CHAPTER – 2

LITERATURE REVIEW

In this chapter an attempt has been made to study the existing literature pertaining to employee’s commitment. The literature is of studies pertaining to various dimensions Organisational commitment has been analyzed. Over a period of time the concept of Organisational commitment has undergone drastic change. Lot of conceptual literature has emerged in the last few years. Many studies have analyzed Organisational Commitment from different perspectives namely Behavioral Perspective and Attitudinal Perspective. Similarly the pioneer researchers have defined and redefined and later on reframed the concepts. An attempt has been made to look into changing dimensions of employees commitment. Accordingly the review of different studies has provided us adequate material to undertake the present study. Above all various methodologies undertaken by previous researcher have given adequate material to undertake the present study in a scientific manner.

Early researchers (Becker, 1960; Alutto et.al. 1973; Angle and Perry 1983) gave attention on a behavioral perspective of commitment. According to them Organisational Commitment is binding of an Individuals to behavioral acts.

Becker (1960) argued that an individual acted in a committed manner because formerly extraneous situational factors have become investment in the individual’s present actions.

Alutto et. al.1973 expanded Becker’s theory of ‘Side-bet’.

Later in early eighties, researcher focused on attitudinal commitment.

Mowday et. al. (1982) Model discussed the Attitudinal Commitment to an organization involve three components:

- Strong belief is and acceptance of the Organisational goals and values;
- A willingness to exert considerable effort on behalf of the organization;
- A strong desire to maintain membership in the organization.

Research on Organisational Commitment has been examined primarily in relation to labour Turnover (Ferris & Aranya, 1983; O’Reilly & Caldwell, 1980; Stumpf & Hartman, 1984)

Further, a review of Literature for the study is divided in four parts. Studies base on Affective commitment, Continuance commitment, Normative commitment and Organisational Commitment. A brief review on this as follows:

2.1 Studies related to Affective Commitment

Meyer and Allen (1991) referred affective commitment as the employee’s emotional connection with an organization, identification with and involvement in the organization. According to them, people want to stay in the organization because of their emotional attachment. Employee high on score of affective commitment would remain connected with the organization because they want to do so.

Rosin and Korabik (1991) conducted a study to investigate workplace variables and affective responses as precursors of intentions to leave organization among women managers in Canada taking a sample of 306 managers. Workplace variables included in the study were income, age, experience, tenure and met expectations, Organisational size and management level. Affective response included was job satisfaction, organisational commitment and job involvement. Met expectations responses were obtained on salary, career advancement, opportunities to develop new skills, status/prestige, influence in the organization, stress, hours required, quality of supervision, compatibility of colleagues, type of work required, physical conditions benefits and perks. Measure of job demands (i.e. the time and travel demands of a position), position characteristics (i.e. amount of responsibility), time flexibility, leadership, independence and variety of a position and perceived stress. The results of a canonical correlation analysis
indicated that women who felt that had not been met, who described their jobs limited in leadership responsibility, variety, time, flexibility and autonomy, office politics and being in a male dominated environment as potential factors in a leave their expectations decision. They expressed low job satisfaction and Organisational commitment and had a greater intention to leave.

Jaros et. al. (1993) opined that affective commitment is a psychological attachment towards an organization. This is because affective commitment is linked with enviable Organisational outcomes like turnover, absenteeism, job performance and Organisational citizenship behavior.

Saygan (2011) in the study explored a relationship of Organisational silence with affective commitment one of the dimensions of the multidimensional model of Organisational commitment given by Meyer and Allen. The findings revealed that in the environment of silence, the employees are not emotionally committed means a negative relationship between silence and affective commitment.

Kumari and Afroz (2013) undertook a study with an objective of analyzing the role of affective commitment in employee’s life satisfaction. The study was conducted on the sample of 200 managerial employees of NTPC India from Sonbhadra district of Uttar Pradesh. Sample consisted of male respondents. Respondents range from 22-42 years (Mean=5.17 and S.D=3.01). Data was analyzed by using 16.0 and statistical procedures used in study included descriptive analysis, correlation, linear regression and ANOVA. The findings of the study showed that the life satisfaction has been highly significant related with Organisational affective commitment.

Abbasi and Zaheer (2014) explored the impact of administrators and managers on employee’s affective commitment through leader-member exchange. Sample of 309 supervisor-subordinate dyads of government employees working on administrative and managerial positions was collected by using stratified random sampling method. Multiple linear regression through SPSS was used for analysis. Results of the study indicated that transformational leadership and mindfulness have a significant and positive relationship with leader-member exchange. Study also showed a significant
and negative impact of transformational leadership and mindfulness on employee’s affective commitment. Results indicated that mindfulness of transformational leaders helps in budding quality relationship with the subordinates which in turn leads to the retention of more committed employees.

Kim (2014) undertook a study to explore the effect of work-life balance on affective commitment and in-role performance and to explore the mediating role of commitment to link work-life balance and in-role performance in Korean business context by using the sample of 293 Korean workers. Structural equation modeling and regression analysis was used to test the hypothesis. Result of the study showed no direct effect of work-life balance on in-role performance. Whereas, it was found that with experience of work-life balance, employees affective commitment increases whereas no statistically significant impact on in-role. Based on the result of regression analysis, the study also indicated that affective commitment of employees showed significant mediating construct between work-life balance and in-role performance.

2.2 Studies related to Continuance Commitment

Meyer and Allen (1991) depicted continuance commitment as a mode of psychological attachment towards an employing organization that showed employees perception of loss they would suffer if they leave their organization. Theoretically, continuance commitment is related to turnover and turnover intentions but not to Organisational citizenship behavior. Threat of losing investment and perceived lack of alternatives outside the organizations make employees committed to their organizations. Employee high on the score of continuance commitment would remain connected with the organization because they need to do so.

