimensions: affective, continuance and normative.

For decades, organizational and professional commitments have been highly investigated topics. Many authors have researched these phenomena in the context of their antecedents (Mowday, Porter & Steers, 1982; Mathieu & Zajac, 1990; Cohen, 1993; Giffords, 2009; Day & Gu, 2009; Freund, Blit-Cohen, Cohen & Dehan, 2013; Amangala, 2013; Nifadkar & Dongre, 2014; Jena, 2015; Alom, 2018; Zabol, Akbari, Kiani & Sarhadi, 2019; Beri & Beri, 2016), and their consequences (Mowday et al., 1982; Meyer & Allen, 1997; Blau & Lunz, 1998; Tam, Korczynski & Frenkel, 2002; Cooper-Hakim & Viswesvaran, 2005; Smith & Hall, 2008; Su, Baird & Blair, 2009; Mamman, Kamoche & Bakuwa, 2011). In addition, many authors have also dealt with the relationship between them (Meyer & Allen, 1984; Simpson, 1985; Wallace, 1993; Carson, Carson, Roe, Birkenmeier & Philips, 1999; Fiol, Pratt & O’Connor, 2009; Singh & Gupta, 2015). However, both organizational and professional commitments still represent potent research topics.

Some Croatian authors have also invested effort into exploring organizational and professional commitment in the Croatian context. Namely, Maslić-Seršić (2000) has assessed and validated the research instrument for organizational commitment measurement. Krapić, Čoso and Sušanj (2006) have explored the connection between the big five-factor personality traits and organizational commitment. Vidić (2010) has dealt with the organizational commitment of primary school teachers. Additionally, Krapić, Pletikosić and Grabar (2011) have looked into the relationship between personality traits, job involvement and organizational commitment on the one hand and organizational citizenship behaviour on the other. Sušanj and Jakopac (2012) investigated organizational commitment in the context of fairness, job satisfaction and leadership style. Pomper and Malbašić (2016) have researched organizational commitment in the context of transformational leadership. Crleńi, Lambaš and Malbašić (2016), as well as Krapic, Kardum and Barić (2018) investigated the influences of values on organizational commitment. However, the research on professional commitment in the Croatian context is rare. Recently, Barać, Prlić, Plužarić, Farčić and Kovačević (2018) explored professional commitment as a mediator between self-evaluation and job satisfaction.

The purpose of this research is to bring together the organizational and professional commitments, which is a novelty in the Croatian context. Namely, previous research studies have explored organizational and professional commitments separately. There are no research studies in Croatia that compare these two commitments. The results of this paper would have valuable initial scientific as well practical implications in the Croatian context. Therefore, this paper explores the level of organizational and professional commitment among Croatian employees, and tries to find out whether there were any differences in
those commitments regarding employees’ demographic characteristics. Thus, the research questions of this paper could be stated as:

1. What are the levels of organizational and professional commitments, and the levels of their dimensions among Croatian employees?
2. Are there any differences in organizational commitment and professional commitment regarding employees’ demographic characteristics?

This paper is organized in the following way. The second section contains the theoretical framework. The third section explains the research methodology, with the stated aim of the research, sample characteristics, research instrument and applied statistical methods. The fourth section includes research results and discussion, while section five contains the conclusion, research limitations and recommendations for future research.

2. THEORETICAL FRAMEWORK

2.1. Organizational commitment

Organizational commitment has been an interesting topic for scientists as well as for practitioners for more than fifty years. Organizational commitment could be defined as a relative strength of an individual’s identification with, and involvement in a particular organization (Mowday, Steers & Porter, 1979). Research has gradually confirmed organizational commitment to be a crucial determinant of organizational outcomes. Some of these outcomes studied in past research are: organizational performance (Mowday et al., 1982; Allen & Meyer, 1990; Herscovitch & Meyer, 2002; Ahmad & Bakar, 2003; Su et al., 2009); organizational citizenship (Meyer & Allen, 1997; Mamman et al., 2011); employees’ motivation (Mowday, et al., 1982; Meyer & Allen, 1997; Ahmad & Bakar, 2003, Su et al., 2009); job performance (Meyer & Allen, 1997; Su et al., 2009; Lambert & Hogain, 2009); employee turnover (Porter, Steers, Mowday & Boulian, 1974; Cohen, 1993; Ahmad & Bakar, 2003; Maertz, Griffeth, Campell & Allen, 2007; Su et al., 2009).

Analysing studies on organizational commitment, Meyer and Allen’s (1991) three-component model is the dominant model for organizational commitment research. This model identifies and observes three dimensions or components of organizational commitment: affective, continuance and normative commitment.

Affective organizational commitment represents employee's emotional attachment to the organization. The effect of that emotional attachment is a strong identification with organizational objectives and the desire to continue as the member of the organization (Meyer & Allen, 1997; Bergami & Bagozzi, 2000; Zanagro, 2001; Marmaya, Zawawi, Hitam & Jody, 2011). Continuance organizational commitment is defined as “awareness of the costs associated with leaving the organization” (Meyer & Allen, 1997, p. 11). It is a result of the
assumption of benefit that employee can have if she/he stays in the organization, and the assumption of cost that employee can have if s/he leaves the organization. Normative organizational commitment is a sense of moral obligation to continue with the organization. In the case of normative professional commitment, the employee commits to, and stays in an organization because of the feeling of obligation.

