

Impact of Affective and Continuance Commitment on Normative Commitment of Employees-A Study of J.K. Cement Works

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Abstract - In the present turbulent environment, it has become very challenging for organizations to keep pace with the continuously changing dynamics of market, technology, economy and competition. For meeting these challenges organizations require a competent and committed workforce who is constantly motivated to attain high work standards and performance goals in terms of both quantity and quality. Hence building organizational commitment of employees has become imperative to retain the high-performers whose contribution plays a vital role in the success of an organization. Overall Organizational commitment is composed of affective, normative and continuous commitment which needs to be analyzed specifically to focus on the ways to enhance the organizational commitment of employees leading to high organizational performance.

The objective of this research paper is to assess the level of organizational commitment of the middle –level and lower level employees in J.K. Cement, Ltd, Nimbahera and analyze the impact of affective and normative commitment on continuous commitment of employees. For this purpose, descriptive research was conducted on 107 employees of J.K Cement (Nimbahera), in hierarchical order from foremen to DGM on the basis of stratified random sampling .Data was collected through structured questionnaire on OC Model developed by Allen & Meyer in 1991. Data has been analyzed and hypothesis has been tested with the help of appropriate statistical tools.

Keywords: *Affective Commitment, Continuance Commitment, Normative Commitment, High Performance, Employee retention, Competitiveness*

I. INTRODUCTION

The world is moving at great pace and managing an organization is becoming more complex than ever before. Companies are competing with each other to attract and retain quality human resources in order to be ahead of its competitors in a particular industry. Organizational commitment is considered as the major tool in every industry for retaining the star performers. Organizational commitment is the psychological attachment of an individual to the organization and refers to a state in which an employee identifies with the organization, aligns his goals with the goals of the organization and wishes to maintain membership in the organization. Organizational commitment is therefore, the degree in which an employee is willing to maintain membership in an organization due to interest and commitment. It helps to predict variables such as employee retention, organizational citizenship behavior,

and job performance which impact both the organization and the employees. Affective commitment of the employees towards the their organization, means that they have a feeling of belongingness to the organization and are able to attain congruence of their personal goals with organizational goals and want a long term association with the organization.

Nimbahera is a city and a municipality in Chittorgarh district, Mewar Region in the Indian state of Rajasthan. It is located around 350 km south-west of Jaipur, the capital of Rajasthan. Nimbahera lies on the railway line connecting Ajmer to Ratlam and is well connected through both rail and road; Nimbahera is renowned for its stone. Nimbahera stone, is a kind of Limestone used as a building material and raw material in cement manufacturing, and making it a suitable place for cement industries. Since limestone is being available in plenty, it serves as a good option of

employment for the people of Nimbahera. It is expected that Nimbahera will soon become one of the highest cement manufacturing hubs in Asia. At present four major cement plants, viz., J.K. Cement Nimbahera, J.K. Cement, Mangrol, Wonder Cement and Lafarge Cement are in operation and two Cement plant, Emami Cement and Dalmiya Cement are upcoming cement plants. The commercial production in its first plant at Nimbahera was started by JK Cement in May 1975. The company was established in the year 1994. Today J. K. Cement is one of the largest cement manufacturers in north region. It is also the second largest producer of white cement in the region. White cement is exported to various countries like South Africa, Nigeria Singapore, Bahrain, Bangladesh, Sri Lanka, Tanzania, UAE etc.

The company has three manufacturing facilities located at Nimbahera and Mangrol in the state of Rajasthan. White cement is produced in its production unit located in Gotan at Rajasthan. Various certifications -ISO-9001:2000 for quality management system, ISO-14001:2004 for environment management systems and OHSAS-18001:2005 for occupational health and safety systems have been received by these plants.

Total Number of Cement Plants in Locale- 3 plants

- JK. Cement Works, Nimbahera
- JK. Cement works, Mangrol (2 Units)

In today's competitive world, every organization is facing new challenges regarding employee engagement and committed workforce. Commitment of the employees towards the organization is impacted by factors such as role stress, empowerment, job security and employability, delegation of authority and opportunities for growth and career advancement. This research has been conducted to find out how workers feel about their jobs and to suggest ways so that these workers become more committed to their organizations. The research paper focuses on the study of the Impact of Affective & Continuous Commitment on Normative Commitment of employees in JK Cement Ltd., Nimbahera. It deals with three major components:-

1. Affective commitment-which refers to the employee's identification or strong emotional attachment and involvement in the organization.
2. Continuance commitment- which refers to the awareness of the economic value of continuing with the organization as compared to leaving it.
3. Normative commitment- which reflects an obligation to continue belonging to the organization.

