CHAPTER - II\textsuperscript{nd}

REVIEW OF LITERATURE
Every research work is a step towards acquiring new knowledge and this knowledge is based on previously gained knowledge. Hence, it should take into account all the relevant information, thinking and researches that have preceded it. A researcher ought to be well acquainted with the previous researches related to his/her area of investigation. Review of literature helps to develop the researcher, an insight of the problem to be investigated, to get information of what others have done in the related field, and what remains to be done. Keeping this mind, the investigator has made an attempt for a comprehensive review of related studies in the field of organizational commitment.

Sengupta (1990) studied the extent of professional commitment among men and women teachers in the teacher training colleges of Calcutta University. Among 20 colleges of Calcutta University he had sampled 150 full time teachers. An interview schedule, a Scaling Instrument and an Interview Guide were used to collect the data. The findings of the study revealed that (i) the majority of women teachers belonged to higher socio-economic background than the men, and they perceived that they were not very successful in their teaching job, although it was chosen voluntarily by them; (ii) most of the women teachers, mainly restricted their activities within their departments; and (iii) a larger
proportion of male teachers had higher professional involvement in comparison to women teachers.

Yiu (1991) investigated the interaction between perceived principal's leadership behaviours and characteristics of teacher or nature of teaching task as related to the affective or continuance commitment of teachers. The main analyses revealed that some component variables of perceived leadership behaviour and of the two moderators contributed significantly to affective commitment, but only a few of them contributed significantly to continuance commitment of teachers. The researcher further reported that for affective commitment of teachers, professional orientation was found to substitute for the perceived supportive behaviour of principals. On the other hand, teaching experience was found to neutralize the perceived supportive behaviour of principals as related to continuance commitment of teachers.

Bisaria (1991) attempted to study the mobility patterns and professional commitments of higher secondary teachers of Delhi. 50 schools were identified for conducting the study. An interview schedule was used for principals and teachers. The findings of the study suggested that (i) the general scheme of transfers after a certain length of stay at one school was not conducive to commitment. In fact, frequent transfers and a majority of the mobility patterns were negatively correlated to professional commitment, (ii) upward mobility was conducive to professional commitment but downward and horizontal mobility were negatively correlated with professional commitment, and (iii) under normal
circumstances women teachers detested going to school, more when the distance between their home and the school was too far.

Billingsley and Cross (1992) examined the relationship between the principal's leadership style and teacher's organisational commitment. They reported that positive correlation exists between commitment and both leader initiating structure and leader consideration. They further reported that supportive principal behaviour such as feedback, acknowledgement, and collaborative problem solving correlated with higher levels of organizational commitment.

Cannings (1992) conducted a study to analyze the extent to which corporate employees are merely attached to their firm rather than committed. A model of managerial loyalty was developed where loyalty was described as a function of percentage pay increase that an employee would require to leave the current firm for alternative employment. This model got strong support during a stable environment and not found strong support in case of turbulent environment (i.e. during privatisation and deregulation).

Luthans et.al. in 1992 conducted a study to evaluate the importance of social support for employee's commitment and they found strong positive correlation between strong supportive climate and bank tellers' organizational commitment.

Cohen (1992) examined whether the relationships between organizational commitment and its antecedents differed across occupational groups. The member model focused on personal variables, while the
organizational model focused on role related structural and work experience variables. The study was based on the sample group of N = 98. The total sample was divided into two main occupational groups: white-collar employees who were again subdivided into professionals and non-professional, and blue-collar employees. In general, the relationship between organizational commitment and personal antecedents, representing the member model was stronger for blue-collar and non-professional white-collar employees then for professional employees. For the organizational model, differences among the occupational groups were less consistent.

Gattinger (1992) conducted a study to determine the difference in the levels of commitment between the United States and Japan found that there was very little difference between the two countries (Gattinger, 1992). It was determined that the small amount of difference found between the two countries was based in the social cultural differences.

Camp (1993) investigated job satisfaction and organizational commitment to determine which had a greater impact on turnover. The analysis confirmed that higher levels of organizational commitment were associated with lower levels of turnover. It was also determined that job satisfaction showed no significant relationship to levels of turnover.

Reyes & Ponder (1993) assessed organisational value orientation and its relationship with organizational commitment among teachers. According to them three different classifications of
organizational value orientation are possible. Coercive organisations use physical threats to control employee's behaviour, whereas utilitarian organisations use material rewards (e.g., salary increase) to influence employees. Normative organisations manipulate symbolic rewards (e.g., employee recognition, access to special opportunities) to guide employees, and also allow for the largest degree of employee involvement. The researchers found greater teacher commitment, as well as greater job satisfaction, among teachers who worked in schools maintaining a normative as opposed to a utilitarian value approach.

Allen & Meyer (1993) examined affective, continuance and normative commitment as a function of age, service tenure, and positional tenure. Also they examined the contributions across stages of various work experience to the prediction of affective commitment. Study was conducted on library employees and hospital employees and they were more closely related to increase in organizational commitment and positional tenure. Further relationships between work experiences and affective commitment was witnessed to be differed only slightly across tenure levels and not at all across employees' age groups.

Angle and Lawson in (1994) conducted a study to examine the relationship between employee's commitment and performance in a manufacturing firm. Results suggest that the link between organizational commitment and performance may depend on the extent to which motivation rather than ability underlies performance. Findings also support the

Vanderberg and Scarpello (1994) in one of their longitudinal study determined the relationship between employee's commitment to the occupation and the organization and they viewed occupational commitment as causal antecedent to organizational commitment. Based on longitudinal data from N = 100 management information system professionals, this view was supported through cross-lagged analysis. Further, the authors examined a longitudinal causal model of the turnover process in which occupational commitment was placed as an antecedent to organizational commitment.