SoonYew et al., (2008) findings suggested that both mandatory and fringe benefits were having significant and positive relationship with Organisational commitment and fringe benefits having higher relationship as compare to mandatory benefits. Their finding proposed that when employees
received more fringe benefits, their Organisational commitment tends to be higher.

Umoh et al. (2014) in their study examined the effect of employees benefit on continuance commitment in the Nigerian manufacturing industry. A sample of 357 employees was randomly selected out of a population size of 3386 from 31 manufacturing companies in river state Nigeria. Out of a sample of 357 only 210 copies used for analysis. The result showed that 64% respondents were male while 36% were females. The hypotheses were tested using spearman rank correlation technique and the findings revealed positive and significant relationship between employee benefits and measures of continuance commitment.

2.3 Studies related to Normative Commitment

Meyer and Allen (1991) stated that there is a moral obligation which binds the employees towards an employing organization. Employees with a high level of commitment feels they ought to remain with the organization.

Jaros et al. (1993) viewed normative commitment as moral commitment. According to them, normative commitment reflects a sense of duty, or obligation or calling to work in the organization and not emotional attachment. Normative commitment implies commitment to an employing organization through internalization of its goals, values and missions and not through perceived lack of alternatives.

2.4 Studies related to Organisational Commitment

Grusky (1966) conducted the research based on two assumptions that (1) The degree of employee commitment is greater if higher rewards are earned,(2) Commitment of the employee is superior depending upon the intensity of overcoming the barriers in order to earn maximum rewards.In other words maximum the barriers overcome and reward earned maximum is the employees Organisational commitment.For testing the assumptions sample of 1649 i.e. 75% of the managers of large business company in America returned completed questionnaire in all aspects was used for the
study. Mobility in the career was considered as a measure for reward received and it is determined by comparing past positions with the first positions. Findings of the study revealed that the first assumption was not adequately supported yet highly mobile managers as compared to moderate and minimum mobile managers are highly committed whereas the second assumption was adequately supported.

Gupta et al. (1971) conducted a study on the scientist with the objective of finding their commitment towards the goals of the organization. The major variables accepted for the study was the relationship carried by the researcher and the supervisor, recognition which the scientist got in their jobs and the professional autonomy carried by the scientist. Findings of the research revealed that less experience scientist with high recognition were considered as highly committed whereas the autonomy of the scientist in selecting their work is not considered as influential factor for building commitment. Findings also revealed that percentage increase in the cooperation between researcher-supervisor leads to the percentage increase in the degree of commitment.

Hrebiniak and Alluto (1972) examined the relationship between personal and role-related factors and commitment to the employing organization. Sample from the study was taken from two schools districts and three general hospitals in western New York State. Sample size consist of 318 elementary and secondary school teachers and 395 registered nurses employed respectively. While there was evidence that commitment is differentially related to such personal variables as sex, marital status, and father's occupation, the results of multivariate analyses showed the primary importance of role-related factors in explaining Organisational commitment. The significance of role tension, years experience in the organization, and dissatisfaction with the basis of Organisational advancement suggested that commitment is an exchange and accrual phenomenon, dependent on the employee's perception of the ratio of inducement to contributions and the accumulation of side-bets or investments in the employing system.
Buchanan (1974) based on a questionnaire survey of 279 business and government managers, explored two questions: (i) which Organisational experiences have the greatest impact on business and government managers' Organisational commitment attitude, and (ii) how did the significance of such experience vary with Organisational tenure, particularly at early career stages. Managerial tenure was divided into three stages. Stage one was first year, stage two was years two through four, and stage three was years five and beyond. Commitment relevant experience identified were:

**Stage-I:** role clarity, peer group cohesion, group attitudes toward organization, expectations realization, reality shocks, first year job challenge and loyalty conflicts.

**Stage-II:** personal importance, self-image reinforcement, fears of failure, Organisational commitment norms and work commitment norms.

**Stage-III:** Organisational Dependability. The results of the study showed that 78% of variance of Organisational commitment in Stage I was explained by just three experiences: group attitude towards organization, first year job challenge, and loyalty conflicts given in the order of importance.

In Stage II, the experiences explaining 74% of variance of Organisational commitment were, in the order of importance: self-image reinforcement, personal importance, first year job challenge, Organisational commitment norms and group attitudes towards organisation.

In Stage III, experience which explained 58% of variance of Organisational commitment were, in order of importance: group attitudes towards the organization, expectation realization work commitment norms and fear of failure.

Dubin et al. (1975) in their study on blue-collar and clerical workers in bank and Telephone Company. Total sample of 1014 which include 409 from bank and 605 of telephone company. Findings of the study revealed that employees having central life interest towards their work had a high level of Organisational commitment and they also have a higher level of attraction to individual features of their organization than workers with other central life interest orientation. Workers with a non-job central life interest had a low level
of Organisational commitment and were selectively attracted to features of their employing organization. Workers with a flexible attitude towards central life interest in the organization had no special level of Organisational commitment and showed the greatest variability in evaluating the attractiveness of work feature.