II. REVIEW OF LITERATURE

O'Reilly, C. A., & Chatman, J. (1986)

They identified that commitment is a sense of psychological affiliation of a person towards the

organization manifested by the extent to which an individual is able to identify and adapt to the attributes, culture and philosophy of the organization. The psychological attachment of an employee with the workplace can be predicted by their adherence to the rules and regulations of the company in lieu of extrinsic rewards, involvement and feeling of belongingness to the organization and internalization through alignment of the personal values with organizational values. Through their study they identified the two dimensions of psychological attachment – identification and internalization.

Argyle (1989)

He said that commitment could also be thought of in two ways:

- Calculative commitment
- Affective commitment.

Calculative commitment corresponds to instrumental commitment, while affective commitment is analogous to moral involvement of the employee with the organization, i.e., a non-instrumental and emotional attachment to the workplace by internalizing the organizational values. Instrumental form of commitment can be described as a lower level order of commitment, the normative and particularly the affective ones may be characterized as higher level orders of commitment.

Meyer & Allen (1990)

In the year 1990, they propounded the third dimension of Organizational Commitment scale, namely, Normative Commitment. Normative commitment is the desire to remain a member of the organization due to a feeling of obligation, which includes a sense of debt owed to a superior, a co-worker or the company on the whole. The scales proposed by Meyer & Allen have been tested so that they can be used as instruments for gauging organizational commitment. The scales were evaluated for their psychometric properties, discriminated validity and relationship with antecedents.

Meyer & Allen, (1991)

They said that there are three components of organizational commitment:

1. Affective commitment - which refers to the employee's identification or strong emotional attachment and involvement in the organization.
2. Continuance commitment- which refers to the awareness of the economic value of continuing with the organization as compared to leaving it.
3. Normative commitment- which reflects an obligation to continue belonging to the organization.

Vandenberg, R. J., & Self, R. M. (1993)

They suggested that there are four types of organizational commitment:

- Affective commitment and Continuance commitment of Meyer and Allen (1984),
- Organizational identification, and OCQ – at three different points of time (the first day of work, third month of work, and sixth month of work).

The findings show that affective and continuance commitment varied through the three time frames. Thus it can be concluded that different individuals interpret the parameters leading to commitment differently at different levels of their career development. With the increasing tenure in the organization, the interpretation of commitment also changes.

Meyer and Allen (1997)

In the models of organizational commitment which had been proposed by them in 1990, 1991 & 1993, they found some problem in the three dimensional scale. Throughout the years, some changes in the scales were suggested and examined. For example, an advanced 6-item version of the three scales was proposed. Along with this, a revised normative commitment scale and a two dimensional continuance commitment scale were also suggested.

Mathew (2003)

He conducted his studies on organizational commitment of teachers in relation to work values, self-actualization and leadership behavior of the principals. The main objective was to investigate whether differences in work values, self-actualization and leadership behavior of principals would have any significant differences in the organizational commitment of the teachers. The study reported a significant and positive relationship between organizational commitment (all components) and work values, organizational commitment (affective and normative) and self-actualization, organizational commitment (all components) and leadership behavior of principals. The teachers those who had high work values were found to be more committed to the organization and the older teachers possessed more normative commitment than their counterparts.

Powell, D. M., & Meyer, J. P. (2004)

In their study in 2004, they had suggested some revision in the scales. These changes did improve some of the psychometric properties of the scales; they posed a dilemma for researchers as to which version of the scales to use in the continuance commitment scale.

Jamal, Hasan and Raheem (2007)

They conducted their research on predictors of organizational commitment of secondary school teachers to know how organizational commitment is related with each of the factors say teacher's stress, job satisfaction, teacher's morale and socio-emotional school climate for male and female teachers. The findings showed that the teacher's stress was negatively correlated with organizational climate. If the teachers are expected to be

committed to their organizations, in such case they must be free from stress. It was found that job satisfaction was positively correlated with organizational commitment. Teacher's morale and socio-emotional school climate were also found to be positively correlated with organizational commitment. If the morale of the teacher is high and the school provides good socio-emotional climate, in such case teachers will be more committed to their institutions where they are employed.