2.2. Professional commitment

Professional commitment is quite a new research topic emphasized by specialization in the workplace, which has resulted in increasing focus on professionalism (Morrow & Wirth, 1989). In the literature, there are many definitions of professional commitment. Professional commitment refers to the attachment of individuals in the profession or, in other words, to the strength of an individual’s identification with a profession. Individuals with high professional commitment are characterized as having a strong belief in, and acceptance of professional goals, having a strong desire to maintain membership in the profession, and willing to use their efforts to advance the profession (Nasution & Östermark, 2012, p. 168). Professional commitment has been found to be negatively correlated with the intention to leave a profession (Blau & Lunz, 1998; Smith & Hall, 2008) and positively correlated to job satisfaction (Cooper-Hakim & Viswesvaran, 2005), and job performance (Somer & Birnbaum, 1998; Somech & Bogler, 2002; Tam et al., 2002).

As well as organizational commitment, professional commitment can be conceptually separated into three dimensions: affective, continuance and normative professional commitment (Meyer & Allen, 1991). By observing professional commitment in those dimensions, a full understanding of this phenomenon could be obtained.

Affective professional commitment refers to the extent to which individuals want to stay in their profession due to emotional attachments (Shafer, Simmons & Yip, 2016). It appears when people stay with their profession because they desire to do so (Cho & Huang, 2012). Continuance professional commitment is the extent to which individuals feel they “have to stay” in the profession because of the accumulated investment that they have (e.g. in study effort, training, etc.), and the lack of other alternatives (Nasution & Östermark, 2012, p. 168). It seems that professional continuance commitment is rather pragmatic than idealistic (Nasution & Östermark, 2012). Normative professional commitment refers to the extent to which individuals feel they “ought to stay” in the profession. Regarding this commitment, the individuals feel they should stay in their profession due to a sense of obligation to it (Allen & Meyer, 1990; Cho & Huang, 2012; Shafer, et al., 2016).
2.3. **Relationship between organizational and professional commitment**

Recently, academics have devoted attention to the relationship between organizational and professional commitment. However, research results that pertain to this relationship, revealed inconsistent results. Some researchers found coexistence in both organizational commitment and professional commitment (Simpson, 1985; Wallace, 1993), while some suggested a conceptual distinction between organizational and professional commitment (Fiol et al., 2009). Namely, some authors propose that both organizational commitment and professional commitment are in line, but others suggest that greater organizational commitment leads to a lower level of professional commitment and vice versa (Singh & Gupta, 2015). Interesting research results were presented by Meyer and Allen, (1984). They showed that individuals could have high levels of both organizational and professional commitment, as well as different combinations of those commitments, like low levels of both or a high level in one and low level in the other. In accordance to this, Carson et al. (1999), in their research, categorized four types of individuals regarding the level of their organizational and professional commitment. Dually committed individuals are the ones who have high levels of both commitments; professionals have a high level of professional commitment, but a low level of organizational commitment; organizationalists are those with high level of organizational commitment and low level of professional commitment, and uncommitted individuals have low levels of both commitments.

3. **METHODOLOGY**

3.1. **Aim of the study**

The aim of this study was to explore organizational and professional commitment among Croatian employees, as well as to find out whether there were any differences in those commitments regarding employees’ demographic characteristics.

3.2. **Research sample and procedure**

The empirical research was conducted in January 2021. The questionnaire was distributed online using the convenience sample method. This method is a non-probability online using the convenience sample method. This method is a non-probability sampling method that involves participants from population members who are conveniently available to participate in a study, usually online. At the beginning of the survey, participants were informed about the purpose of the study and their voluntary participation, and also that anonymity was guaranteed, that they could quit at any point without explanation, and that the data would be used for scientific purposes only. The number of participant was 153.

Table 1 presents research sample characteristics.
Women made up a slight majority of respondents (50.3 percent), those aged 41 – 50 (26.1 percent), those having more than 21 year of tenure (25.5 percent), those with higher education (39.2 percent) and those who were married (54.9 percent).

### 3.3. Research instrument

The Organizational Commitment Scale (Meyer, Allen & Smith, 1993) was used to evaluate the organizational commitment. The validity of this instrument for research in Croatian was confirmed by Maslić-Seršić (2000). The

---

| Characteristic               | Respondents |          |          |
|-----------------------------|-------------|----------|----------|
|                             | Frequency   | Percentage|
| **Gender**                  |             |          |          |
| Male                        | 76          | 49.7     |
| Female                      | 77          | 50.3     |
| **Age**                     |             |          |          |
| under 20                    | 5           | 3.3      |
| 21 – 30                     | 39          | 25.5     |
| 31 – 40                     | 38          | 24.8     |
| 41 – 50                     | 40          | 26.1     |
| 51 – 60                     | 26          | 17.0     |
| 61 and older                | 5           | 3.3      |
| **Tenure in organization** |             |          |          |
| Less than 1 year            | 24          | 15.7     |
| 2 – 5                       | 30          | 19.6     |
| 6 – 10                      | 16          | 17.0     |
| 11 – 15                     | 16          | 10.5     |
| 16 – 20                     | 18          | 11.8     |
| 21 and more years           | 39          | 25.5     |
| **Education**               |             |          |          |
| Primary education           | 2           | 1.3      |
| Vocational education        | 9           | 5.9      |
| Secondary education         | 55          | 35.9     |
| College education           | 27          | 17.6     |
| University education        | 60          | 39.2     |
| **Marital status**          |             |          |          |
| Single                      | 57          | 37.3     |
| Married                     | 84          | 54.9     |
| Divorced                    | 7           | 4.6      |
| Widowed                     | 5           | 3.3      |
Organizational Commitment Scale consists of 18 items, 6 items per each organizational commitment dimension. A 5-point Likert scale was used for participants’ answers. The meaning of the scale was: 1 - strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5 - strongly agree. Cronbach’s Alpha showed high reliability of overall organizational commitment scale (α = .939). The scales of affective, continuance, and normative organizational commitment also showed high reliability coefficients of 0.925, 0.807, and 0.933, respectively. The total score of organizational commitment, as well as of each organizational commitment dimension represented the average value of participants’ answers to the corresponding items.