Zeffane (1994) examined organizational commitment and perceived management styles (MS) using survey responses from 474 public and 944 private sector employees in Australia. Attachment to organization, flexibility and adoption, work discontinuity change, tenure and number of employees were also assessed. Private sector employees had higher organizational commitment and scored higher on flexibility and adoption than public sector subjects. Tenure and supervision also had some effect on organizational commitment but more so in terms of feelings of attachment to the organization (for tenure) and in terms of feelings of loyalty/citizenship (for supervision). Variations in MS were found to have a significant effect on employee commitment but more so in terms of the degree of emphasis on flexibility and adoption that perceived.
Organization size had a moderate negative effect on organizational commitment, especially, in the private sector.

Akhtar and Tan (1994) assessed and conceptualized the multidimensional nature of organizational commitment by administering the organizational commitment questionnaire on 259 retail bank employees. Factor analysis three dimensions proposed by Porter et.al. One dimension i.e., desires to maintain organizational membership overlaps the withdrawal construct. Consistent with the 3-dimensional attitude theory, organizational commitment was reconceptualized in terms of cognitive, emotive and conative meanings. Proposed dimensions include normative commitment (amount of cognitive consonance with organizational norms) affective commitment (intensity of emotional attachment to the organization) and volitive commitment (extent of conative orientation towards organizational goals).

Lowe & Vondanovich (1995) attempted to examine the effect of distributive (outcome) and procedural factors on the satisfaction and organisational commitment. Results showed that aspects of distributive outcome were stronger predictors of satisfaction and commitment than the aspects of procedure. Neither fairness nor level of outcome consistently interacted with procedural justice.

Wilson (1995) investigated the effects of power and politics on organizational commitment. Two theoretical explorations for organizational commitment were developed which incorporates 5 independent variables (i) a
power-based theory of commitment (including sub-unit power, leadership power and leadership behaviour variables) and (ii) theory of politics (including "arbitrary personnel practices" and the "political control" variables). The theories were tested on a group of 942 senior executive service managers in the federal government who completed a commitment scale which measured strength of loyalty, involvement, and identification with their sub-units. Results provide empirical support for the effects of the team power, good leader-member relations, and political control on the commitment levels of top executives in the federal government.

Shore et.al. (1995) on the basis of their study advocated that organizational citizenship behaviour positively predicted manager-rated affective commitment, whereas. Continuance commitment was found negatively related to a variety of outcomes including managerial potential and promotability.

Mishra, Mishra & Pattnayak (1995) in their efforts, studied 80 employees of a public sector industrial organization. Results indicated that experience of commitment was satisfactory and often high among employees. No difference existed between the technical and non-technical subjects and moreover, technical education had not influenced experiencing commitment or a resistance towards accepting the work environment.

Sharma & Pandey (1995) tested the hypothesis that the quality of work life (QWL) perception will show significant relationship with the organizational
commitment of managers in India. Two hundred young managers (age between 25-27 years) were selected from five levels of the managerial hierarchy. Results reveal that perceptions of QWL were significantly and positively related to organizational commitment. Moreover, QWL work involvement, organizational effectiveness, and pursuit of individual and organizational goals were found to be significant predictors of organizational commitment of managers.

McCaul, Hinz & McCaul (1995) studied the proposition that organizational commitment could be measured as a global attitude towards an organizational. 174 employees from three organizations completed the organizational commitment questionnaire (OCQ) and measures of (i) global attitude towards the organization, (ii) willingness to work hard for the organization, (iii) intention to leave the organization, and (iv) degree of the goals and values of the company management, co-workers, and supervisors. Subjects completed the questionnaire twice over a period of six months. The attitudinal measure correlated strongly with the OCQ. Measures of efforts, value acceptance, and intentions to stay with the organization predicted little additional variance, in the OCQ. Results support the proposition.

Brown (1996) studied popular concept and types of organizational commitment in the light of the definition of commitment and common factors that pertain to all type commitments. Commitment is best conceptualized as single, fundamental construct that may vary according to differences in focus, terms, and time-specific evaluation. The commitment development process not
only affects focus and terms of commitment, but also had strong implications for the evaluation process. Analysis of affective commitment measures indicates that certain measures contain more than one constraints to the basic meaning of commitment.

Sommer, Bae and Luthans (1996) analyzed whether demographic and situational factors identified in US-based literature had the same influence on the commitment of 1192 employees of 27 large Korean firms. Consistent with US studies, the Korean employees’ position in the hierarchy, tenure in their current position and age were all significantly related to organizational commitment. Total tenure and education were not found related to commitment. All the situational antecedents, except management style were significantly related. It is interestingly observed from the study that with the increase of organizational size, commitment witnessed to be increased; and the more positive perception towards organizational climate, the more the commitment. This study provides beginning evidence and suggested that the theoretical constructs predicting the organizational commitment of employees may have cross-cultural validity.

Vijay Kumar & Srinivasan (1996) examined the relationship between the dimensions of psychological climate with job satisfaction and organisational commitment. A sample of 136 male executives (mean age; 39.6 years, SD : 6.6 years) from a large public sector manufacturing organisation rated their perception of 8 psychological climate dimensions. Most of the dimensions of
psychological climate had a significant correlation with job satisfaction and organisational commitment.

Daftuar & Anjali (1997) explored the levels of three organizational commitment, and job involvement among the sattva, rajas and tamas personality types. A sample of 50 managers in the lower and middle levels (between 23-51 years of age) drawn from a heavy electrical manufacturing company in Western India was administered Daftuar's Organizational Effectiveness Scale, Srivastava & Singh's Occupational Stress Index and Ranu Sharma's SRT questionnaire. Results reveal significant negative and positive correlations between job involvements and several areas of occupational and organizational commitment and sattva type of personality types.

Randell & O'Driscoll (1997) found high level calculative commitment associated with lower perceived organisational support, lower agreement with organisational policies, fewer perceived organisational values, and fewer bonds to various facets of the organisation. This pattern of findings is reversed for the affective commitment.

Aminabhvi & Dharanendriah (1997) determined factors that contribute significantly to the job involvement of professionals. A sample of 100 professional mean (doctors, engineers, lawyers and teachers), in age group of 30-60 years completed the job Involvement Scale (Lodahl & Kejner, 1965), and a personal data sheet. Results reveal that selection of occupation, expressed job satisfaction, and socio-cultural background collectively and individually contributed significantly to
the variance in job involvement of professionals. The authors concluded that professionals who close their occupation, who had higher expressed job satisfaction, and who came from upper middle stratum of socio-cultural background experienced higher job involvement than their counterparts who had entered their occupation by chance.

