

An Empirical Assessment of Organisational Commitment and Demographic Variables

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Abstract

In this global era of competitive environment, where geographical boundaries are merging and organisations are facing the problems of head hunting and downsizing, organisational commitment is considered as the most prominent variable that helps organisations to achieve goal and attain competitive advantage. Present study aims to find the relationship of demographic variables (age, gender and designation) with organisational commitment level of employees working in selected textile manufacturing units. Data was collected from 300 employees at the cadre of officers and executives in their respective units. A standardized questionnaire comprising 30 items to measure eight factors of commitment was used to collect the data. Various statistical tools like descriptive statistics, correlation, multiple linear regressions, t- test and one-way ANOVA was used to analyse the results. The findings indicated that age, designation and gender was the strong predictors of overall organisational commitment of the employees.

Key Words: Attitude, designation, commitment, turnover

INTRODUCTION

Organizational commitment is one of the most important job-related attitudes having considerable significance in industrial psychology. At a very general level, organizational commitment refers to the employee's emotional attachment to identification with, and involvement in a particular organization (Mowday *et al.*, 1981). Commitment refers to both the feelings and the behavioural tendencies that employees have towards their organization. The concept of organizational commitment was initially conceived by Becker (1960) by developing Side Bet theory. This theory was the first attempt to understand the concept of commitment from the perception of an employee's attachment and bonding towards the organisation. According to side bet theory, employees are committed to the organizations by a contract of economic gains and they have some hidden vested investments or side bets.

These side bets are valued by the individual because over a period of time, certain cost may occur that makes detachment difficult from a set pattern of activity like maintaining membership in the organization or loss of seniority. The threat of losing these accumulations of investments along with a perceived lack of alternatives to replace or make up for the loss force them to commit or remain loyal in the organization (Cohen, Loewenberg). Researchers examined certain other variables as indexes of the side bets like age and tenure, education, pay, gender and perceived job alternatives (Autto *et al.*, Sheldon, Ritzer & Trice, Stevens, Beyer & Trice). Becker's theory claimed organizational commitment as a major predictor of voluntary turnover.

Modway *et al.* (1979) expounded that organisational commitment is the result of three psychological factors (1) Identification- a belief in organization's culture, goals and

values. (2) Participation-willingness to do extra efforts to achieve organisational targets and goals (3) Loyalty-emotional affection towards the organization and desire to continue working for the same. Porter and his team gave single facet construct and believed that commitment is more of an individual's virtual force which gives strength to stay in the organisation. They also hypothesized that employees' turnover was highly correlated with their commitment instead of job satisfaction. Although, Porter and his followers opened a different gateway towards commitment evolution, but their contribution was grounded to single dimension notion only

Meyer & Allen (1984) and O'Reilly & Chatman (1986) proposed multidimensional model of organisational commitment. The fifteen item OCQ was based on three-dimensional definition of commitment including attitudinal commitment, behaviour commitment and consequences of commitment. (O'Reilly and Chatman, 1986). The attitudinal dimension identified the ancestral conditions that helps in the development of commitment whereas behavioural dimensions focused on the repetitive behaviour of employees and its effect on their job attitudes. This questionnaire was also criticized on the basis that some of the items in the instrument were regarding performance intentions and the statements covered in the instrument failed to distinguish behavioural and attitudinal dimensions (Mowday *et al.* 1982). Meyer & Allen (1984, 1987, 1991) made certain revisions in their instrument and developed a three-component model which was rooted to Becker (1960) and porter *et al.* (1974) approach and is popularly used by researchers in the area of organisational development. Meyer & Allen (1997) stated that organisational commitment is a psychological

state that (a) characterizes the employee's relationship with the organisation and (b) has implications for the decision to continue membership in the organisation. The three components of commitment are as follows:

1. **Affective Commitment:** It is the strength of a person's desire to work for an organisation because he or she agrees with its goals and values. It refers to the employees' perception of their emotional attachment to or identification with their organisation as they believe that their company's image is their own image. Such employees adapt organization's goals, vision, values and culture and they easily fit in the work environment. When employees start believing that they are able to fulfill their career goals and expectations by working in the current organisation, their affective commitment tends to increase and they act as ambassadors for their organisation.
2. **Continuance Commitment:** It is the strength of a person's desire to continue working for an organisation because he or she needs to do so and cannot afford to leave (Meyer, Allen 1991). It refers to employee's perception and awareness of the cost associated with leaving the organisation (Meyer and Hercovitch, 2001). This is related to the inclination of an individual to continue in the organisation because of past behavioral acts in the form of non-transferrable benefits like seniority, higher pay, recognition, relationship with co-workers and other acquired skills which he or she may lose if shifts to another organisation.
3. **Normative Commitment:** It refers to the strength of a person's desire to continue working for an organisation because he or she feels obliged from others to remain there. It is an individual's frame of mind that

force him towards a particular course of action (Meyer and Hercovitch, 2001). Normative commitment reflects employees' perception of their conscience to their organisation. Employees' will exhibit higher degree of normative commitment if they believe that organisation is loyal and supportive to them.

LITERATURE REVIEW:

Review of literature has indicated that there are several important factors which leads to organisational commitment. **Porter, Steers and Mowday** (1974) asserted that job satisfaction is a major determinant of organisational commitment. **Mowday et al.** (1982) and **Steers** (1997) identified four sets of antecedents of organisational commitment: job characteristics, work experiences, role characteristics and personal characteristic. **Mathieu & Hamel** (1989) categorized mental health and role stress as two important determinants of organisational commitment. A meta-analysis done by **Meyer et al.** (2002) listed four important antecedent variables i.e. (1) demographic which includes age, tenure, gender and education. (2) work experience like role ambiguity, role conflict and organisational support. (3) Investment and availability of alternatives like education and skill development and (4) Individual differences like self-efficacy and external locus of control. **Kassahun** (2005) noted that age, job autonomy, procedural justice, organisational support and distributive justice are some of the important antecedents of organisational commitment. **Sharma** (1997) found that both organisational characteristics and personal variables were significantly enhancing the workplace commitment of the employees. **Purcell et al.** (2003) shortlisted important key factors which influence employees' level of commitment at workplace. These factors are finding

satisfactory career opportunities within the organisation, work challenges, satisfaction with performance appraisal systems, effective leadership, effective communication and organisation's help in achieving work life balance. Organisational commitment is also stimulated by an individual's personal factors like age, gender and service tenure (**Meyer & allen**, 1997).

It is evident that older employees generally show affective and normative commitment towards their workplace (**Osei E.A. et al.**, 2015). **Baron & Greenberg** (2003) pointed out that senior employees show higher level of commitment as they are more satisfied with their own performance. Working in the same organisation for a longer period of time helps employees to understand the culture, values and goals in a better way. **Aydin et al.** (2011) and **Seong et al.** (2012) found that male employees were more committed towards their organisation as compare to female employees, whereas **Harrison & Hubbard** (1998) established that female employees exhibit greater commitment because they face more competition and fewer employment opportunities as compare to their male counterparts. So, they tend to show more loyalty and emotional bonding (affective commitment) towards the organisation. **Spagnoli & Caetano** (2012) and **Panaccio & Vandenberghe** (2012) propounded that personality is also one of the important personal factors which is associated with organisational commitment. **Das** (2014) in his PhD thesis titled "Job Satisfaction and Organization Commitment among employees in selected organized retail outlets in India" found that increase in salary, job satisfaction, education level, working spouse of employees within the same organization enhances organizational commitment of employees. The most interesting findings of this research

were that with increase in experience there was decrease in the commitment of employees.

RESEARCH OBJECTIVES:

- 1.To study the relationship between organisational commitment and demographic variables (age, gender, designation) of the employees.
2. To determine the influence of age, gender and designation on the organisational commitment level of the employees.

HYPOTHESES:

H_{1a} There is a significant relationship between demographic variables and organisational commitment of the employees.

H_{2a} There exists significant impact of age, gender and designation of employees on their organisational commitment.