Professional commitment was measured by Meyer et al.’s (1993) 18-item measure. Each professional commitment dimension was explored by 6 items. This measure was back translated (English-Croatian-English) by two independent English language teachers. The 18 items remained similar after the translation process. A 5-point Likert scale was used for participants’ answers. The meaning of scale was: 1 - strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5 - strongly agree. Cronbach’s Alpha showed high reliability of overall professional commitment measure (α = .865). The scales of affective, continuance, and normative professional commitment showed reliability coefficients of 0.839, 0.784, and 0.798 respectively. Here again, the total score of professional commitment, as well as of each professional commitment dimension represented the average value of participants’ answers to the corresponding items.

The personal characteristics included in this research were gender, age, tenure, education, and marital status.

3.4. Data Analysis

Data analysis was conducted using SPSS 23 (Statistical Package for Social Sciences). Statistical procedures applied in this research were Cronbach’s alpha, Normality tests, Levene’s Test, Independent Sample T-test, One-Way ANOVA, as well as descriptive statistics and correlation analysis.

4. RESULTS AND DISCUSSION

The initial analyses were focused on descriptive statistics. These results are presented in Table 2.
Table 2

Descriptive statistics

| Variables               | Mean  | Std. Dev. | Min  | Max  | N   |
|-------------------------|-------|-----------|------|------|-----|
| Organizational commitment | 3.1725 | .90949    | 1.11 | 5.00 | 153 |
| Affective commitment    | 3.3072 | 1.11642   | 1.00 | 5.00 | 153 |
| Continuance commitment  | 3.3954 | .90460    | 1.00 | 5.00 | 153 |
| Normative commitment    | 2.8148 | 1.14398   | 1.00 | 5.00 | 153 |
| Professional commitment | 3.3715 | .60026    | 1.44 | 4.67 | 153 |
| Affective commitment    | 3.8094 | .81704    | 1.00 | 5.00 | 153 |
| Continuance commitment  | 3.3377 | .86791    | 1.00 | 5.00 | 153 |
| Normative commitment    | 2.9673 | .70115    | 1.00 | 4.33 | 153 |

Table 2 shows that overall organizational commitment has a moderate mean value (M= 3.2). Some researchers have discovered similar levels of organizational commitment in Croatian organizations (Krapić et al., 2006; Krapić et al., 2011; Krapić et al., 2018; Markovina, 2013; Agušaj, 2016). Regarding the mean value of overall professional commitment, it was slightly higher (M= 3.4) than the mean value of overall organizational commitment (M= 3.2). This might imply that respondents were slightly more professionally than organizationally committed. Since there is no available research on the level of professional commitment in Croatia, it is valuable to present similar research results achieved by Singh and Gupta (2018), and Aghaei and Savari (2014).

The results of this paper are in line with the results of some previous research that has uncovered the coexistence of organizational commitment and professional commitment (Simpson, 1985; Wallace, 1993), since the levels of overall organizational and professional commitment were similar.

Observing each organizational and professional commitment dimension, research results showed that the mean value of professional affective commitment stood out. That value was 3.8 and has been the greatest of all commitment dimensions' mean values. Similar results have been shown in some previous studies (Meyer, Allen & Gellaty, 1990; Stallworth, 2003; Bang, Ross & Reio, 2012). This indicates that respondents' emotional attachment to their profession was the highest as compared to all other dimensions of commitments. On the other hand, research results showed that the level of normative commitment, both organizational and professional, was the lowest. The mean value of normative organizational commitment was 2.9 while the mean value of normative professional commitment was even lower, 2.8. This suggests that respondents neither felt a strong obligation to stay in their organizations nor in their professions. Comparing these results with the results of other research in Croatia, Krapić et al. (2018) showed almost identical results in organizational commitment dimensions. Some similarities of these results could also be found in the research of Sabella, El-Far and Eid (2016), and Cho and Huang (2012).
Table 3 shows correlations among research variables.

Table 3

|                        | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. Organizational      | 1   | .863** | .790** | .918** | .560** | .332** | .431** | .517** |
| commitment             |     |      |      |      |      |      |      |      |
| 2. Affective           |     |      |      |      |      |      |      |      |
| organizational         | 1   | .474** | .709** | .485** | .406** | .269** | .439** |
| commitment             |     |      |      |      |      |      |      |      |
| 3. Continuance         |     |      |      |      |      |      |      |      |
| organizational         | 1   | .630** | .430** | .191** | .463** | .308** |
| commitment             |     |      |      |      |      |      |      |      |
| 4. Normative           |     |      |      |      |      |      |      |      |
| organizational         | 1   | .522** | .245** | .398** | .562** |
| commitment             |     |      |      |      |      |      |      |      |
| 5. Professional        |     |      |      |      |      |      |      |      |
| commitment             | 1   | .732** | .747** | .791** |
| 6. Affective           |     |      |      |      |      |      |      |      |
| professional           | 1   | .223** | .439** |
| commitment             |     |      |      |      |      |      |      |      |
| 7. Continuance         |     |      |      |      |      |      |      |      |
| professional           | 1   | .420** |
| commitment             |     |      |      |      |      |      |      |      |
| 8. Normative           |     |      |      |      |      |      |      |      |
| professional           |     |      |      |      |      |      |      |      |
| commitment             | 1   |     |

**. Correlation is significant at the 0.01 level (2-tailed).

All variables were statistically significantly correlated with each other, with different correlation intensity. Organizational commitment was highly correlated to its dimensions, as well as professional commitment to its dimensions. Organizational and professional commitments were moderately correlated (r = .56).

The following analyses examined differences in organizational and professional commitment, as well as, in their dimensions, regarding respondents’ gender, age, tenure in the organization, education, and marital status.