Jha & Verma (1998) investigated organizational commitment (OC) as a function of employee's morale (EM), ambiguity tolerance (AT), and job status (JS). A group of 200 executives of the Bhilai Steel Plant was selected out of which 96 executives working either as junior managers or as managers/higher position were retained for the final sample. Subjects were administered the Employee's Morale Scale, the IA Scale and the Organizational Commitment Questionnaire (Porter et.al., 1974). A 2 (high vs low EM) × 2 (high vs low JS) analysis of variance revealed significant main effects of EM, AT and JS. None of the interactions were found to be significant. Employees having high morale, high ambiguity tolerance and at higher positions expressed greater organizational commitment.

Hutchinson et.al. (1998) investigated the effects of leader behaviour and leader gender on employee's perception of support from the organisation and employee's commitment with the organisation. 91 employee's completed a survey. Results highlighted that high interpersonal orientation and high task orientation were not equally effective for both female and male leaders. Employees perceived more support from the organisation when their supervisors, either female or male used a high consideration, high initiating & structure style
than when they used a low consideration-low initiating structure style. It is also reported that only those employees who worked for male supervisors, who were high in consideration and high in initiating style were more committed to the organisation.

Patel (1998) investigated the relationship between perceived organizational health and organizational commitment. One hundred employees from a private sector manufacturing organizational located in Rajkot were administered Mile's Organizational Health Scale, Mowday's Organizational Commitment Scale and a Personal Data Sheet. The results revealed significant and positive correlation between overall organizational health and organizational commitment. Further skilled staffs perceived more favourably the overall health of their organization and were also more committed to the organization than the workers. In case of skilled staff high organizational health perceivers were found to have better perceived organizational commitment than low organizational health perceivers.

Vashishtha & Mishra (1998) evaluated the potential moderator effect of social support on the relationship between occupational stress and organizational commitment in a sample of 200 supervisors (mean age : 42 years) of a factory manufacturing autos. Ss were administered the General Population From of Interpersonal Support Evaluation List (Cohen, Mermelstein, Kamarch & Hoberman, 1985), the Occupational Stress Index (Srivastava & Singh, 1981) and the organizational Commitment Scale (Meyer & Allen, 1984). Moderated regression
analysis revealed that social support had a moderating effect on the relationship between occupational stress and organizational commitment.

Meyer, Irving and Allen (1998) tested the hypothesis that the influence of early work experiences on organizational commitment would be moderated by the value employees place on these experiences. Work values were measured in two samples of recent university graduates prior to organisational entry, and measures of commensurate work experiences and three forms of commitment (affective, continuance and normative) on different occasions following entry. Regression analysis revealed that value and experiences did interact in the prediction of affective commitment and normative commitment but that the nature of interaction was different from different work values experience combinations. The findings provide some challenge to the common sense assumption that positive work experience will have the strongest effects on commitment among those who value most such experiences.

Sagia (1998) studied commitment as a function of absenteeism. He tested the hypothesis that voluntary as opposed to involuntary absenteeism can be predicted by organisational commitment, job satisfaction, and their interactive effects. Secondly that intention to quit was expected to predict voluntary absenteeism as well. The result supported the first hypothesis, whereas the intention to quit was not significantly related to either type of absence.
Biswa, (1998) examined the effect of six life style stressors-performance, threat, boredom, frustration, bereavement and physical damage-on organizational commitment and job involvement. A sample of 160 managers, supervisors, and workers (age 35-53 years) of 3 large and medium public and private sector organizations in Baroda completed the Demographic Information Schedule, the Life Style Stressor Questionnaire, the Organizational Commitment Questionnaire, the Job Involvement Questionnaire and the Perceived Organizational Effectiveness Questionnaire. Performance threat and frustration stressors were significant predictors of organizational commitment whereas none of the stressors predicted job involvement. Organizational effectiveness was positively correlated with organizational commitment and job involvement, Manager scored higher on organizational commitment and job involvement compared to supervisors and workers. Workers experienced maximum performance stress.

Ahmad & Ansari (1998) explored organisational commitment among 50 flour mills owners and 100 blue-collar employees of various flour mills of Darbhanga. Subjects completed the Organisational Commitment Questionnaire (Mowday, Steers & Porter, 1979) and the Biographical Information Blank. Though both owners and blue-collar workers were favourably inclined towards organisational commitment, they differed significantly from each other. Blue-collar workers expressed a comparatively higher degree of organisational commitment.

Abdullah and Shaw (1999) investigated the role of personal characteristics (nationality, gender, marital status, education, age, salary, tenure) in
organisational commitment. The questionnaires were administered on 147 employees of the ministry of Health in the U.A.E. The results revealed that the significant relationship exists between personal characteristics and commitment. Gender, marital status and branch assignment were the strongest predictors of affective commitment. Nationality interacts significantly with personal characteristics in predicting continuance and affective commitment.

Mishra & Shrivastava (1999) examined the moderating effect of mental health on organizational commitment and job satisfaction relationship. A sample of 250 male doctors (age 42-50 years) from a government medical college was administered the Mental Health Inventory (Jagish & Shrivastava, 1983), the Organizational Commitment Scale (Meyer & Allen, 1984) and the SD Employee's Inventory (Pestonjee, 1973). Moderated multiple regression analysis and subgroup analysis were applied. Results indicated the moderating effect of mental health on organizational commitment and job satisfaction relationship.

Ahmad & Ansari (1999) examined and compared the organizational commitment among flour mill workers and flour mill owners. The sample comprised 50 flour mill owners and hundred blue-collar workers. The Organizational Commitment Questionnaire (OCQ) (Mowdey et.al., 1979) was administered to assess organizational commitment and the Biographical Information Blank was used to obtain information on age, income, job tenure, turnover, etc. Results indicate that owners and blue-collar workers differed significantly in their degree of organizational commitment. Blue-collar workers
expressed a comparatively higher degree of organizational commitment than the owners. Although the owners expressed a moderate level of organizational commitment, they were affected by factors like lack of organizational resources and lack of proper guidance and cooperation from the local authorities and state governments. There is a need to pay greater attention to the overall development of small-scale industries.