Steers (1977) proposed and tested a preliminary model of antecedents and outcomes of Organisational commitment, using a cross validation framework. The model proposed that an antecedent of Organisational commitment consists of three influences: personal characteristics including variables such as age, education, need for affiliation. Need for autonomy and need for dominance; (ii) job characteristics which include autonomy, variety, feedback and task identity; (iii) work experiences of group attitude toward the organization, Organisational dependability/trust, perception of personal investment and personal importance to organization and rewards or the realization of expectations. The second component of the model hypothesized that Organisational commitment leads to several specific behavioral outcomes namely strong desire and intent to remain with the organization, employee retention or turnover, attendance and greater effort on the job or performance.

The subjects used were 382 hospital employees and 119 scientists/engineers. The findings provided support to the model by virtue of the fact that all three sets of antecedents were significantly related to Organisational commitment. For both samples, work experiences were more closely associated with Organisational commitment than the other sets of variables (personal and job characteristics). Among the outcomes of Organisational commitment, performance was not related to the former. Highly committed employees were found to perform well to the extent that: (a) organizations stress high achievement orientations concomitantly with good employee relations, (b) passive commitment (loyalty) can be translated in to active commitment, and (c) employees possess the requisite skills and abilities and fully understand and accept their particular Organisational roles.

Jermier and Berkes (1979) collected data from 800 Police Officers to investigate the relationship between job satisfaction and Organisational commitment. The results reported that employees who are more satisfied with their jobs had higher Organisational commitment.
Wiener and Vardi (1980) in their study of 56 insurance agent and 85 staff professionals also came across at the effect that Organisational commitment had on career commitment and job commitment. The result reported a direct association between employees Organisational commitment towards their career.

Mowday et al. (1982) while investigating the effect of Organisational hierarchy on the Organisational commitment reported the unpublished findings emerging from their own series of studies on commitment using the Organisational Commitment Questionnaire. They found that mean commitment levels differ significantly across the four organizations studied viz., a state university, a major hospital, a research and development firm, and an industrial firm. The mean commitment score was found to be the highest for employees in industrial firm, closely followed by a major hospital, the state university and research and development firm. On the basis of these preliminary data, the authors suggested that although different organizations manifest different overall levels of employee commitment, this commitment is equally strong up and down the Organisational hierarchy.

Meyer and Allen (1984) in their study on testing the “side-bet” theory, conducted two studies to reveal that the scale developed by Ritizes and Trice (1969) and Herbriniak and Alutto along with side-bet indexes (i.e. age and job tenure) used previously to measure side-bet theory given by H.S Becker are unacceptable for that purpose. First study was conducted on two by two between subject design. In other words it can be said that two factors i.e. continuos commitment (high or low) and affective commitment (high or low). The sample size consist of 64 males and females was used in the study. The scale consisting 8-item affective commitment scale, 8-item continuance commitment, 15-item Organisational commitment questionnaire, 5-item Ritizes and Trice scale, 4-item herbriniak alutto scale was used. Findings revealed that affective commitment manipulation accounted for larger portions as compared to continuance commitment which showed very less portion on Ritizes and Trice scale. Result also revealed that continuance commitment scored larger portion on Continuance commitment scale as developed by author. In second study, sample was collected from full time employees.
working on various designations in four departments of Canadian university. Total 229 questionnaire was distributed and out of which only 130 were completed in all aspects. Scale used in first study was again used in second study and the findings revealed that Ritzer-Trice and Herbiniak-Alutto scale was significantly correlated with affective commitment scale and Organisational commitment scale and not with continuance commitment scale. Findings also revealed that age and tenure of the employees are correlated with all scales except continuance commitment scale.

DeCotiis and Summers (1987) in their study of 367 managers and their staff, examined the relationship between Organisational commitment and employees motivation, their intention of leaving the job, turnover and job performance. The results reported that Organisational commitment was found to be the strong predictor for each of these outcome areas.

Romzek (1989) examined the effect of employee commitment on individuals' non work and career satisfaction. The analyses were based on a two wave panel study that surveyed the attitude of a random sample of 334 public employees in 1982 (time 1) and Are surveyed those same individuals in 1984 (time 2) in Kanas and Missouri. The results indicated that the individual consequences of employee commitment were positive; supporting the notion that psychological attachment to a work organization yields personal benefits for individuals. These results contradicted the notion that people necessarily pay a high personal price for high levels of employee commitment and cautioned against viewing psychological attachment as a zero sum phenomena.

Caldwell et al. (1990) explicitly examined how organizations develop Organisational commitment among new members. Using a sample of 291 respondents from 45 firms, the results of this study showed that rigorous recruitment and selection procedures and a strong, clear Organisational value system were associated with higher levels of employee commitment based on internationalization and identification.

Mathieu and Zajac (1990) conducted meta-analysis to integrate the findings regarding antecedents and consequences of Organisational
commitment. They identified the following antecedents to Organisational commitment as: personal characteristics, role states, job characteristics, group-leader relations, and Organisational characteristics. In their review involving 41 samples covering 10,335 subjects, they reported a positive correlation between age and Organisational commitment. The explanation offered was that older employees had greater job satisfaction, enjoyed better positions and were "cognitively justified" remaining in an organization. A review of 14 studies involving gender and Organisational commitment covering 7,420 subjects by them reported women to be more committed to organizations than men, although the statistical relationship was not found to be strong. An explanation offered for this finding was that women have to overcome more barriers than men to gain membership of organizations, though this problem was probably receding. In a review of 38 samples that included 12,290 subjects they found an overall mean weighted correlation of \( r=0.17, \ p<.01 \) between Organisational tenure and commitment. Position tenure was found to be more positively related to attitudinal commitment, while Organisational tenure was more positively related to calculative commitment. They argued that years spent in a particular position tend to increase an employee's psychological attachment to an organization, while extended tenure also increases their stake in terms of benefits such as pension plans.