Shapiro-Wilk’s test (p > 0.05) for all groups, as well as a visual inspection of their histograms, normal Q-Q plots and box plots showed that organizational commitment and professional commitment were approximately normally distributed regarding gender, age, tenure in the organization, education and marital status (not shown here). Levene's tests of homogeneity of variances were not statistically significant, which means that variances were equal, or groups were not statistically significantly different. Hence, the preconditions were met for Independent Sample T-test and One-Way ANOVA, as shown below.

Differences in organizational and professional commitment regarding respondents’ gender were tested by the Independent Sample T-test, and presented in Table 4.
Independent Sample T-test

|                    | Levene’s Test of Equality of Variances | t-test for Equality of Means | 95% Confidence Interval of the Difference |
|--------------------|----------------------------------------|-----------------------------|------------------------------------------|
|                    | F        | Sig. | t    | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | Lower | Upper |
| Organizational     |          |      |      |    |               |                |                          |       |       |
| commitment         | Equal variances assumed | .309 | .579 | -.453 | 151 | .651 | -.06674 | .14744 | -.35806 | .22458 |
|                    | Equal variances not assumed | - |      |      |    |               |                |                          |       |       |
| Professional       |          |      |      |    |               |                |                          |       |       |
| commitment         | Equal variances assumed | .146 | .703 | -.196 | 151 | .845 | -.01911 | .09737 | -.21149 | .17327 |
|                    | Equal variances not assumed | - |      |      |    |               |                |                          |       |       |

Independent Sample T-Test, presented in Table 4, suggested that there were no statistically significant differences in the mean value of organizational commitment as well as of professional commitment between men and women. Some studies were in line with these results, and did not uncover differences in organizational commitment regarding gender (Mathieu & Zajac, 1990; Mahanta, 2012; Ajayi, 2017). In addition, some research has found no relationship between professional commitment and gender (Giffords, 2009; Freund et al., 2013). However, some research has found differences in organizational commitment regarding gender (Mowday et al., 1982; Matthieu & Zajec, 1990; Kumasey, Delle & Batchison Ofei, 2014; Jena, 2015) as well as differences in professional commitment regarding gender (Alom, 2018; Zabol et al., 2019).

The results of One-Way ANOVA, presented in Table 5, showed that there were no statistically significant differences in the mean value of organizational commitment as well as of professional commitment regarding respondents’ age.

Table 5

|                     | Sum of Squares | df | Mean Square | F    | Sig. |
|---------------------|----------------|----|-------------|------|------|
| Organizational      |                |    |             |      |      |
| commitment          | Between Groups | 7.035 | 5    | 1.407 | 1.742 | .128 |
|                     | Within Groups  | 118.695 | 147 | .807 |       |      |
|                     | Total          | 125.729 | 152 |       |       |      |
| Professional        |                |    |             |      |      |
| commitment          | Between Groups | 1.768 | 5    | .354 | .981  | .431 |
|                     | Within Groups  | 53.000 | 147 | .361 |       |      |
|                     | Total          | 54.768 | 152 |       |       |      |

Similar results were discovered by Meyer, et al. (2002); Chui, Tong and Mula (2007), and Akinyemi (2014), regarding the relationship between organizational commitment and age; and Giffords (2009), and Freund et al.
(2013) regarding the relationship between professional commitment and age. However, a positive relationship between age and organizational commitment were found by Allen and Meyer (1993); Cohen (1993); Su et al. (2009); De Gieter, Hofmans and Pepermans (2011); Nifadkar and Dongre (2014). Additionally, Anwer, Tahir and Batool (2012), and Beri and Beri (2016) detected a strong relationship between professional commitment and age.

The results of One-Way ANOVA, presented in Table 6, showed that there were no statistically significant differences in the mean value of organizational commitment as well as of professional commitment regarding respondents’ tenure in the organization.

| One-Way ANOVA – Tenure in the organization |
|-------------------------------------------|
|                                           |
| **Table 6**                               |
|                                           |
| Sum of Squares | df | Mean Square | F   | Sig. |
|----------------|----|-------------|-----|------|
| **Organizational commitment**             |
| Between Groups | 5.636 | 5 | 1.127 | 1.380 | .235 |
| Within Groups | 120.093 | 147 | .817 |       |      |
| Total          | 125.729 | 152 |   |       |      |
| **Professional commitment**               |
| Between Groups | 1.468 | 5 | .294 | .810 | .545 |
| Within Groups | 53.301 | 147 | .363 |       |      |
| Total          | 54.768 | 152 |   |       |      |

In prior research, correlation between tenure and organizational commitment was not found (Ahmad & Bakar, 2003; Chui et al., 2007). In addition, Giffords (2009) found no relationship between professional commitment and tenure in the organization. However, the majority of research has found a positive relationship between organizational commitment and tenure (Allen & Meyer, 1990; Mathieu & Zajac, 1990; Cohen, 1993; Meyer & Allen, 1997; Meyer et al., 2002; Su et al., 2009; De Gieter et al., 2011; Amangala, 2013; Nifadkar & Dongre, 2014).

The results of One-Way ANOVA, presented in Table 7, showed that there were no statistically significant differences in mean value of organizational commitment as well as of professional commitment regarding respondents’ education.

| One-Way ANOVA – Education |
|---------------------------|
|                           |
| **Table 7**               |
|                           |
| Sum of Squares | df | Mean Square | F    | Sig. |
|----------------|----|-------------|------|------|
| **Organizational commitment** |
| Between Groups | 2.168 | 4 | .542 | .649 | .628 |
| Within Groups | 123.561 | 148 | .835 |     |      |
| Total          | 125.729 | 152 |   |     |      |
| **Professional commitment** |
| Between Groups | 1.133 | 4 | .283 | .782 | .539 |
| Within Groups | 53.635 | 148 | .362 |     |      |
| Total          | 54.768 | 152 |   |     |      |
Some research studies have shown a positive correlation between organizational commitment and education (Gallie & White, 1993; Amangala, 2013), and some have discovered a negative relationship between these two variables (Mowday et. al., 1982; Mathieu & Zajac, 1990; Khan & Zafar, 2013). Regarding professional commitment, Day and Gu (2009) showed that there were no differences in professional commitment regarding education, while Kannan and Pillai (2008) suggested a strong link between professional commitment and education.