Vashishtha and Mishra (1999) studied the relationship between social support and organizational commitment. A sample of 200 supervisors (age 40-45 years) employed in Scooters India Ltd., Lucknow was administered the general population form of the International Support Evaluation List (ISEL) (Cohen, Marmelsteen, Kamarch and Hoberman, 1985) and the organizational commitment Scale (Meyer & Allen, 1984). Correlational analyses revealed a positive and significant relationship between social support and organizational commitment of supervisors.

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Goffin & Gellatly (2000) employed a sample of 79 public-sector administrative staff and assessed two types of organizational commitment (affective and continuance) from the perspective of three different sources of raters (self, peer and supervisor) to test three explanations of the factors influencing self-report measures (observational opportunities, simple defensiveness, and moderated defensiveness). The pattern of correlations among the measures, analyzed using the composite direct product multitrait-multirater approach, suggested that self-report commitment measures are affected mainly by observations of experiences of the self-reporter rather than by systematic bias related to defensive responding. It is clear that scores from self-report measures of affective and continuance commitment are veridical. Further, self and peer-based measures of commitment were largely redundant in the prediction of a job-performance criterion whereas supervisory measures added unique predictive variance.

Vashistha and Mishra, P.C. (2000) examined the moderating effect of appraisal support on the relationship between occupational stress and organizational commitment. The incidental sample of 200 supervisors (age 40-45 years) selected from a large scooters manufacturing factory was administered the general population Form of Interpersonal Support Evaluation List (Cohen Mermelstein, Kamarch and Koberman, 1985), the occupational Stress Index (Srivastava and Singh, 1981), and the organizational commitment scale (Meyer and Allen, 1984). Moderated multiple regression analysis and subgroup analysis
revealed partially moderating effects of appraisal support on the occupational stress and organizational commitment relationship.

Julius, (2000) investigated the relationship between job satisfaction and organization climate as a function of age. The sample consisted of 100 female telephone operators, 50 each from two age groups - below 35 years and above 35 years. The Job Satisfaction Questionnaire and the Organization Climate Questionnaire were administered. No significant relationship was found between job satisfaction and organizational climate. However, two groups differed significantly on job satisfaction.

Rai & Sinha (2000) examined the relationship between dimensions of transformational leadership and organizational commitment. The sample consisted of 261 male middle managerial level officers from five public sector banks. Transformational leadership was assessed by a measure developed by Singh and Bhandarkar (1990) and the tool for organizational commitment was developed by Buchanan (1974). A facilitating climate and a social facilitation questionnaire (Sinha & Srivastava, 1993) were used to assess the organizational climate. In addition, the number of personal loan sales and recoveries of loan sales upon maturity were used as measures of financial performance. Scores on all the measures were factor analyzed and it was observed that superiors' transformational leadership had is meaningful relationship with the commitment or employees. This relationship was moderated by facilitating climate of the workplace. Capable and participative leadership was the most important
dimension out of the eight dimensions of transformational leadership in significantly predicting organizational commitment. The concept of transformational leadership had relevance across cultures. Some of the transformational leadership dimensions showed greater promise for increased financial outcomes.

Kaur and Singh (2000) examined the relationship between self-actualization, work values, work environment and organizational commitment. The Organizational Commitment Scale (Porter et al. 1974), the Personal Orientation Inventory, the Survey of Work Values (Wollack et al., 1971), and the Organizational Climate Scale (Chattopadhyay and Agrawal, 1976) were administered to 100 non-teaching university employees (age 21-59 years). Comparison of groups high and low on commitment, formed on the basis of median split of scores on organizational commitment, revealed significant differences on self-actualization, self-regard, time competence, social status, activity preference, pride in work, and job involvement. Factor analysis revealed that organizational commitment was positively related with self-actualization, self-regard, and aggression, and negatively associated with time competence and inner directedness. Work values such as social status, activity preference, upward striving, and pride in work were positively associated with organizational climate.

Pattanayak (2000) investigated the effects of shift work and hierarchical position in the organizational on job satisfaction and perceived organizational commitment of 360 employees of the Rourkala steel plant. The tools used were Minnesota Job Satisfaction Questionnaire (Wessis, Dawiss,
England & Lofquist, 1967), the Perceived Organizational Commitment Scale (Sayeed, 1989), facets of MO's interactions with the various machines and the resultant stress. Machine product stress was significantly correlated with mental health. These results have been discussed in terms of work ethics and esthetics.

Marsden (2000) used a reduced version of the Commitment Scale refined by Peccei and Guest (1993) and asked teachers about their commitment to their schools and to a more limited degree, about their profession. A random sample of 1,675 schools from England and Wales were selected and sent the questionnaires with a request to distribute them among the teachers. 3000 teachers returned the questionnaires. By analysing the data the researcher reported that classroom teachers responded very positively on commitment to their schools especially on identification and involvement, but also on loyalty despite the financial pressures to seek alternative employment.

Ahmad (2000) assessed organizational commitment in relation to organizational change among blue-collar and white-collar employees. The sample consisted of 150 employees of saree manufacturing companies with an equal number of blue-collar and white-collar employees (age 18 to 52 years). The Organizational Change Scale (Rahman & Akhtar 1991), the Organizational Commitment Questionnaire (Mowday, Steers & Porter, 1979) and the biographical information blank (BIB) were administered individually to all Ss. Results indicated that organizational commitment was not significantly correlated with organizational change in both groups of employees. Blue-collar and white-collar employees
differed significantly in their perception of organizational change as well as in the extent of organizational commitment although both groups were favourably inclined towards organizational change. A unique work culture and positive work ethics were observed in the saree weaving communities and those who were associated with saree manufacturing companies in Mau district.