RESEARCH MEHODOLOGY:

For the purpose of this study, empirical research design was used. The data was collected from the middle level employees of selected textile manufacturing units situated in Punjab and Baddi region of Himachal Pradesh. Stratified random sampling technique was used to select a sample of 300 respondents. Standardised structured questionnaire OCS –HR (2011) developed by

Anukool M. Hyde and Rishu Roy (2011) was administered to measure organizational commitment of the employees. The questionnaire includes 30 items to measure eight dimensions of organizational commitment. These are work environment, affection towards organisation, contentment, goal fulfilment, positive thinking, career goal, empathy and empowerment. There are no rights or wrong answers to the statements. The scale is meant to know how individuals differ in terms of organizational commitment and is not meant to rank them as good or bad workers. Respondents were asked to give their answers on a 5-point Likert scales ranging from strongly agree to strongly disagree. Each statement was scored as 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. To confirm the reliability of the scale, Cronbach’s alpha reliability test was conducted. Cronbach’s alpha coefficient was .856 for 30 questions in the scale. This was observed above the mean acceptable alpha and it shows that data is reliable as reported in Table I.

Table I: Reliability Statistics

| | |
|------------------|--------------|
| Cronbach’s Alpha | No. of Items |
| .0856 | 30 |

ANALYSIS AND INTERPRETATION:

Table 2. Demographic Profile and Descriptive Statistics of Respondents

| Demographic Variable | | Frequency | Percentage | Mean | S.D. |
|----------------------|--------------------|-----------|------------|------|------|
| Age | Less than 25 years | 64 | 21.3 | 31.5 | 7.2 |
| | 26-35 | 167 | 55.7 | | |
| | More than 35 years | 69 | 23.0 | | |
| Gender | Male | 236 | 78.7 | | |
| | Female | 64 | 21.3 | | |
| Designation | Officers | 137 | 45.7 | | |
| | Executives | 163 | 54.3 | | |

Table 2 presents demographic profile and descriptive statistics of the respondents participated in the study. The average age of the respondents was 31.5 with majority of the respondents in the age group of 26 years to 35 years whereas 23% of respondents are in the category of more than 35 years. 21.3% of the sample are less than 25 years of age. 78.7%

male respondents and 21.3% female employees participated in the study. As far as designation is concerned, 45.7% of the respondents were working as officers and 54.3% of the participants were designated as executives in the selected textile manufacturing units.

Table 3. Organisational Commitment and Correlation with Demographic Factors.

| Organisational Commitment | Variables | Correlation Coefficient | P value |
|---------------------------|-------------|-------------------------|---------|
| | Age | .197** | .001 |
| | Gender | -.138* | .017 |
| | Designation | .201** | .000 |

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

**. Correlation is significant at the 0.05 level (2-tailed).*

Results in Table 3 shows significant positive correlation between age, designation and organisational commitment as ($r=.197, p<.01$) and ($r=.201, p<.01$) respectively. Results also revealed negative but significant association between gender and organisational commitment ($r= -.138, p<.05$). These results support hypothesis H_{1a} and conclude that statistically there exists a significant relationship between organisational

commitment and age, gender and designation of the respondents working in textile manufacturing units. Further the results of linear regression (Table 4) hypothesized that value of criterion variable (OC total) can be predicted by the exploratory variables. Linear regression model was also applied to testify the statistical influence of all the selected demographic variables on dependent variable.

Table 4. Model summary

| R | R ² | Adjusted R Square | S. Error of estimate | F | Sig. |
|------|----------------|-------------------|----------------------|-------|--------|
| .282 | .079 | .070 | 9.015 | 8.505 | .000** |

a. Predictors: (Constant), Age_group, designation, gender

b. Dependent Variable: OC_Total

Table 5: Regression Results for Relationship between Demographic Variables and OC

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 126.466 | 3.173 | | 39.863 | .000 |
| | Designation | 3.290 | 1.060 | .176 | 3.102 | .002 |
| | Gender | -2.514 | 1.293 | -.110 | -1.944 | .043 |
| | Age | 2.059 | .807 | .147 | 2.550 | .011 |