Sharma, Gajraj and Sharma (2007)

By their study they concluded organizational commitment as a determinant of job satisfaction and work motivation. The main objectives were to find out the differences in work motivation of the senior and junior engineers and to compare the job satisfaction and organizational commitment of the senior and junior engineers. Their study disclosed a positive relationship between organizational commitment and job satisfaction. However, a positive but low relationship was found between work motivation and organizational commitment. The study also reported a non-significant relationship between work motivation and job satisfaction for the junior engineers due to the lack of organizational identification.

Joolideh and Yeshodhara (2008)

In their research, they compared the organizational commitment of high school teachers in India and Iran and studied the influence of teachers' gender and types of school on organizational commitment of teachers. The study targeted to find out the difference in organizational commitment between male and female, government and private high school teachers in Bangalore and Sanadaj (Iran) together and individually. It was found that the female teachers had better organizational commitment as compared to the male teachers. The results also reported that only in normative commitment significant difference was observed between government and private high school teaching.

Tiwari and Mishra (2008)

They conducted their research to investigate the role of work stress and health in the prediction of organizational commitment. Work stress was found to be adversely related with affective, normative, continuance and overall commitment. It was found that further illness was negatively correlated with affective, normative, continuance and overall commitment. The affective, normative and overall commitment was predicted by stress related to physical condition and health. Moreover, shorter job tenure group showed higher level of commitment than the long job tenure group.

Sarina Mohamad Noor and Mohamad Adli Abdullah (2012)

In their study they suggested that management's appreciation with high commitment and positive work attitude would contribute greatly to firms' success and

would create support for the workers quality of work life which will lead to the better well being of employees and society.

Mohammed Reza Faghieh Parvar and Sayyed Mohsen Allameh (2013)

His study concluded that the QWL directly influences the organizational commitment. QWL can increase the employees commitment for their organization if they have been provided with safe and healthy environment, comfortable working conditions, developing their capabilities, growth, security and social relevance.

Francisco and Claro (2014)

In their research, they analyzed the relationships between job satisfaction, affective organizational commitment and the intention of changing jobs. The authors surveyed 151 randomly selected Angolan workers working in a diamond mining company in Angola. The results showed that the workers are satisfied, and this satisfaction is the result of the number of promotions, professional skills of their superiors, as well as the way they are treated by their superiors. They also found that the satisfaction is lower when it comes to the kind of friendship, trust and spirit of collaboration of colleagues. It was also observed that the plan to leave the job decreases with the increase of job satisfaction and affective organizational commitment.

Igella (2014)

In his research study, he revealed that organizational factors like dependability, social processes and organizational climate enhance the individual factors to employee commitment.

Abraham, S. (2015)

In his research, he argued that by providing fair and reasonable working practices to the employees, it is possible to enhance the employee's organizational commitment.

Chinomona et al (2015)

According to their research study, they proved that a higher level of employee satisfaction is associated with a high employee commitment.

Zahedi and Hadadi (2015)

In their research study, they recognized that there is significant relationship between fair and adequate payment and employee's organizational commitment. They also demonstrated that there is a significant relationship between legalism and organizational commitment of employees and at the same time they also recognized a significant relationship between the development of human capabilities and employee organizational commitment.

Ismail & Razak, (2016)

Conducted research to find out the relationship between job satisfaction and organizational commitment of employees working at fire and rescue department of

Malaysia. Research findings concluded that the job satisfaction has a significant positive relationship with the organizational commitment of employees.

Korir and Kipkebut (2016)

In their research studies, they advised organizations to take actions, so that employee commitment can be obtained through total rewards management. They also stated that committed employees have a sense of identification and belongingness with the organization.

Ziapour et al. (2017)

The findings of their studies have demonstrated that individual characteristics and differences of the staff are one of the most important predictors of organizational commitment. In fact, the staff is different in terms of individual characteristics and personality traits. Their findings proved that these personality traits affect their behavior and practice, which in turn influence their decisions and organizational behaviour.