Bhargava & Kelkar (2000) examined the relationship between organizational structure, and human resource development (HRD). The sample comprised 33 managers, 22 officers and 28 supporting staff of a soap manufacturing organization in the age group of 24 to 53 years. Organizational structure was evaluated by a 9-item scale (Hage & Aikes, 1967). Corporate culture was assessed by a scale developed by Parida, Mathur and Khurana (1990) consisting of subscales of different dimensions. A 10-item scale (Agrawal, 1981), a 34-item scale (Taylor & Bowers, 1974) were used for the assessment of job involvement, empowerment, and job satisfaction respectively. A positive relationship was observed between empowerment and salary promotion, and job satisfaction. Empowerment and corporate culture were also positively related. Measures of HRD were capable of being predicted by the corporate culture, adaptability, and empowerment indicated the importance of decentralization. Findings were interpreted and major implications discussed.

Anis (2000) Investigated the relationship between organisational commitment and organisational change among 75 blue collar and 75 white collar employees (age 18-52 years) of saree manufacturing companies in Mau district of
Uttar Pradesh. Ss were administered a demographic schedule, the Organizational Change Scale (Rahman & Akhtar, 1991), and the Organizational Commitment Questionnaire (Mowday et al., 1979). Results revealed that organisational commitment was not a function of organisational change. Though there was no difference in levels of acceptance in both groups of Ss, white collar Ss tended to exhibit a higher degree of organisational commitment.

LawMastro (2001) examined the relationship between organizational commitment and perceived organisational support (POS) in a sample of both elementary and secondary school teachers. 251 full time educators in grades kindergarten through 12, employed in five public school districts in New Jersey were administered. The Survey of Perceived Organisational Support by Eisenberger et al. (1986) and Affective, Continuance and Normative Commitment Scales by Allen & Meyer (1990). By calculating Pearson's product moment correlation coefficient the investigator reported - (i) POS evidence strong positive correlation with affective commitment (r = 0.597, p = .001). Individuals who felt valued and supported by their organisations were in this case more emotionally attached to the organisation; (ii) A negative correlation exists between POS and continuance commitment (r = -0.146, p = .024), such that individuals with strong levels of POS were less likely to feel that they "had to" remain with the organization or with the teaching profession because of the lack of attractive alternatives or due to the disruption in their life that leaving would involve; (iii) A positive correlation between POS and normative commitment was found (r = .362, p = -.000), suggesting that individuals who feel supported by their organisation also feel
morally obliged to remain with the organisation and with the teaching profession; and (iv) Teachers who feel more valued by their organisation feel greater levels of enthusiasm and excitement as well as feel less anxious, stressed or tense in their daily life at work.

Mishra & Shrivastava (2001) attempted to find out the moderating effect of the job stress on the organization commitment and job satisfaction relationship. The Occupational Stress Index developed and standardized by Shrivastava & Singh (1981), the Organizational Commitment Scale developed and standardized by Meyer and Allen (1984) and S.D. Employees Inventory developed and standardized by Pestonjee (1973) administered on a sample of 250 doctors employed in King George's Medical College, Lucknow (U.P.). The moderated multiple regression analysis and job stress has moderating effect on organizational commitment and job satisfaction relationship.

Pillai, Bailliams & Tan (2001) examined the influences of procedural and distributive justice on supervisory trust, job satisfaction and organisational commitment. Earlier research in American settings has demonstrated the differential effects of procedural and distributive justice on job attitudes, while other work has confirmed the relationship between both procedural and distributive justice with trust. An attempt is made to replicate the US findings and extend them to samples from India, Germany, and China (Hong Kong). The sample comprised 781 employees (average age 30s) of service organisations. The
structural equation analysis was used to test a theoretical model of cross-cultural justice. Results revealed that organisational justice was an important predictor of trust, thereby pointing to the significance of these concepts in organisational life in different cultures.

Sinha, Talwari, and Rajpal (2002) investigated the relationship between organisational commitment, self-efficacy, and perceived psychological barriers to technological change. The sample consisted of 167 male managers. It was found that organizational commitment was positively related to age, length of service in present cadre and self-efficacy; it was negatively related to psychological barriers to technological change. Psychological barriers to technological change were positively related to age, length of service in present cadre and negatively related to self-efficacy. There was a negative correlation between self-efficacy and age as well as between self-efficacy and length of service in present cadre. Multiple regression analysis was done to examine the relative contribution of the different variables.

Khan and Mishra (2002) estimated the canonical correlation between need satisfaction and organizational commitment. A sample of 150 rail engine drivers (age 26-59 years) was administered the Indian adaptation of Porter's Need Satisfaction Scale (Khan and Mishra, 2001) and the Organizational Commitment Scale (Allen and Meyer, 1993). The Need Satisfaction Scale measures five needs- compensation, social/ common, autonomy/egoism, esteem and self-accomplishment. The Organizational Commitment Scale measures three
dimensions of organizational commitment-affective, continuance and normative. Needs of social attachment and esteem were significantly correlated with affective and normative commitment. The canonical correlation between the like needs and three dimensions of organizational commitment was significant.

Aryee, Budhwar & Chen Zhen (2002) reported a study to test a social exchange model of employees work attitudes and behaviours. Data were obtained from full-time employees (males and females) of a public sector organization in India. LISREL results indicated that the three organizational justice dimensions (distributive, procedural, and interactional) were related to trust in organization and only interactional justice was related to trust in supervisor. The findings also indicated that relative to the hypothesized fully mediated model a partially mediated model better fitted the data. Trust in organization fully mediated the relationship between interactional justice and related work attitude but partially mediated the relationship between distributive and procedural justice and the work attitude of job satisfaction, turnover intentions, and organizational commitment.

Pattynayak (2002) explored the effects of dependent variables like job satisfaction, perceived organisational commitment, job stress and HRD climate on shift and nonshift employees vis-a-vis executives and nonexecutives. Ss were 360 employees of an integrated steel plant in Orissa. Results revealed a significant interaction effect on total organisational commitment, job integration and challenge, trust and confidence, role embiguity, and role overload. Nonshift employees
experienced higher job stress, lowered organisational commitment, and perceived the HRD climate less favourably than shift employees.