The model summary (Table 4) describes how close the data fits the regression line. The results of the regression analysis advocated that organisational commitment can be predicted from constant variables (age, designation, gender) as $R^2 = .079$, $F=8.505$ and $P=.000 < .01$. It can be hypothesized that model was fit and 7% of the variance in the criterion variable (OC) could be predicted by independent variable. A closer look of the independent variables (Table 5) shows and gender ($\beta=-2.514$, $p= .04$) has negative and significant influence on organisational

commitment. There is a positive significant association between age and OC of the respondents as ($\beta=2.059$, $p=.011$) and that designation ($\beta= 3.290$, $p=.002$). The results support hypothesis H_{2a} and it can be stated that with change in designation, age and gender, there was significant change in the organisational commitment level of the employees. Further t- test, and one-way ANOVA was applied to analyse and predict the impact of individual categories of demographic variables on organisational commitment of the respondents.

Table 6: Mean, S.D. and t-value of Total Scores of OC in Relation to Designation

| Demographic variable | | N | Mean | S.D. | t-value | P-value |
|----------------------|------------|-----|--------|-------|---------|-----------|
| Designation | Officers | 163 | 120.77 | 9.143 | 3.538 | .000**sig |
| | Executives | 137 | 124.53 | 9.199 | | |

*Source: Primary data, * significant at 5%, ** significant at 1%*

The average score obtained by officers and executives along with S.D. was 120.77 (S.D.=9.143) and 124.53 (S.D.=9.199) respectively. Results presented in Table 6 revealed t stat value 3.538 and p value was .000 which was less than the assumed

alpha value i.e. 1%. The statistical analysis revealed that executives working at senior positions were exhibiting more organisational commitment whereas officers at junior positions had scored less on commitment.

Table 7: Mean, S.D. and t-Value of Total Scores of OC in relation to Gender

| Demographic variable | | N | Mean | S.D. | t-value | P-value |
|----------------------|--------|-----|-------|------|---------|------------|
| Gender | Male | 236 | 123.2 | 9.61 | 2.407 | .017* sig. |
| | Female | 64 | 120.0 | 7.88 | | |

*Source: Primary data, * significant at 5%, ** significant at 1%*

The results of the t- stat showing mean differences in the scored obtained by male and female employees are presented in Table 7. The average scores obtained by male and female respondents along with S.D. was 123.2 (S.D.=9.61) and 120.0(S.D.=7.88) respectively. The t stat value shown in the above is 2.407 and p value was .017 at 5%

level of significance. It can be inferred from the results that male and female employees significantly differed in showing commitment towards their organisation. Female employees were exhibiting less organisational commitment as compare to their male counterparts.

Table 8: F Value of Total Scores of Organisational Commitment in relation to Age

| Variable | Category | N | Group | Mean | S.D. | F-value | P-value |
|----------|--------------------|-----|-----------|--------|------|---------|-----------|
| Age | Less than 25 years | 64 | Group I | 120.5 | 7.68 | 6.154 | .002**sig |
| | 26-35 years | 167 | Group II | 122.17 | 9.57 | | |
| | More than 35 years | 69 | Group III | 125.54 | 9.51 | | |

Source: Primary data *significant at 5%, **significant at 1%

Table 9: Post Hoc Tukey Analysis: Multiple Comparison of OC Scores with Regard to Age

| Age group(years) | Group comparisons | Mean difference | Std. Error | p-value |
|-------------------------------------|-------------------|-----------------|------------|-------------|
| Less than 25 vs. 26 – 35 years | Group I & II | -2.121 | 1.351 | 0.018*sig. |
| 26 – 35 vs. more than 35 years | Group II & III | -3.369 | 1.315 | 0.011*sig. |
| Less than 25 vs. more than 35 years | Group I & III | -5.489 | 1.595 | 0.001**sig. |

Source: Primary data *significant at 5%, **significant at 1%

To investigate the effect of age on organisational commitment, ANOVA was applied between age and average OC scores of respondents. It was found from the results (Table 8) that with increase in age, there is also increase in the commitment level of employees. Respondents' who are more than 35 years of age has obtained average score of 125.54 with (S.D.=9.51). The respondents who were less than 25 years of age had obtained average score of 120.05 with (S.D.=7.68) and the average score of employees in the category of 26 to 35 years was 122.17 with (S.D.=9.57). The analysis of variance (ANOVA) revealed that F value was 6.154 and p value was .002 which is significant at 1%. Since F results were significant, step wise multiple comparison technique was applied to explore which sample means were significantly different from each other.