Meyer and Allen (1991) in their study provided some support for the theory that commitment increases (i.e. strengthens) over time. They concluded that positive experiences resulted in higher levels of commitment over time and commitment developed within individuals through social exchange mechanisms as a result of positive work experiences (i.e., positive work experiences were valued by the employees, who subsequently were committed to the organisation that provided these experiences), but that the process might be mediated by individual needs or values (i.e., different employees value different experiences) or by casual attribution (i.e. the employee believed that a particular organisation provides positive experiences because it valued its employees and that similar experiences were unavailable elsewhere).
Sharma and Singh (1991) in their study did a comparative analysis on the factor affecting Organisational commitment of managers working in the public sector and sector organizations in Western India. Findings of the study revealed that situational factors such as job characteristics and various Organisational climate dimensions played a very crucial role in shaping employees Organisational commitment. Findings also showed that personal characteristics in concurrence with job characteristics and the climate of the organization is helpful in building Organisational commitment in conjunction with certain personal attributes.

Aryree and Debrah (1992) conducted a study with the objective of evaluating the outcome of career development opportunities and family support on employee’s Organisational commitment. Data was collected from the employees from technical, professional and managerial jobs in Singapore. Hierarchical regression analysis was used. Findings of the study revealed that career development opportunities in the organization had an augmented role in building Organisational commitment. This is because of the employees perception that their organizations are providing them with the opportunity to grow in the form of career development programme and opportunity for the satisfaction of career goals. Findings revealed that demographics in particular age had a significant positive effect on Organisational commitment whereas education showed negative effect on employees Organisational commitment. Results also showed that support from spouse and satisfaction in married life had a significant positive effect on Organisational commitment. Researcher argued that such positive family support does provide the emotional stability to the individuals so that they can devote their energies to the work role and the setting within which to the role is performed. Parental demands and job-spouse did not reveal significant effects on Organisational commitment.

Bourantas and Papalexandris (1992) investigated the various factors affecting the Organisational commitment of managers working in a private versus publicly owned organizations in Greece. Findings of the study showed that the working culture prevailing in the organization had an effect on the Organisational commitment of the managers whereas size of the organization...
and the type of organization also influence manager’s Organisational commitment. Results also revealed that the managers working in private sector organizations are more committed than the managers of public sector organizations.

Cohen (1992) conducted meta-analysis with the objective of investigating that across different occupational group the relationships between Organisational commitment (OC) and its antecedents changed or not. For this purpose sample was separated in two occupational groups including blue collar workers sub divided in unskilled, semi-skilled and skilled employees whereas white collar employees subdivided into professional which included scientist, engineers, nurse, accountants etc and non-professionals which included clerical and administrative staff. Total 98 samples along with connecting data was used to measure relationship between Organisational commitment and its antecedents. Mowday et al.’s (1982) model of antecedents of Organisational commitment was used in the study. In this study antecedent is divided in two models representing. The first model called the member model and was represented by the personal antecedents whereas the second model is called as an organization model and was represented by role related, structural and work experiences variables. The findings revealed that the relationship between Organisational commitment and personal antecedents, is stronger for blue collar and nonprofessional white collar employees than for professional employees. For the role-related, structural, and work experiences antecedents, representing the organization model, differences among the occupational groups were found to be less consistent. In general, the findings demonstrated that the member and the organization model operate differently for varying occupational groups.

Luthans et al. (1992) undertook study of bank employees with a mean age of 28.4 years to investigate the relationship between the supportive climate in the organization and Organisational commitment. Findings revealed supportive climate had a positive relationship with organization.

Allen and Meyer (1993) examined the employees attitudes towards the work from a career stage outlook to deal with two issues - changes in
employees attitudes across different career stages and the relations between the attitudes of employee and their work experiences at different stages of caree. The study also observed affective, continuance, and normative commitment to the organization as functions of all three career stage variables-employee age, Organisational tenure, and positional tenure. Researches also looked at the contributions, of various work experiences across different career stages, in predicting of affective commitment. The researchers argued that different indicators used in career stage studies namely; employee age, Organisational tenure, and positional tenure make cross-study comparisons difficult. Results of their study showed that with the increase in age of employees their affective and normative commitment increased significantly whereas results also revealed with the raise in the Organisational and positional tenure it increases the continuance commitment. Further, the relationships between work experiences and affective commitment slightly be at variance across employees tenure levels, and not at all employee age groups.

Leithwood (1993) examined the extent to which transformational forms of leadership contribute to teacher commitment. Data were derived from a survey of 168 teachers in 9 secondary schools in a large urban school district. The findings indicated that each class of variables appeared to exercise a significant influence on teachers' commitment. Vision-creating and goal consensus-building practices of school leaders had especially strong effects on motivational conditions associated with teachers' personal goals, which, in turn, were significantly related to teachers' context and capacity beliefs. To summarise, the dimensions of leadership practice that contributed most to teachers' commitment to change were those that helped to give direction, purpose and meaning to teachers' work.

Somers (1993) in order to assess the factor structure of Meyer & Allen's (1984) commitment scales, confirmatory factory analysis was applied. A sample of 425 nurses for the study was taken from the hospitals teaching nurses situated in America. Results of study verified a three-factor model which also included a bi-dimensional continuance commitment construct. Non-recursive model was applied to examine the connecting association between
affective commitment and the two dimensions i.e. individual sacrifice and low alternatives of continuance commitment. Results showed that simply one significant association came into view i.e. the individual sacrifice factor of continuance commitment had a positive effect on affective commitment.