Dordevic (2004) described the employees’ organizational commitment during radical organizational changes. He found that organizational changes usually lead to decreased employees commitment, caused by increased job insecurity, decreased morale and trust, and increased stress. It was also emphasized that there are three types of organizational commitment. Finally, it was recommended that organizational commitment should be managed by applying adequate human resource management practices.

Kadyschuk (2004) investigated the effects which a number of personal and organisational variables may have on the dimensions of teacher commitment within sampled schools and school divisions in Saskatchewan. After two pilot studies, the researcher took a sample of 860 public school teachers from 60 schools and administered on them the validated self-made instruments. The data were treated with ANOVA and multiple regression analysis. The researcher found evidence which supported both the presence of the three dimensions of teacher commitment (organisational, commitment, professional commitment and union commitment) as well as the presence of simultaneous commitments to more than one dimension. In addition there was support for the presence of school level and division- level effects in relationships amongst the dependent and independent variables. Some of the more prominent variables of effect upon dimensions of
commitment included: years of teaching experience, job task characteristics and leadership factors.

Cooper-Hakim and Viswesvaran (2005) set out to determine inter-correlated aspects of work commitment and the impact of work commitment and sub dimensions of work commitment on outcome variables such as job satisfaction, job performance, turnover intentions, and turnover. Results indicated "there was a substantial overlap between affective and normative organizational commitments. The results state; however, that the correlation is modest, ..... which suggests that concept overlap neither is excessive nor results in redundancy".

Mishra & Mishra (2005) explored the relationship between achievement motivation and organizational commitment of supervisory level officers of one of the fastest growing Govt. Department, the telecom department. The sample consisted of 100 supervisory level telecom officers of U.P. East Zone. The correlational analysis revealed a positive relationship between the achievement motivation and organizational commitment.

Lesabe & Nkosi (2007) detected and described views of a group of employees of retail organisation regarding employee turnover and retention in the organisation. Relevant theoretical key concepts and views of scholars are carefully integrated and described briefly. Qualitative methods were used to collect and analyse the data. The research findings are explicitily outlined and linked to the existing literature on organisational commitment.
Bashir & Ramay (2008) examined the relationship between career opportunities, work life policies, job characteristics and organizational commitment of information technology (IT) professionals in Pakistan. The results show that career opportunities and work life policies in IT professionals are significantly correlated with organizational commitment, while job characteristics do not determine their organizational commitment. Organizations will have to devise more family friendly policies and provide opportunities for career development to IT professionals to induce organizational commitment.

Malik, Nawab, Naeem & Danish (2010) determined the impact of teachers' satisfaction with job dimensions on perceived organizational commitment in public sector universities of Pakistan. In addition, the study aimed at exploring to what extent these teachers are committed to their universities and satisfied with different dimensions to their job. A survey-based descriptive research design was used. The study was carried on teaching faculty working in two public sector universities of Pakistan. About 650 survey questionnaires were distributed in October, 2009 by employing diverse modes of communication such as email, in person and post. Multiple follow ups yielded 331 statistically usable questionnaires. The findings of the study indicated that the satisfaction with work itself, quality of supervision and pay satisfaction had significant positive influence on university teachers. They had high degree of organizational commitment and satisfaction with work itself, supervision, salary, coworkers and opportunities for promotion.
Meisler (2010) showed that many employees with high levels of emotional intelligence were more dedicated and satisfied at their place of work and with their personal work. The study surveyed over eight-hundred employees and managers in two public sector organizations and also two private companies, examining the influence of emotional intelligence on factors such as organizational politics, work attitudes, formal and informal behavior, feelings of justice, and organizations as higher than their peers. The employees also were more satisfied with their jobs and more committed to their specific organizations. Factors such as burnout, intention to leave, or negligent behavior were less prevalent. Employees with higher levels of emotional intelligence also perceived the impact of organizational politics as less severe and demonstrated better coping skills, using less aggressive forms of persuasion to influence supervisors.

Asgari, Nojavaee & Hadipoor (2011) studied and evaluated on relation between Commitment and organizational culture in field staff of vocational and technical training in the country. Research implemented by attributive method (correlation) and 217 employees from vocational and training. Facilities in this Research included: culture, organizational and commitment organizational questionnaires. Collected data by using of stepwise regression analysis and Pearson correlation analyzed and obtained findings from Research showed that the main research hypothesis of study between organizational commitment and organizational culture and special hypotheses of organizational commitment (sentimental, continuous and normative commitment) and culture organizational exist a positive and significant relationship.
DeConinck & Backmann (2011) analyzed the antecedents and consequences of organizational commitment of marketing managers. A structural equation model explaining the organizational commitment of 335 marketing managers was developed and tested. Higher levels of distribute justice, job satisfaction, promotional opportunity and seniority were significant predictors of organizational commitment. Marketing managers' intention to leave their jobs was highly influenced by their degree of organizational commitment. Kinship responsibility was not a significant predictor in the model.

Sunder & Kumar (2011) examined the relationship between job performance and organisational commitment has been empirically proved. The organisational climate has been used as a mediator variable. Data for the study was collected from 260 subjects working in a private sector unit functioning in Ambattur, Chennai. The study disclosed that job performance has a significant effect on organisational commitment. The organisational commitment and organisational climate varied across three layers of organisational hierarchy. The study has suggested measures to promote organisational commitment.

Manzoor & Naeem (2011) investigated the impact of organizational socialization on organizational commitment and turnover intention with moderating role of perceived organizational support. A field survey approach was used by selecting 310 employees from telecom sector. Pakistan. Questionnaire was used as data instrument. The results confirm that organizational socialization enhances organizational commitment of employees,
thus reducing cost of losing employees. Therefore, socialization program must be
designed so which fulfills the expectation of employees.