Finally, the results of One-Way ANOVA, presented in Table 8, showed that there were no statistically significant differences in mean value of organizational commitment as well as of professional commitment regarding respondents’ marital status.

Table 8

|                       | Sum of Squares | df | Mean Square | F     | Sig.  |
|-----------------------|----------------|----|-------------|-------|-------|
| **Organizational**    |                |    |             |       |       |
| commitment            |                |    |             |       |       |
| Between Groups        | 2.070          | 3  | .690        | .831  | .479  |
| Within Groups         | 123.659        | 149| .359        |       |       |
| Total                 | 125.729        | 152|             |       |       |
| **Professional**      |                |    |             |       |       |
| commitment            |                |    |             |       |       |
| Between Groups        | 1.269          | 3  | .423        | 1.178 | .320  |
| Within Groups         | 53.499         | 149| .359        |       |       |
| Total                 | 54.768         | 152|             |       |       |

Similar results were presented by Mahanta (2012); Avci and Erdem (2017) regarding the level of organizational commitment, and Giffords (2009) regarding the level of professional commitment. However, in some research studies a positive correlation between organizational commitment and marital status was detected (Saifuddin & Nawaz, 2012; Nifadkar & Dongre, 2014; Jena, 2015), as well as between professional commitment and marital status (Salami, 2008; Sood & Anand, 2010).

5. CONCLUSION

The aim of this study was to explore organizational and professional commitment among Croatian employees, as well as to find out whether there were any differences in those commitments regarding employees’ demographic characteristics. Research results indicated that respondents were slightly more professionally than organizationally committed. Observing each organizational and professional commitment dimension, research results showed that the mean value of professional affective commitment stood out. This revealed that respondents’ emotional attachment to their profession was the highest as compared to all other dimensions of commitments. On the other hand, research results showed that the level of normative commitment, both organizational and
professional, was the lowest. This suggested that respondents neither felt a strong obligation to stay in their organizations, nor in their professions. Concerning differences in organizational commitment and professional commitment regarding employees’ demographic characteristics (gender, age, tenure in the organization, education and marital status), research results showed that there were no statistically significant differences in the mean value of organizational commitment as well as of professional commitment regarding any of respondents’ demographic characteristics.

The presented results could be perceived as initial step in the research on the relationship between organizational and professional commitment in the Croatian context. It enhances the knowledge about the levels of organizational and professional commitment and their dimensions among Croatian employees. The practitioners could consider these results as valuable for their HRM activities.

The limitations of this research are the small sample and the convenience sample method, which does not provide insights into levels of professional commitment among different professions. Additional research limitation is the cross-sectional analysis that does not provide findings over a longer period. Therefore, for some future research, the research sample could be extended, an application of longitudinal study could be considered, and more advanced statistical methods could be used for data analysis.

**LITERATURE**

Aghaie, N.; Savari, M. (2014). "The relationship between psychological empowerment and professional commitment of selected physical education teachers in Khuzestan province". Iran European Journal of Experimental Biology, Vol. 4, No. 4, pp. 147-155.

Agušaj, B. (2016). Sukladnost osobnih i organizacijskih vrijednosti te angažiranost zaposlenih. Doktorska disertacija. Sveučilište Jurja Dobrile u Puli.

Ahmad, K. Z.; Bakar, R. A. (2003). "The Association between Training and Organizational Commitment among White-Collar Workers in Malaysia". International Journal of Training and Development, Vol. 7, pp. 166-185. https://doi.org/10.1111/1468-2419.00179

Ajayi, M. O. (2017). "Influence of Gender and Age on Organisational Commitment Among Civil Servants in South-West, Nigeria. Canadian Social Science, Vol. 13, No. 2, pp. 29-33. https://doi.org/10.5296/jad.v2i2.10042

Akinyemi, B. O. (2014). "Organizational commitment in Nigerian banks: The influence of age, tenure and education”. Journal of Management and Sustainability, Vol. 4, No. 4, pp. 104-115. https://doi.org/10.5539/jms.v4n4p104

Allen, N. J.; Meyer, J. P. (1993). "Organizational Commitment: Evidence of Career Stage Effect”. Journal of Business Research, Vol. 26, pp. 49-61. https://doi.org/10.1016/0148-2963(93)90042-N

Amanagala, T. A. (2013). "The Effect of Demographic Characteristics on Organisational Commitment: a Study of Salespersons in the Soft Drink Industry in Nigeria". European Journal of Business and Management, Vo. 5, No. 18, pp. 108-118.
Anwer, M.; Tahir, T.; Batool, S. (2012). "Professional role of teachers in government colleges and higher secondary schools for F. Sc programme in Punjab: A comparative study". Social Sciences and Humanities, Vol. 3, No. 3, pp. 265-274.

Avcı, A.; Erdem, R. (2017). "The Role of Demographic Factors in Predicting Organizational Commitment among Security Employees". European Journal of Multidisciplinary Studies, Vol. 2, No. 5, pp. 409-415. https://doi.org/10.26417/ejms.v5i1.p409-415

Bang, H.; Ross, S.; Reio, T. G. (2012). "From Motivation to Organizational Commitment of Volunteers in Non-Profit Sport Organizations". Journal of Management Development, Vol. 32, No. 1, pp. 96-112. https://doi.org/10.1108/02621711311287044

Barać, V.; Prić, N.; Plužarić, J.; Farčić, N.; Kovačević, S. (2018). "The mediating role of nurses' professional commitment in the relationship between core self-evaluation and job satisfaction". International Journal of Occupational Medicine and Environmental Health, Vol. 31, No. 5, pp. 649-658. https://doi.org/10.13075/ijomeh.1896.01256

Bergami, M.; Bagozzi, R. P. (2000). "Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization". British Journal of Social Psychology, Vol. 39, pp. 555-577. https://doi.org/10.1348/014466600164633

Beri, N.; Beri, A. (2016). "Professional commitment of teacher educators in relation to work motivation". International Journal of Research in Humanities. Arts and Literature, Vol. 4, No. 1, pp. 45-52.