Results of the Post hoc Tukey test are presented in Table 9. The mean difference between group I and II was 2.121 which was

found to be significant as p value was .018 which is less than the assumed alpha value i.e. .05. Similarly, the difference in average scores of groups II & III (3.369, S.E.=1.315, p=.011<.05) and group I & III (5.489, S.E.=1.595, p=.001<.01) was also found to be significant. These results indicated that increased age enhances commitment level of the employees towards their organisations.

DISCUSSION:

In today's competitive and dynamic global environment, where geographic boundaries are merging and enterprises are facing problems of downsizing and head hunting, organizations have no other option but to encourage team culture, transparency and diversity to bring an array in qualities and abilities in the workplace. Organizations now a days are focusing more and more on their human Capital as they have realized the fact that in spite of vast tangible resources and latest technology, they cannot survive in the global market until they have a team of dedicated and committed employees. In this

background, the present study explored the linkage between organisational commitment and demographic variables with regard to age, designation and gender of the employees. The study was conducted on middle level employees at the rank of officers and executives working in selected textile manufacturing units. The purpose of the study was also to analyse the impact of demographic variables on the overall organisational commitment.

The results of the study indicated that age has a significant impact on the commitment of the respondents towards their organisation. Employees in lesser age groups are generally more energetic and dynamic and they can afford to take risk and very frequently switch over their jobs as and when they find some better job opportunities in some other industry. Hence their intentions to leave increases and they show less commitment towards the organisations, whereas age enhances continuance and normative commitment of older individuals. These findings are supported by the study conducted by Affum-Osei E *et al.* (2015) who found that age was strongly positively related to the organisational commitment of commercial bank employees. A similar study was done by Jena K.R. (2015) on shift workers of ferroalloy industries and found that with increase in age there was increase in the affective and normative commitment of employees but it was not significantly associated with continuance commitment. But the investigation done by Iqbal (2008) and Rana&Aggarwal (2016) an found age as insignificant predictor of attitudinal commitment.

Designation or level in organisational hierarchy is one of the most important factors considered in enhancing the commitment of the employees towards their organisation. It is

assumed that employees working at higher level or positions in the organisational hierarchy generally show more attachment and loyalty towards their jobs as it is connected with empowerment and social status. Results also indicated that there is a significant relationship between designation and organisational commitment of the employees. Employees working as executives at senior positions exhibited higher commitment as compare to respondents who were working at junior positions. Organisations generally give less autonomy and power to new employees. This may be the reason that officers at junior position are exhibiting less commitment towards their organisation as compare to their seniors.

Gender again proved to be a significant predictor of organisational commitment. It can be inferred from the results that male and female employees significantly differed in showing commitment towards their organisation. Female employees were exhibiting less organisational commitment as compare to their male counterparts. One of the major reasons of gender difference in commitment is that Indian social set up and culture is still biased towards women for working in hardcore manufacturing industry. Textile manufacturing is still considered as men specific and it is assumed that women being more emotional and more committed to their family assignments will not be able to devote time and perform managerial duties. Sometimes female employees are offered less powerful job positions and autonomy at workplace as compare to their male counterparts. Lack of promotional opportunities, glass ceiling, work life balance, inflexible working hours etc. are some of the barriers which negatively affect commitment level of women employees. The results are in support of the study conducted by Aydin *et*

al. (2011), Marsden *et al.* (1993) and Seong *et al.* (2011) who found that male employees were more committed towards their organisation as compare to female employees. But the study conducted by Abdullah and Ramay (2011) found no significant difference in the commitment level of male and female

bank employees. Since textile is hard core manufacturing industry and longer working hours prevails, it is recommended that organization should prepare policies and arrange training programmes to help female employees in maintain work life balance.

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