Asamany and Shaorong (2018)

Recently these researchers have conducted research on the effects of performance management on employees' perceptions and affective commitment among small and medium scale enterprises. In the findings of their present study, they demonstrated the relationship between total rewards and organizational commitment.

III. RESEARCH METHODOLOGY

A. Objectives:

- To analyze the impact of affective commitment on normative commitment of employees in JK Cement Works, Nimbahera.
- To analyze the impact of continuance commitment on normative commitment of employees in JK Cement Works, Nimbahera.
- To measure and compare the overall organizational commitment of employees working at various levels in JK Cement Ltd.

B. Hypothesis:

H01: There is no significant impact of affective commitment on normative commitment of employees.

H02: There is no significant impact of continuance commitment on normative commitment of employees.

H03: There is no significant relationship between working level and overall commitment employees.

C: Research Techniques:

i. Research Design

Descriptive research design has been used in this research study

ii. Collection of data

a) Primary Data

For the purpose of study, primary data was collected through Structured Questionnaire on OC Model developed by Allen & Meyer in 1991. The responses collected from the employees of the JK cement plants.

b) Secondary Data

Secondary data was collected from HR Journals, Publications, News Papers, Magazines, Websites and various Reports..

iii. Sample Size: 107

iv. Sampling method:

Convenience Sampling Method was used for this purpose.

v. Sampling unit

Respondents were employees working at middle managerial level and lower managerial level in J.K. Cement.

vi. Statistical Tools

The primary data so gathered was tabulated, analyzed and interpreted with the help of appropriate analytical methods. The researcher used various statistical tools including percentage and Chi-square test.

IV. DATA ANALYSIS AND INTERPRETATION

Table no.1 shows distribution of respondents according to gender. There were 98.10% male respondents and 1.90% female respondents in the sample. Hence, ratio of male employees is dominant in the sample.

Gender	N	%
Male	103	98.10
Female	2	1.90
Total	105	100.00

Table 1: Distribution of respondents according to gender

Age Group	N	%
Up to 35 yrs	59	56.19
36-40 yrs	28	26.67
41-45 yrs	10	9.52
Above 45 yrs	6	5.71
No Response	2	1.90
Total	105	100.00

Table 2: Distribution of respondents according to age

Table 2 shows distribution of respondents according to age. There were 56.19% employees up to 35 years of age. , 26.67% employees between 36- 40 years, 9.52% employees in the age group of 41-45 yrs. 5.71% of the employees are above 45 years and 1.90 % employees did not respond

about the age group. Hence ratio of employees up to age of 35 years is dominant in sample.

Education	N	%
Diploma	12	11.43
Graduate	14	13.33
Post Graduate	13	12.38
Professional Degree	65	61.90
No Response	1	0.95
Total	105	100.00

Table 3: Distribution of respondents according to education

As depicted in the table above, maximum respondents (61.90%) hold some or the other professional degrees. Remaining are either graduates or postgraduates. Only 11.43% of the respondents were diploma holders.

Marital Status	N	%
Married	86	81.90
Unmarried	17	16.19
No Response	2	1.90
Total	105	100.00

Table 4: Distribution of respondents according to marital status

The above table shows distribution of respondents according to marital status. In the sample maximum respondents (81.90%) were married. Only 16.19% employees were unmarried whereas 1.90% didn't reveal their marital status.

Working level	N	%
Middle Level	32	30.48
Lower Level	73	69.52
Total	105	100.00

Table 5: Distribution of respondents according to working level

As depicted in Table no.5, 30.48% employees were working at the middle level and 69.52% employees at the lower level. Hence ratio of employees working at lower level is dominant in the sample.