Blau, G.; Lunz, M. (1998). "Testing the incremental effect of professional commitment on intent to leave one's profession beyond the effects of external, personal and work-related variables". Journal of Vocational Behaviour, Vol. 52, No. 2, pp. 260-269. https://doi.org/10.1006/jvbe.1997.1601

Carson, K.; Carson, P.; Roe, C.; Birkenmeier, B.; Philips, J. (1999). "Four commitment profiles and their relationships to empowerment, service recovery, and work attitudes". Public Personnel Management, Vol. 28, No. 1, pp. 1-13. https://doi.org/10.1177/009102609902800101

Cho, V.; Huang, X. (2012). "Professional commitment, organizational commitment, and the intention to leave for professional advancement: An empirical study on IT professionals". Information Technology & People, Vol. 25, No. 1, pp. 31-54. https://doi.org/10.1108/09593841211204335

Chui, J.; Tong, C.; Mula, J. M. (2007). "Assessing the extent to which career development impacts employee commitment: A case study of the ICT industry in Hong Kong". ACIS 2007 Proceedings.

Cohen, A. (1993). "Organisational Commitment and Turnover: A Meta-Analysis". Academy of Management Journal, Vol. 36, pp. 1140-1157. https://doi.org/10.2307/256650; https://doi.org/10.5465/256650

Cooper-Hakim, A.; Visvesvaran, C. (2005). "The construct of work commitment: testing an integrative framework". Psychological Bulletin, Vol. 131, No. 2, pp. 241-259. https://doi.org/10.1037/0033-2909.131.2.241

Crleń, E.; Labaš, Š.; Malbašić, I. (2016). "Utjecaj usklađenosti osobnih i organizacijskih vrijednosti na organizacijsku odanost: Komparativna analiza hrvatskih poduzeća". Ekonomski pregled, Vol. 67, No. 1, pp. 61-80.

Day, C.; Gu, Q. (2009). "Veteran teachers: commitment, resilience and quality retention". Teachers and Teaching Theory and Practice, Vol. 15, No. 4, pp. 441-457. https://doi.org/10.1080/13540600903057211
De Gieter S.; Hofmans J.; Pepermans R. (2011). "Revisiting the impact of job satisfaction and organizational commitment on nurse turnover intention: an individual differences analysis". International journal of nursing studies, Vol. 48, No. 12, pp. 1562-1569. https://doi.org/10.1016/j.ijnurstu.2011.06.007

Fiol, C. M.; Pratt, M.; O'Connor, E. J. (2009). "Managing intractable identity conflicts". Academy of Management Review, Vol. 34, No. 1, pp. 32-55. https://doi.org/10.5465/amr.2009.35713276

Freund, A.; Blit-Cohen, E.; Cohen, A.; Dehan, N. (2013). "Professional Commitment in Novice Social Work Students: Socio-Demographic Characteristics". Social Work Education, Vol. 32, No. 7, pp. 867-887. https://doi.org/10.1080/02615479.2012.717920

Gallie, D.; White, M. (1993). Employee Commitment and the Skills Revolution. London: PSI Publishing.

Giffords, E. D. (2009). "An Examination of Organizational Commitment and Professional Commitment and the Relationship to Work Environment. Demographic and Organizational Factors". Journal of Social Work, Vol. 9, No. 4, pp. 386-404. https://doi.org/10.1177/1468017309346232

Herscovitch, L.; Meyer, J. P. (2002). "Commitment to organizational change: extension of a three-component model". The Journal of Applied Psychology, Vol. 87, No. 3, pp. 474-487. https://doi.org/10.1037/0021-9010.87.3.474

Jafaraghaee, F.; Ebadi, A.; Negarandeh, R.; Mehrdad, N. (2017). "A professional commitment scale for clinical nurses: A study protocol". Med J Islam Repub Iran, Vol. 31, 123. https://doi.org/10.14196/mjiri.31.123

Jena, R. K. (2015). "An Assessment of Demographic Factors Affecting Organizational Commitment among Shift Workers in India". Management, Vol. 20, No. 1, pp. 59-77.

Kannan, R.; Pillai, P. M. S. (2008). "An examination on the professional commitment of engineering college teachers". Journal of International Business Management, Vol. 2, No. 6, pp. 218-224.

Khan, F.; Zafar, S. (2013). "An Empirical Study of Affective Commitment across Demographic groups in the Banking Sector of Pakistan". Pakistan Journal of Commerce and Social Sciences, Vol. 7, No. 3, pp. 555-563.

Kradić, N.; Ćoso, B.; Sušanj, Z. (2006). "Crte ličnosti i stavovi prema radu i organizaciji kao prediktori tjelesnih simptoma zaposlenika". Psihologijske teme, Vol. 15, No. 1, pp. 81-100.

Kradić, N.; Kardum, I.; Barić, S. (2018). "Efekti kongruentnosti osobnih i organizacijskih vrijednosti na odanost organizaciji". Psihologijske teme, Vol. 27, No. 2, pp. 291-309. https://doi.org/10.31820/pt.27.2.8

Kradić, N.; Pletikosić, S.; Grabar, N. (2011). "Odnos crta ličnosti i stavova prema radu i organizaciji s odgovornim organizacijskim ponašanjem". Psihologijske teme, Vol. 20, No. 2, pp. 319-336.