Sayyadi & Sarvtamin (2011) performed a research study in a university
setting where quality of work life was evaluated in relation to organizational
commitment. Because researchers had found that the higher the education level
the lower the organizational commitment, they wanted to evaluate other factors that
may raise employees attachments (Sayyadi & Sarvtamin, 2011). They defined
quality of work life with eight concepts: (i) adequate and fair compensation, (ii) safe
and health working conditions; (iii) immediate opportunity to use and develop
human capacities, (iv) opportunity for continued growth and security; (v) social
integration in the work organization; (vi) constitutionalism in the work
organization; (vii) work and total life space and (viii) social relevance of work life.
The researchers utilized a descriptive method where they analyzed the correlation
between quality of work life and commitment. The researchers found that the
organization commitment was high at the university and upon evaluating the survey
responses of their study also found that the quality of life constructs were high as
well. Their conclusion attributed the high commitment towards the high quality of
work life constructs.

Aragano (2011) investigated the relationship between leaders'
personality traits and organizational commitment- Leaders' personality traits
associates' levels of organizational commitment was assessed with the help of
Hogan Personality Inventory (HPI and Organizational Commitment
Questionnaire (OCQ). Results reveal that there is a significant relationship between specific leaders’ personality traits and organizational commitment among their associates.

Nongol & Ikyanyon (2012) examined the impact of four corporate cultural variables namely, involvement, consistency, adaptability and mission on employee commitment to the organization. Data was collected from 134 employees of 18 selected SMEs in Makurdi metropolis. Data was collected through the use of standardized questionnaires measuring corporate culture and organizational commitment. The study found that involvement and adaptability significantly correlated with commitment, while consistency and mission did not correlate with commitment.

Ghorbani & Saini (2012) identified the relationship between emotional intelligence and organizational commitment of personnel in Salehieen Finance and Credit Institute. This research was an applied, noncausal correlative study. The statistical population of this research is comprised of all personnel working in Salehieen, Finance and Credit Institute. In order to gather the required data, the researcher selects a sample of 147 people as the statistical population based on Morgan table and applies two standard questionnaires for assessing internal factors of emotional intelligence and organizational commitment and applies a relative stratified sampling. As shown by obtained results, there is a relationship between (internal factors and adaptability components) emotional intelligence and organizational commitment.
Alaei (2012) studied the impact of employees’ empowerment dimensions on organizational commitment, in Mellat Bank branches, Ardebil province, Iran. Questionnaire was used as data gathering tool. Questionnaire forms were distributed accidentally among branches employees. Structural equations modeling technique was used to analyze data and test hypotheses. Results showed that all empowerment dimensions had impact on employees' organizational commitment & the dimension "having choice right" had the greatest impact on employees empowerment.

Qamar (2012) explored the relationship of job satisfaction and organizational commitment with organizational citizenship behavior (OCB) in banking sector of Pakistan. Effects of the antecedents that are job satisfaction and organizational commitment on dimensions of OCB have been computed in the study. The present study was an explanatory study. Data has been collected from 96 employees working in banks based in Lahore. A self-administered questionnaire has been used to collect the data and respondents designed on 7-point Likert scale. It is noted that job satisfaction has significant positive moderate relation, whereas, organizational commitment has significant strong relation with OCB.

Ahmad, Yunus, Norwani & Musa (2012) identified the significant difference between the selected demographic variables and organizational commitment. A quantitative cross sectional research design with purposive sampling was employed in collecting data. The cross sectional survey design was used to determine the demographic variables of gender and ethnicity. The
questionnaires for Organizational Commitment was originated by Mowday et.al. (2003). The respondents for this study were senior public primary school head teachers who attended the three years intensive program of Bachelor Degree in Education Management. Two cohorts comprised of 107 students were chosen from 600 students who enrolled for the Head Teacher Degree Program. They were purposively selected because they represented almost equal numbers of respondents based on gender and ethnicity of the ratio of people in Malaysia. The results of the analysis revealed that organizational commitment showed no significant different between male and female. There was significant difference for organizational commitment related to ethnic of Malay, Chinese and Indian. In conclusion, the degree of commitment of the organization among senior teacher has shown the differences between the ethnics but no different between the gender. Therefore, organization need to build up the necessary efforts to encourage and enable the different ethnics to strive their strong commitment to the organization.

Gulova & Demirsoy (2012) investigated the relationship between organizational culture and organizational commitment. Two different scales (Organization Culture Scales and Organizational Commitment Scales) were used as data gathering instrument. In this research correlation analysis was made to describe the link between subscales of organizational culture and organizational commitment. The results revealed positive relationship between Factor : 1 functional culture traits and affective commitment ($r = 0.79$, $p < 0.01$), a negative relationship between Factor : 1 functional culture traits and continuance
commitment ($r = 0.33$, $p < 0.01$). Besides Factor 2 organizational culture traits positively correlated with affective commitment ($r = 0.71$, $p < 0.01$), negatively correlated ($r = 0.25$, $p < 0.01$) with continuance commitment. Furthermore study explores the organizational commitment with five demographics variables (gender, age, marital status, education and organizational tenure). Findings show that respondents' perceptions of organizational commitment vary due to their gender, education and organizational tenure.

Nazilah, Rozmi & Fauziah (2012) investigated the relationship between satisfaction and organizational commitment and among undergraduate volunteers. A quantitative correlation research method was used to collect. A self-administered questionnaire that comprised of a demographic, an adaptation of Job Descriptive Index it data Organizational Commitment Questionnaire (OCQ) was administered to 350 samples from four universities. They were proportionately and randomly selected in the study. Data were analyzed using descriptive and inferential analysis Results revealed that overall satisfaction, leader/leadership, task, position opportunities and co-volunteers subscale were positively correlated to organizational commitment.

Mahanta (2012) assessed the level of employee commitment in selected industries in Assam and to empirically identify the correlates and predictors of organizational commitment. The sample comprised of 120 employees belonging to the service sector and one manufacturing sector. The results reveal that majority of the employees had a moderate level of organizational commitment.
Interestingly, the level of commitment of the service sector employees was found to be higher than their counterparts in the manufacturing sector. The study further found that gender and marital status has no significant relation to organizational commitment. Amongst the predictors of organizational commitment, regression analysis indicated extrinsic job satisfaction as the strongest predictor variable and age as the weakest predictor variable.