Level	Affective commitment		Continuous Commitment		Normative Commitment		Overall Commitment	
	N	%	N	%	N	%	N	%
Moderate	15	14.29	68	64.76	51	48.57	35	33.33
High	90	85.71	37	35.24	54	51.43	70	66.67
Total	105	100.00	105	100.00	105	100.00	105	100.00

Table 6: Distribution of respondents according to level of commitment

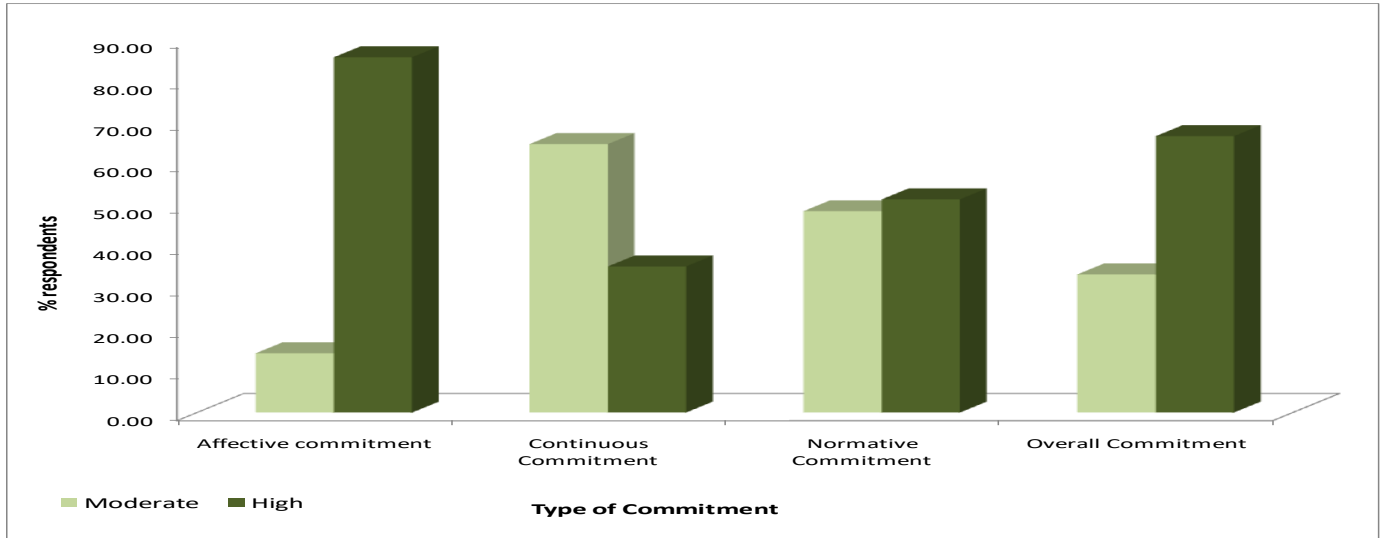


Figure: 1 Level of Commitment of Respondents

Table 6 and Figure 1 depict the level of overall commitment and different type of organizational commitment of the employees. In our sample, level of affective commitment was high (85.71%). Level of continuous commitment was at moderate level (64.76%). Normative commitment was also high but less than affective commitment and the overall commitment level was high. If three types of commitments are compared the highest level of commitment was affective commitment followed by normative commitment and then continuous commitment.

V. TESTING OF HYPOTHESIS

Level of Affective Commitment	Level of Normative Commitment			
	Moderate		High	
	N	%	N	%
Moderate	7	13.73	8	14.81
High	44	86.27	46	85.19
Total	51	100.00	54	100.00

Table 7(i): Relationship between Affective commitment and Normative Commitment

χ^2	df	Result
0.025	1	NS

Table 7(ii): Relationship between Affective commitment and Normative Commitment

Table no.7 shows relationship between affective commitment and normative commitment. Table data shows that among the sampled respondents there was no evidence of significant association between level of normative and affective commitment ($\chi^2 = 0.025, p>0.05$). This result shows that for moderate or high level of normative commitment, level of affective commitment was high. Therefore it can be interpreted that the level of normative commitment is independent of level of affective commitment i.e. two level of commitments are not related with each other and they vary independently. Hence, **H01: There is no significant impact of affective commitment on normative commitment of employees, is accepted.**