Kumasey, S. A.; Delle, E.; Batchison Ofei, S. (2014). "Occupational stress and organizational commitment: Does sex and managerial status matter?". International Journal of Business and Social Research, Vol. 4, No. 5, pp. 173-182.

Lambert, E.; Hogan, N. (2009). "The Importance of Job Satisfaction and Organizational Commitment in Shaping Turnover Intent: A Test of a Causal Model". Criminal Justice Review, Vol. 34, pp. 96-118. https://doi.org/10.1177/0734016808324230
Maertz, C. P.; Griffeth, R. W.; Campbell, N. S.; Allen, D.G. (2007). "The effects of perceived organizational support and perceived supervisor support on employee turnover". Journal of Organizational Behavior, Vol. 28, No. 8, pp. 1059-1075. https://doi.org/10.1002/job.472

Mahanta, M. (2012). "Personal Characteristics and Job Satisfaction as Predictors of Organizational Commitment: An Empirical Investigation". South Asian Journal of Management, Vol. 19, No. 4, pp. 45-58.

Mamman, A.; Kamoche, K.; Bakuwa, R. (2011). "Diversity, Organisational Commitment and Organisational Citizenship Behavior: An Organising Framework". Human Resource Management Review, Vol. 22, pp. 285-302. https://doi.org/10.1016/j.hrmr.2011.12.003

Markovina, J. (2013). "Zadovoljstvo poslom i odanost organizaciji - primjer Agronomskog fakulteta Zagreb". U: Marić, S.; Lončarić, Z. (ur.). 48. hrvatski i 8. međunarodni simpozij agronoma, pp. 190-194. Osijek: Poljoprivredni fakultet Sveučilišta Josipa Jurja Strossmayera u Osijeku.

Marmaya, N. H.; Zawawi, N.; Hitam, M.; Jody, J. M. (2011). "Organizational commitment and job burnout among employees in Malaysia". ICBER, Vol. 1, pp. 185-187.

Maslić-Seršić, D. (2000). "Što je odanost i kako je možemo mjeriti?". Suvremena psihologija, Vol. 3, pp. 99-111.

Mathieu, J.; Zajac, D. (1990). "A review of meta-analyses of the antecedents, correlates and consequences of Organizational commitment". Psychological Bulletin, Vol. 108, No. 2, pp. 171-194. https://doi.org/10.1037/0033-2909.108.2.171

Meyer, J. P.; Allen, N. J. (1984). "Testing the 'side-bet theory' of organizational commitment: Some methodological considerations". Journal of Applied Psychology, Vol. 69, pp. 372-378. https://doi.org/10.1037/0021-9010.69.3.372

Meyer, J. P., Allen, N. J. (1991). "A three-component conceptualization of organizational commitment". Human Resources Management Review, Vol. 1, pp. 61-89. https://doi.org/10.1016/1056-4822(91)90011-Z

Meyer, J. P.; Stanley, D. J.; Herscovitch, L.; Topolnytsky, L. (2002). "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences". Journal of Vocational Behaviour, Vol. 61, pp. 20-52. https://doi.org/10.1006/jvbe.2001.1842

Meyer, J. P.; Allen, N.; Gellatly, I. (1990). "Affective and Continuance Commitment to the Organization: Evaluation of Measures and Analysis of Concurrent and Time-lagged Relations". Journal of Applied Psychology, Vol. 75, pp. 710-20. https://doi.org/10.1037/0021-9010.75.6.710

Meyer, J. P.; Allen, N. J.; Smith, C. A. (1993). "Commitment to organizations and occupations: extension and test of a three-component conceptualization". Journal of Applied Psychology, Vol. 78, No. 4, pp. 538-551. https://doi.org/10.1037/0021-9010.78.4.538

Meyer, J. P.; Allen, N. J. (1997). Commitment in the Workplace: Theory, Research, and Application. Sage Publications: USA.

Morrow, P.; Wirth, R. (1989). "Work commitment among salaried professionals". Journal of Vocational Behaviour, Vol. 32, No. 1, pp. 92-111. https://doi.org/10.1016/0011-8791(89)90063-8

Mowday, R. T.; Porter, L. W.; Steers, R. M. (1982). Employee-Organization Linkages, the Psychology of Commitment, Absenteeism and Turnover. New York: Academic Press. https://doi.org/10.1016/B978-0-12-509370-5.50012-5; https://doi.org/10.1016/B978-0-12-509370-5.50012-5;
5.50006-X; https://doi.org/10.1016/B978-0-12-509370-5.50009-5; https://doi.org/10.1016/B978-0-12-509370-5.50007-1; https://doi.org/10.1016/B978-0-12-509370-5.50011-3; https://doi.org/10.1016/B978-0-12-509370-5.50008-3; https://doi.org/10.1016/B978-0-12-509370-5.50005-8

Mowday, R. T.; Steers, R. M.; Porter, L. W. (1979). "The Measurement of Organizational Commitment". Journal of Vocational Behaviour, Vol. 14, pp. 224-227. https://doi.org/10.1016/0001-8791(79)90072-1

Nasution, D.; Östermark, R. (2012). "The impact of social pressures, locus of control, and professional commitment on auditors' judgment: Indonesian evidence". Asian Review of Accounting, Vol. 20, No. 2, pp. 163-178. https://doi.org/10.1108/13217341211242204

Nifadkar, R. S.; Dongre, A. P. (2014). "To Study the Impact of Job Satisfaction and Demographic Factors on Organizational Commitment". India Journal of Business Management & Social Sciences Research, Vol. 3, pp. 1-8.