Loui (1995) in his study involving 109 workers examined the relationship between the Organisational commitment and the job satisfaction job involvement and trust in the supervisor. The result reported that all these three areas are constructively related to Organisational commitment.

Somers (1995) used the three component model of employee’s Organisational commitment to study the intentions of employees in retaining their jobs, turnover and absenteeism. The sample comprised of 422 staff nurses from a large, urban hospital located in North Eastern United States. Findings showed that affective commitment came out as the most reliable predictor of these outcome variables and was the only predictor for turnover and absenteeism. In contrast, normative commitment was related with the intentions of remaining in the organization while no direct effects for continuance commitment were observed. Continuance commitment, however, integrated with affective commitment in predicting job withdrawal intentions and absenteeism.

Iverson et al. (1996) proposed that organizations need to match their internal marketing programmes to fit with their external marketing orientation. Taking a sample of 513 patient contract employees in a major public hospital, he reported that Organisational commitment and dimensions of trust had different antecedents and relationships with preferred Organisational outcomes. He argued that organizations which emphasized flexibility and customer orientation would need to develop Organisational commitment and trusting relationship with their employees through appropriate internal strategies. He emphasized that management of the factors that lead to "mediators" in the form of employee trust and Organisational commitment were required in order to achieve Organisationaly desirable outcomes.

Sommer et al. (1996) analyzed that the demographic and situational factors as identified in the literature of U.S. had the same antecedent effect on
the employees Organisational commitment. Data was collected from the sample of 1192 employees working in 27 large Korean firms. Finding of the study are in harmony with the studies of U.S., result revealed that the position of the Korean employees in the hierarchy, tenure of the employees in their current position and age were significantly related to employees Organisational commitment whereas total tenure and education were not related with Organisational. As far as the results of situational antecedents are concerned, except for management style, all the others factors were significantly correlated in particular with the increase of the size of organization, Organisational commitment decreased; as the organization became more focused towards employees, Organisational commitment of employees increased; and the more positive perception about the Organisational climate, more the commitment. This study provided confirmatory evidence predicting that the theoretical constructs of employees Organisational commitment may have cross-cultural validity.

Jaros (1997) in his study tested about the connection between Meyer and Allen’s (1991) model of employees Organisational commitment and turnover intentions via field research. In particular the study measured the simultaneous and longitudinal effects of affective, continuance, and normative commitment on turnover intentions. Researcher tested the main outcome and interaction effects and also measured the effects of the two continuance commitment sub-dimensions i.e. CC-hisac and CC-loalt on turnover intentions. For this purpose two studies were conducted to test these relationships. Data was collected from engineers working at an aerospace firm, and students from university employed full time in the number of organizations. The results of the study revealed that, (1) contrary to what is expected, the effect of three components model of commitment differed significantly on turnover intentions, and (2) that affective commitment came out to be the most important predictor of turnover intentions, (3) the Continuance Commitment sub dimensions differed in their effects on turnover intentions.

Scandura and Lankau (1997) examined the connection of gender, employee’s family responsibility, and flexibility provided by the organization in
the working hours with employees Organisational commitment and job satisfaction. Data was collected from 160 male and female managers in a cross-Organisational set up. Building on psychological contract theory as given by Rousseau, (1995) that female employees that with family responsibilities may negotiate new psychological contracts which include responsive benefits for th family which include flexibility in the working hours. Finding of the results revealed that female employees who recognized that their organizations offered flexible work hours to them had showed higher degree of Organisational commitment and job satisfaction as compared to other female employees. Results also revealed that flexible working hours for an employees having family responsibilities were related to higher Organisational commitment and job satisfaction.

Elloy and Flynn (1998) conducted a study in United States to explore (a) the extent of job involvement and Organisational commitment among dual wage earner and single wage earner families, and (b) the effect of family status (whether the couples have or do not have children) among family groups on Organisational commitment and job involvements. Data were collected from employees working in medium size, heavy industry manufacturing plants at two sites (n =260 participants at site one and n=114 at site two). Kananga’s (1980) 10 item questionnaire was employed to measure job involvement and the short form nine item scale developed by Mowday et al, (1978) was used to measure Organisational commitment with tenure and education as co variants. The analysis of covariance was done to determine the relationship of family status and spouse’s occupational status to job involvement and Organisational commitment. The data indicated no difference in the level of job involvement and Organisational commitment between individuals in dual career and single career families. In another site however, individuals from single wage earner families with children had higher level of commitment than members of dual families. Employees from dual wage earner families with children had levels of Organisational commitment and job involvement similar to those of employees from dual wage earner families without children in site one.

Maslic (1999) in his study dealt with the evaluation of Meyer and Allen’s three-component conceptualization of Organisational commitment in
the Croatian context. A sample of 766 employees from 21 industrial organizations (i.e. big manufacturing firms according to the official classification made by Croatian Chamber of Economy). Findings of the study failed to support Meyer and Allen’s scale as a measure of three components of Organisational commitment. The results also revealed that the employees from successful organizations were highly committed with higher job satisfaction and lower turnover intentions as compared to unsuccessful organizations.

Suliman and Illes (2000) examined the validity and reliability of affective, continuance and normative commitment in the Jordanian context. A survey of 1000 employees was done using a self-administered questionnaire. The study questionnaire was piloted in three industrial firms before being used in the main study. The results from the pilot and main studies revealed that of the three dimensions mentioned above, two were prevalent in the Jordanian work environment, namely; the affective and continuance commitments. The existence of normative commitment in the Jordanian work setting was not supported by the findings of the study.