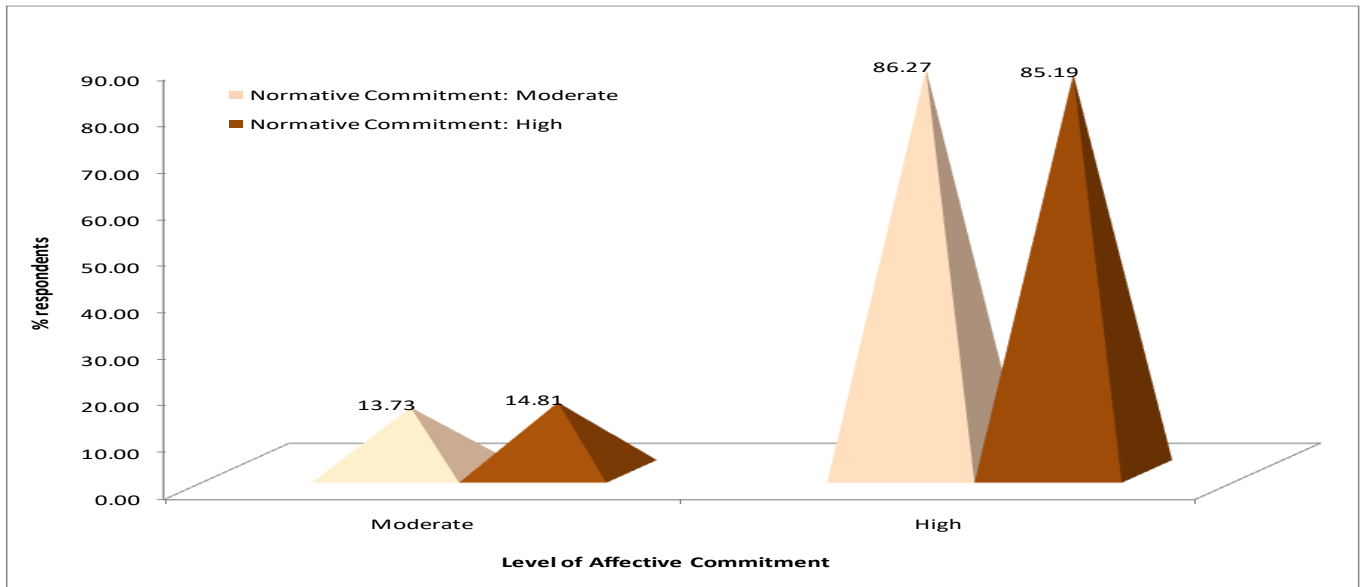


Figure: 2 Relationship between Affective commitment and Normative Commitment

Table 8(ii): Relationship between Continuance commitment and Normative Commitment

Level of Continuous Commitment	Level of Normative Commitment			
	Moderate		High	
	N	%	N	%
Moderate	34	66.67	34	62.96
High	17	33.33	20	37.04
Total	51	100.00	54	100.00

Table no.8 shows the relationship between continuous commitment and normative commitment. It is evident that among the sampled respondents there was no evidence of significant association between level of continuous and normative commitment ($\chi^2 = 0.158, p > 0.05$). This results shows that for moderate or high level of normative commitment, level of affective commitment was moderate for maximum which indicates that level of normative commitment is independent of level of continuous commitment i.e. two levels of commitments are not related with each other and they vary independently. Therefore, **H02: There is no significant impact of continuance commitment on normative commitment of employees, is accepted.**