Pomper, I.; Malbašić, I. (2016). "Utjecaj transformacijskog vodstva na zadovoljstvo zaposlenika poslom i njihovu odanost organizaciji". Ekonomski pregled, Vol. 67, No. 2, pp. 135-152.

Porter, L. W.; Steers, R. M.; Mowday, R. T.; Boulian, P. V. (1974). "Organizational commitment, job satisfaction, and turnover among psychiatric technicians". Journal of Applied Psychology, Vol. 59, No. 5, pp. 603-609. https://doi.org/10.1037/h0037335

Sabella, A. R.; El-Far, M. T.; Eid, N. L. (2016). "The effects of organizational and job characteristics on employees' organizational commitment in arts-and-culture organizations". International Journal of Organizational Analysis, Vol. 24, No. 5, pp. 1002-1024. https://doi.org/10.1108/IJOA-08-2015-0900

Shafer, W. E.; Simmons, R. S.; Yip, R. W. Y. (2016). "Social responsibility, professional commitment and tax fraud". Accounting, Auditing & Accountability Journal, Vol. 29, No. 1, pp. 111-134. https://doi.org/10.1108/AAAJ-03-2014-1620

Simpson, R. L. (1985). "Social control of occupations and work". Annual Review of Sociology, Vol. 11, pp. 415-436. https://doi.org/10.1146/annurev.so.11.080185.002215

Smith, D.; Hall, M. (2008). "An empirical examination of a three-component model of professional commitment among public accountants". Behavioural Research in Accounting, Vol. 20, No. 1, pp. 75-92. https://doi.org/10.2308/bria.2008.20.1.75

Somech, A.; Bogler, R. (2002). "Antecedents and consequences of teacher organizational and professional commitment". Educational Administration Quarterly, Vol. 38, No. 4, pp. 555-577. https://doi.org/10.1177/001316102237672

Sommer, M. J.; Birnbaum, D. (1998). "Work-related commitment and job performance: it's also the nature of the performance that counts". Journal of Organizational
Sood V.; Anand, A. (2010). "Professional commitment among B. Ed. Teacher educators of Himachal Pradesh". E-journal of All India Association for Educational Research (EJAIER), Vol. 22, No. 1.

Stallworth, H. L. (2003). "Mentoring, Organizational Commitment and Intentions to Leave Public Accounting". Managerial Auditing Journal, Vol. 18, pp. 405-418. https://doi.org/10.1108/02686900310476873

Su, S.; Baird, K.; Blair, B. (2009). "Employee Organizational commitment: the influence of cultural and organizational factors in the Australian manufacturing industry". The International Journal of Human Resource Management, Vol. 20, No. 12, pp. 2494-2516. https://doi.org/10.1080/09585190903363813

Sušanj, Z.; Jakopec, A. (2012). "Fairness Perceptions and Job Satisfaction as Mediators of the Relationship between Leadership Style and Organizational Commitment". Psihologijske teme, Vol. 21, No. 3, pp. 509-526.

Tam, Y. M.; Korczynski, M.; Frenkel, S. J. (2002). "Organizational and occupational commitment: knowledge workers in large corporations". Journal of Management Studies, Vol. 39, No. 6, pp. 775-801. https://doi.org/10.1111/1467-6486.00311

Vidić, T. (2010). "Organizacijska odanost učitelja osnovnoj školi". Napredak, Vol. 151, No. 1, pp. 33-44.

Wallace, J. E. (1993). "Professional and organizational commitment: Compatible or incompatible?", Journal of Vocational Behavior, Vol. 42, pp. 333-349. https://doi.org/10.1006/jvbe.1993.1023

Zabol F. R.; Akbari, O.; Kiani, F.; Sarhadi, F. (2019). "Correlations of Organizational Justice and Professional Commitment with the Demographic Variables of Nurses". IJN, Vol. 31, No. 116, pp. 28-39. https://doi.org/10.29252/ijn.31.116.28

Zanagro, G. A. (2001). "Organizational Commitment: A concept analysis". Nursing forum, Vol. 36, No. 2, pp. 1-14. https://doi.org/10.1111/j.1744-6198.2001.tb01179.x
Dr. sc. Danica Bakotić
Redovita profesorica
Sveučilište u Splitu, Ekonomski fakultet Split
E-mail: danicab@efst.hr
Orcid: https://orcid.org/0000-0001-8191-4872

ODANOST ORGANIZACIJI I PROFESIJI - PRIKAZ SITUACIJE U HRVATSKOJ

Sažetak
Cilj je ovoga rada istražiti odanost organizaciji i odanost profesiji među zaposlenicima u Hrvatskoj te utvrditi postoje li razlike u navedenim odanostima s obzirom na demografske karakteristike zaposlenika. Empirijsko istraživanje provedeno je online, u siječnju 2021. Upitnik je distribuiran online metodom prigodnog uzorkovanja (metoda neprobabilističkog uzorkovanja) koja uključuje pojedince dostupne za sudjelovanje u istraživanju. Broj je ispitanika 153. Rezultati istraživanja pokazali su da su ispitanici nešto više odani svojoj profesiji nego organizaciji u kojoj su zaposleni. Promatrajući pojedinu dimenziju odanosti, rezultati istraživanja pokazali su da je afektivna odanost profesiji najviša, dok je razina normativne odanosti, i organizaciji i profesiji, bila najniža. Što se tiče razlika u odanosti, organizaciji i profesiji, s obzirom na demografske karakteristike zaposlenika (spol, dob, radni staž u organizaciji, obrazovanje i bračni status), rezultati istraživanja pokazali su da ne postoje statistički značajne razlike u odanosti organizaciji, kao ni odanosti profesiji s obzirom na demografske karakteristike ispitanika.

Ključne riječi: odanost organizaciji, odanost profesiji, demografske karakteristike.
JEL klasifikacija: J21, J24, M12, M54.