Adekola (2012) hypothesized that there is a significant difference in the degree of Organizational Commitment in Public and Private Universities. This was tested in the were collected from 150 employees consisting of academic and Administrative and technical state from both the public Universities and the Private Universities. The results revealed that employees in Public Universities have greater degree of organizational commitment in comparison to Private Universities. Also, job satisfaction increases of decreases based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation employees of Public Universities exhibited higher degree of organizational commitment as compared to those of Private Universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

Addae & Parboteeah (2013) investigated the relationships among role conflict, role ambiguity, the three dimensions of organizational commitment and
turnover intentions. The research was a cross-sectional study of employees in the public sector in St Lucia. In total, 226 usable questionnaires were obtained. It was found that role ambiguity and conflict were negatively associated with affective and normative commitment. Also, there were negative relationships between the three dimensions of organizational commitment and turnover intentions. There was no significant relationship between employees’ role stressors and their continuance commitment. Employees with continuance commitment develop turnover cognitions when alternative jobs are available.

Farjad & Varnous (2013) studied the relationship between Quality of Work Life (QWL) and organizational commitment. The random stratified sampling method was used. Data was gathered by questionnaires that were distributed between staff managers and deputies. The findings for study of the relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables showed that health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

Salleh, Amin, Muda, Halim & Sofian (2013) conducted a study examine the perception of public servants towards the fairness of
performance appraisal and its effect on organizational commitment. This relationship. The data for this study were obtained through a survey among 425 employees of government agencies. The findings show that perceived fairness of performance appraisal has influenced their commitment towards organization through the mediating factor of satisfaction. This finding is consistent with the efforts by the government to establish a more transparent and more accountable decision-making process in an organization. In conclusion, to improve performance evaluation to be more effective in influencing organizational commitment, satisfaction of the civil servants as well as fair performance management within the organization should be given priority.

Memari, Mahdieh & Marnani (2013) investigated the relationship between organizational commitment and employees' job performance in Meli Bank in Kurdistan Iran. The results revealed a positive relationship between organizational commitment and employees' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. Furthermore, the study explores the employees job performance with four demographic variables, resulting that male employees are high performer vis-a-vis their female counterparts.

Nafei & Kaifi (2013) examined the effects of organizational cynicism on organizational commitment. The present study attempted to find out whether there is a relationship between organizational cynicism and organizational
commitment. This study was conducted at Teaching Hospitals in Egypt from 2012/9 through 2013/2. It is the first empirical work so far in the field of organizational cynicism and its effect on organizational commitment at Teaching Hospitals in Egypt. This survey-type research is descriptive in terms of the data collection. The authors investigated the attitudes of employees in regards to organizational cynicism and organizational commitment. Ultimately, it elucidated the effect of organizational cynicism on organizational commitment. Three groups of employees at Teaching Hospitals in Egypt were examined. Three hundred and fifty seven questionnaires were distributed and 297 usable questionnaires were returned, a response rate of 83%. The findings revealed differences among the three groups of employees based upon their evaluative attitudes towards organizational cynicism and organizational commitment.

Komlan (2013) assessed the influences of organizational commitment upon employee's perceptions of superior customer value creation. Drawing from the theories of the three-component model of organizational commitment and customer value creation, this study examined the extent to which affective commitment, continuance commitment, and normative commitment influence employee perceptions of superior customer value creation. The study also investigated whether affective commitment had a stronger overall influence on these perceptions as compared to the normative commitment. Pearson Correlations and Multiple regression analysis results, based on data collected from 158 customer-facing employees in the United States retail industry, revealed that affective commitment and continuance commitment were positively, but weakly
related to perceptions of superior customer value creation whereas, normative commitment was positively but moderately related to these perceptions.

Budihardjo (2013) suggested that both the organizational learning climate and managers’ affective commitment are assumed to have a positive effect on the corporate performance. In addition, high job satisfaction is indicated to be positively correlated with affective commitment and learning climate. This study aims to find out the correlation between job satisfaction and affective commitment; between affective commitment and corporate performance and between organizational learning climate and corporate performance. Based on statistical analysis, this study found out that job satisfaction is significantly correlated with affective commitment. Both affective commitment and organizational learning climate have a positive correlation with corporate performance. However, applying step-wise linear multiple regression analysis, the affective commitment contributed around forty-four percent towards the corporate performance. Therefore, affective commitment plays a very important role in achieving high corporate performance.

Liou (2014) examined public employees’ organizational commitment by focusing on the relationship between commitment and professional orientation of juvenile detention workers. Based on a study of two metropolitan detention centers in a southeastern state, the study reveals that detention workers exhibit two different dimensions of professional orientation, a treatment-oriented attitude and a punishment-oriented attitude, the workers’
professional orientations are significantly correlated to different personal (age, sex and education) and job (tenure and perceived job security) factors; and the workers' organizational commitment is significantly correlated to their job security and the treatment orientation.

Onsiro, Martin & Babu (2014) opine that in most of the organizations the human resource counselors, professionals and managers are concerned about the impact of job satisfaction and organizational commitment. However, many academic institutions have very little understanding of how job satisfaction affects employee’s turnover, productivity and organization's performance. Therefore it is essential to understand the causes, symptoms and the effect it has. The main objective of the present paper is to study the impact of job Satisfaction on Organizational Commitment of faculty members in Technical and Management Institutes with reference to different institutes in Dares Salaam region, Tanzania. For this purpose the data was collected through questionnaire under convenience random sampling of Management and Technical faculty members. The analysis has been done using different Statistical tools with the help of SPSS. The findings reveal and demonstrate that dissatisfaction does exist in the academic organizations/institutions, which eventually results to decrease of organizational commitment. Thus, the managers of various organizations should come up with various interventions to manage the dissatisfaction among the faculty members.
Williams & Anderson (2014) analysed the survey data from 127 employees’ supervisors supported the distinction between in-role behaviors and two forms of OCBs. Hierarchical regression analysis found two job cognitions variables (intrinsic and extrinsic) to be differentially related to the two types OCBs, but affective variables and organizational commitment were not significant predictors.