Lok and Crawford (2001) investigated the relationships between employees’ perception about culture and subculture prevailing in the organization, and job satisfaction and employees Organisational commitment. Total sample consisting of 251 responses from the nurses working in seven large hospitals was analysed. Questionnaire containing the above measures along with Measures of leadership style and employee demographics were also included in the questionnaire. Regression analysis was used to measure the degree of job satisfaction and commitment nurses had towards their wards. This was forseen on the basis of their perceptions about the hospitals’ culture (or Organisational culture), the cultures of their wards (or organization subculture), the leadership style of their ward managers, and several demographic characteristics including age, experience, education and job tenure. Results revealed that a culture of the ward which is considered as organization’s sub culture was more predictive of bringing commitment than was hospital culture. Also, statistically controlling of job satisfaction level did not substantially reduce the influence on commitment of any of the
independent variables included in their study. The results suggested that managers might need to focus more on the subcultures in building greater employees commitment.

Meyer et al. (2002) conducted meta-analyses to assess (a) relations among affective, continuance, and normative commitment to the organisation, and (b) relations between the three forms of commitment and variables identified as their antecedents, correlates, and consequences in Meyer and Allen's (1991) Three-Component Model. Taking the usable data of 155 independent samples (of these samples, 99 were from published articles, 22 were from dissertations and 34 were from unpublished manuscripts or papers presented at conferences) involving 50146 employees, they found that the three forms of commitment were related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment. Results of their meta-analysis found that affective and continuance commitment generally correlated as expected with their hypothesized antecedent variables. They found significant correlations between affective commitment and overall job satisfaction (.65), occupational commitment (.51), Organisational justice variables (.38 to .50), and transformational leadership (.46). Significant negative correlations (-.21 to -.31; effect size .04 to .09) were found between continuance commitment and perceived transferability of skills and education. However, they could not identify any unique antecedent of normative commitment. Also, all three forms of commitment were found to be related negatively to withdrawal cognition and turnover, and affective commitment had the strongest and most favourable co-relation with organisation-relevant (attendance, performance, and organisational citizenship behaviour) and employee-relevant (stress and work family conflict) outcomes. Normative commitment was also associated with desirable outcomes, albeit not as strongly. Continuance commitment was unrelated correlated negatively, to these outcomes. Comparisons of studies conducted within and outside North America revealed considerable similarity yet suggested that more systematic primary research concerning cultural differences was warranted.

Riketta (2002), conducted meta-analysis to examine the relationship between employees attitudinal organisational commitment and job
performance of the employee, and to find out the mediator in attitudinal Organisational commitment and job satisfaction. Total 117 samples from 93 published studies were included in this meta-analysis. The corrected mean correlation found was 0.20. Results of meta-analysis revealed various mediator that are effecting the correlation between attitudinal commitment and job satisfaction was at least marginally significantly stronger for: (a) extra-role performance as opposed to in-role performance; and (b) white-collar workers are having more commitment and job satisfaction as opposed to blue-collar workers; and (c) performance assessed by self-rating plays important role in increasing commitment and job satisfaction as opposed to supervisor ratings or objective indicators. Four other assumed moderators: job level, age, and tenure did not have at least marginally significant effects.

Brown (2003), studied the relationship between the perceptions of employees regarding relations-oriented and task-oriented leadership behaviors of their immediate supervisors’ and different types of Organisational commitment. Scale developed by Meyer & Allen’s (1997) was used to measure employees Organisational commitment. This scale was used to collect the data of employees working in eight departments that varied in the area of technical functioning, size and academic levels for the city of Charlottesville, Virginia. Result of the study revealed that there is greatest amount of difference in affective commitment, less variance in normative commitment and no variance in continuance commitment because of relations-oriented leadership behaviors whereas task-oriented leadership behaviors showed the similar pattern of relationships with the different types of Organisational commitment.

Malhotra and Mukherjee (2003) empirically tested the connection that the three component model of organisational commitment (affective, continuance and normative) have with the service quality of customer-contact employees. With a sample of 186 respondents from the call centers, and 171 respondents from the branches of a major retail bank in UK, they are able to explored the important question of how three components of employees Organisational commitment influenced the employee-perceived service quality differently in call centers and in branches. The findings showed that both
affective commitment and continuance commitment had significant positive impact on service quality in the branches of the retail bank whereas affective commitment was found to influence the service quality of employees significantly in the call centres.

Rylander (2003) assert a study to explore the changes in employees organization commitment due to satisfaction in training, perception about the equity of rewards and manager’s commitment in the early employment of sales force. Researcher concluded that the dissatisfaction in training, lack of manager’s commitment and perception of reward equity raise delineation to organization commitment.

Bartlett and Kang (2004) - explore the connection between Organisational commitment and nurses attitudes allied to training in New Zealand and United States. Outcome of the study exhibit that access to training, supervisory support for training, motivation to learn and perceived benefits of training positively related to Affective and normative commitment.

Kwon and Banks (2004) conducted a study to determine the Organisational and professional commitment of internal auditors. Scale for measuring Organisational commitment was adopted from Organisational Commitment Questionnaire (OCQ) instrument developed by Porter et al. (1974) and in the study Organisational commitment was considered as a dependent variable. Four sets of variables i.e. job characteristics, Organisational characteristics; professional characteristics and demographic information were used as the independent variables. Results showed that factors influencing Organisational commitment were different from those influencing professional commitment. Results of the multiple linear regression showed that there is a strong association between Organisational commitment and job meaningfulness, whereas identity of the task had a strong positive relationship with professional commitment. Gender and size of the organization had a positive impact on employee’s Organisational commitment; however, certification of services sector and internal auditor had a negative influence on Organisational commitment whereas internal auditor certification revealed a positive impact on professional commitment.
Malhotra and Mukherjee (2004) investigated how different forms of employee’s Organisational commitment and job satisfaction influenced the service quality delivered by customer-contract employees. The sample comprised of 342 employees of four telephone call centers of a major UK retail bank. Findings of the study revealed that job satisfaction and employees Organisational commitment played a significant impression on service quality delivered by the employees. The affective dimension of employee’s Organisational commitment was found to be more important as compared to job satisfaction in delivering service quality to the customer by employees.