Table 8(i): Relationship between Continuance commitment and Normative Commitment

χ^2	df	Result
0.158	1	NS

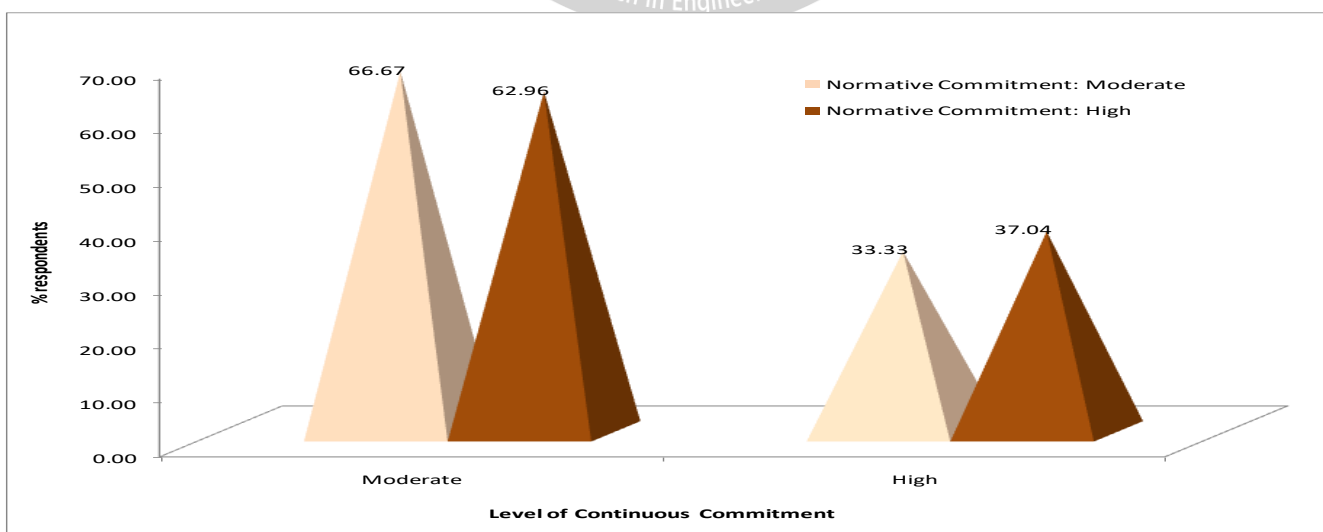


Figure 3: Relationship between Continuous commitment and Normative Commitment

Level of Overall Commitment	Working Level			
	Middle		Lower	
	N	%	N	%
Moderate	7	21.88	28	38.36
High	25	78.13	45	61.64
Total	32	100.00	73	100.00

Table 9(i): Overall commitment and Working Level

χ^2	df	Result
2.719	1	Significant (p<0.1)

Table 9(ii): Overall commitment and Working Level

The overall relationship between overall commitment level and working level (i.e. working at middle position or lower position) is depicted in Table no.9. Test result shows marginally significant relationship between working level and overall commitment ($\chi^2 = 2.72, p<0.1$). The data shows that the level of commitment increases with increase in designation or position. The table reveals that the level of commitment was high for middle level of workers as compared to workers who are working at lower level. Therefore, **H03: There is no significant relationship between working level and overall commitment of employees is rejected.**