Wang (2004) compared the Organisational commitment of Chinese employees working in state-owned enterprises (SOEs) and foreign invested enterprises (FIEs), using a sample of 1232 industrial employees. In order to reflect Chinese characteristics more accurately, the study used a questionnaire incorporating items drawn from previous Chinese and Western studies. Results indicated that a five-factor component model, including affective commitment, active continuance commitment, passive continuance commitment, normative commitment and value commitment, fitted the data best. The key findings indicated that employees working in SOE had higher levels of active continuance commitment and passive continuance commitment, and a lower level of value commitment than the employees of FIEs. The researcher suggested that in contemplating appropriate measures designed to foster the commitment levels of Chinese employees, management should recognize variations according to form of economic ownership (SOEs vs. FIEs).

Bosman et al. (2005) conducted a study to investigate the relationship between job insecurity, burnout and Organisational commitment of human resource workers in a financial institution. A cross-sectional survey design was used. The Job Insecurity Questionnaire, Maslach Burnout Inventory-General Survey, Organisational Commitment Questionnaire and a biographical questionnaire were administered on a sample of 146 respondents. Job insecurity showed that with the increase in the levels of burnout there is a decrease in the levels of organisational commitment. Job insecurity was found to be the cause of exhaustion, distrust, and reduced
professional efficiency and effectiveness, as well as reduced level of affective and normative commitment.

Durna and Eren (2005) studied the relationship between demographic factors and employee’s Organisational commitment on education and health sector employees working in the city of Nigde by using the Meyer and Allen’s three dimension approach. Findings of the study showed the relationship between affective and normative commitment and certain demographic factors like age, marital status and tenure, whereas there is no linkage in the continuance commitment and other demographic factors. It has been suggested that in many different corporations, Organisational commitment is linked to particular employee behavior. If employees are committed to the organization, turnover and absenteeism rates are low.

Kassahun (2005) conducted a study to assess the level of employees’ Organisational commitment in selected industries of Delhi. Organisational practices (Organisational support, autonomy, competence development, distributive justice, and procedural justice), and the personal characteristics (age, tenure, education and occupational level) were tested as correlates and predictors of Organisational commitment. The sample comprised of 210 employees drawn from various industries in Delhi. The results revealed that a majority of employees which counts for 69.3% had in moderation high level of commitment whereas high level of employee’s commitment to the organizations was maintained by 23.5% of employees. Except education all the practices of organizations and personal characteristics ascertained a direct association with Organisational commitment. Personal characteristics were found to have made a minimal variation in Organisational commitment. The study emphasized the role of pro-employee management practices to enhance the level of Organisational commitment among employees.

Muthuveloo & Rose (2005) explored the major factors augmenting the employee’s organization commitment and also investigated the influence of employee’s organization commitment on organization outcomes. The data was collected from 380 engineers with a help of questionnaire. Multiple regression analysis was used to determine the significance between
Organisational commitment and organization outcome. The ANOVA is used to determine the means significance difference. To explain the means of various groups Post Hoc tests using Bonferroni tests were used. The results revealed that continuance, normative commitment and personal characteristics have a significant influence on organization outcomes i.e. intent to leave, work stress and loyalty but little influence on self-performance.

Chughtai and Zafar (2006) conducted a survey to determine if selected personal characteristics, facets of job satisfaction, and the two dimensions of Organisational justice (distributive justice and procedural justice) significantly explained variance in the Organisational commitment of Pakistan university teachers. In addition, the study examined the influence of Organisational commitment on two Organisational outcomes-job performance and turnover intentions. Data were gathered from 125 full-time teachers from three universities in the three major cities of Pakistan: Lahore, Islamabad, Rawalpindi, and Peshawar. The results of the study indicated that the personal characteristics, facets of job satisfaction and two dimensions of Organisational justice as a group were significantly related to Organisational commitment of teachers whereas distributive justice and trust of employees in management were considered as strongest correlates of employee’s Organisational commitment. Moreover, commitment was found to be negatively related to turnover intentions (r =0.40) and positively related to a self-report measure of job performance (r =0.32).

Malhotra et al. (2006) conducted a study on 342 frontline employees in 4 call centers of a major retail bank in the UK to examine the relationship among frontline employees’ perceptions of rewards (extrinsic and intrinsic) and Organisational commitment. Organisational commitment was measured using the affective item scale of Meyer et al. (1993). The results of the study supported the contentions of exchange theory and indicated the significance of both extrinsic and intrinsic rewards that can be used to develop Organisational commitment. The results clearly showed that intrinsic rewards were more powerful indicators of commitment than extrinsic rewards. Role clarity, participation, and autonomy emerged as the most powerful indicators
of Organisational commitment among job characteristics/design. Extrinsic rewards like availability of enough promotional opportunities were found to help management build Organisational commitment among front line employees.