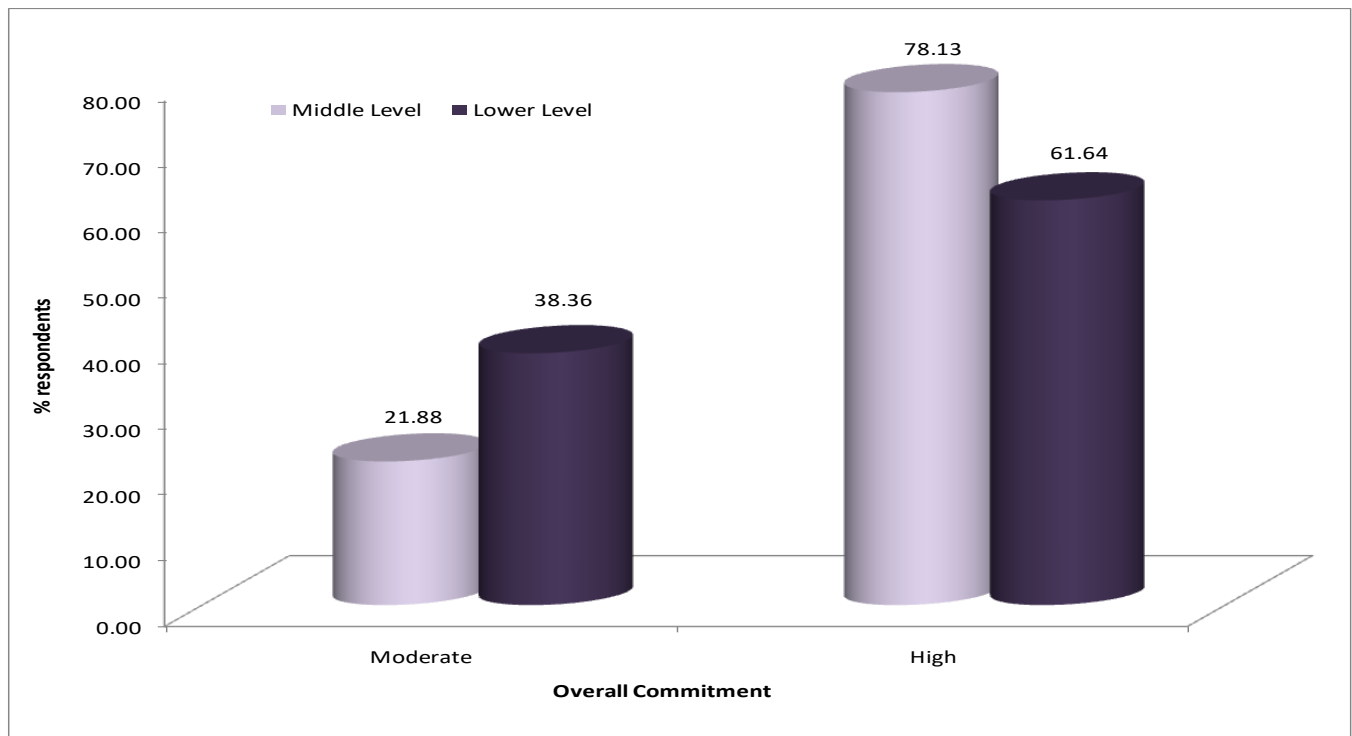


Figure 4: Overall commitment and Working Level

VI. FINDINGS

Following are the major findings of the research study:-

1. The level of affective commitment of employees does not have a significant impact on the normative commitment of employees.
2. Continuance commitment of the employee does not significantly impact the normative commitment of employees.
3. The level of overall organizational commitment of the employees increases with rise in position.
4. Middle level employees are more committed as compared to lower level employees.
5. With the rising positions, the accountability in the employees working at the middle level also increases.

VII. SUGGESTIONS AND RECOMMENDATIONS TO IMPROVE ORGANIZATIONAL COMMITMENT

- Organizational commitment of employees can be enhanced by creating a desirable corporate culture, stimulating employees and rewarding quality performance and company loyalty.
- Organization has to focus and determine which type of commitment methods will be appropriate according to the nature of business of the company.
- Affective Commitment of the employees can be built up right from the stage of recruitment and selection followed by socialization process in the organization.

- Mentoring, Interpersonal relationships, Employee engagement Job Crafting can also lead to significant enhancement of affective commitment of employees.
- Encouraging employee innovation can create a feeling of accomplishment and belongingness to the organization.
- Building Employee loyalty by people friendly policies, performance linked rewards and fringe benefits, work life balance and growth prospects go a long way in improving continuance commitment of employees.
- Training and development programs not only hone the skills of the employees but also boost their self esteem and self-efficacy leading to high organizational commitment.
- Each employee is an asset for the organization. Make them feel that they are major contributors to the company's strategic direction.
- Communicate frequently and promote transparency in the organization because it keeps employees informed about the executive decisions that may affect their jobs and also minimizes negative rumors.
- Take steps to retain employees. Recognizing and appreciating the work of employees together with promoting the employees who work hard and show great commitment will go a long way towards further earning their loyalty and commitment.
- Use organization's history during employee orientation to instill commitment in new employees. This will help in developing desirable corporate culture.
- Create a rich and positive work environment. Make the company a fun place to work by organizing employees events such as picnics, holiday parties, monthly dress up day etc.
- Link people or employee's goal with organizational goals using an approach like M.B.O.
- Support employees' development because the success and growth of an organization depends upon the caliber, potential and performance of its employees.
- Promote a comprehensive grievance redressal procedure and guarantee procedural organizational justice.
- The leaders should develop the skills and knowledge related to retention of the star performers in the organization by building their normative commitment.

VIII. CONCLUSION

It can be concluded from the above research that although normative commitment of the employees is not much impacted by their level of affective and continuance commitment in JK Cement Works, yet building the overall organizational commitment of the employees needs a specific focus on all the three types of commitments viz. affective, continuance and normative commitment. Further, as the employees move upwards in the hierarchy, their level of organizational commitment is enhanced. Organizations should work in the direction of increasing the commitment level of employees working at the lower level also because they constitute a very important part of the workforce of the organization and actual execution of tasks takes place through them. In our study, we found that the employees working on the middle level are more committed towards their organization as compared to lower level and their level of commitment increases when their job is enriched with position, power and responsibilities.

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