Lather and Mohan (2007) conducted research to study the level of employees’ Organisational commitment and personal efficiency and effectiveness amongst the executives and non-executives associates of Delhi Metro Rail Corporation. Data were collected from 50 executives and 50 non-executives of Delhi Metro Rail Corporation. The results revealed that Chi-square for commitment was 35.78 which were significant at 0.01 levels. The comparison of results of executives and non-executives associates revealed that larger number of executive associates i.e. out of 50 associates 27 associates was highly committed, whereas 15 associates showed average commitment and only few i.e. total 8 executives showed low committed executives. The results related to non-executive employees revealed that there was only one employee who showed high level of commitment whereas other member of this group was either moderately committed i.e. 22 associates and low on commitment i.e. 27 out of 50. The results related to the personal efficiency of the executive associates showed high personal efficiency as compared to non-executive associates.

Kalbers and Cenker (2007) conducted a study to explore the association between the employee experience, role ambiguity, Organisational commitment (affective and continuance), job satisfaction, and turnover intentions for auditors in public accounting. Data was collected from 334 auditors working for international and regional public accounting firms in USA. The findings revealed that more experienced auditor with very less role ambiguity, had more affection for the organizations and are less likely to leave the organization. In other words affective commitment is present in such employees. On the other hand finding showed that continuance commitment played a very less role in supporting the objective of study whereas two dimensions of continuance commitment i.e. high sacrifice and low
alternatives showed different kind of relationship with other important variables of the study.

Markovits et al. (2007) undertook a study examined the relationships between Organisational commitment profiles and job satisfaction among public and private sector employees in Greece accepting the notion that sectoral distinction is associated with different patterns of job-related attitudes. Data was collected from public and private sector employees. In case of public sector employees total sample of 476 was collected from employees working in government authorities, public health care and customs from Northern Greece whereas total sample of 1119 employees working at non-supervisory level was collected from 35 private organizations in the Northern Central Greece. For measuring job satisfaction Minnesota satisfaction questionnaire (MSQ) was used and to measure Organisational commitment scale BOGS scale was used for both the organizations whereas Meyer et. al. (1993) was used in public sector undertaking. Findings of the study revealed that Organisational commitment was significantly higher in the public than in the private sector in Greece. Results also revealed that organization identification is the strongest element in both the organization and that reflects the collectivistic orientation of Greek society reported initially by Hofstede (1980) but also more recently by House et al. (2004). Public sector employment conditions were more closely aligned to Greek societal values, providing job security and structured progression and development, meeting uncertainty avoidance needs. Predictable progression within the public sector reinforced the widely practiced but less socially valued power distance orientation. Private sector employment in contrast tended to be more short term and insecure, resulting in significantly lower levels of both intrinsic satisfaction and all components of Organisational commitment than the public sector. The relatively high level of loyalty (or normative commitment) was reported in the public sector which reflected the institutional collectivism orientation reported in the GLOBE study. The overt expression of loyalty to the Greek constitution required of the new entrant, and national collective agreements covering wages and other benefits, further reinforced this value, while in the broader perspective, this practice is generally less seen. The
results confirmed the utility of the profiles approach to the study of Organisational commitment. Findings also revealed that Affective commitment of employees was found to be most effective with respect to internal and external level of job satisfaction.

Bashir and Ramay (2008) conducted study with the objective to analyzed the relationship between career growth opportunities, work-life balance, job characteristics and Organisational commitment. A sample of 155 employees working as IT professionals was collected. Findings of the study revealed that career opportunities and work life policies were significantly and positively correlated with the Organisational commitment whereas no significant relationship found between job characteristics and employees Organisational commitment.

Hung (2008) explored in their research that how training influences job involvement and Organisational commitment of administrative staff. Outcome of the study is that training has a positive impact on job involvement and in turn job involvement has a positive influence on Organisational commitment. Year of service also have a significant influence on job involvement and Organisational commitment.

Martin (2008) included in his study relational norms and opportunism to explain Organisational commitment. He adopted a multidisciplinary perspective to improve the understanding of employee-firm relationships. A national sample of 285 employees working in different firms in Spain participated in the study. With structural equations analysis, he reported the paths which link the economic and relational antecedents of commitment with the dimensions of Organisational commitment. He found that the most effective way to get normative commitment and thus make the employee continue working in the same firm is to engender affective commitment. And affective commitment is determined mainly by interaction between the firm and its employees (participation, flexibility and information exchange). Employee gender, level of studies, offspring and firm size and belonging to a group showed a moderating effect on the global model.
Somers (2008) undertook study with the objective of measuring commitment profiles which includes five profiles namely highly committed, affective-normative dominant, continuance-normative dominant, continuance dominant, and uncommitted to turnover intentions, job search behavior of employee, work withdrawal including absenteeism and lateness and stress at job. Data was collected from a sample of 288 full-time hospital nurses working in three shifts from large hospital in the southern region of the United States. The sample was 92% female with a mean age 39.1 years, average Organisational tenure of 9.01 years. Commitment profiles were formed using k-means clustering. ANOVA was used to test for differences among outcome variables across clusters. A significant multivariate F-statistic indicated that study variables differed across clusters. ANOVA with Turkey's b post hoc comparisons was then used to identify where statistically significant differences were present among commitment groups. Results showed that the most positive work outcomes are linked with the affective-normative commitment profile which includes lower turnover intentions and less level of mind stress. Result also revealed that no difference was observed among the commitment groups for lateness, and unpredictably, the continuance-normative dominant group had shown lowest levels of absenteeism.

Pala et. al. (2008) in their study explored the relationship between employees Organisational commitment, job satisfaction and demographic characteristics in Turkish health care staff. Finding revealed that Organisational commitment is higher for the employee who had master degree and above as compared to health care staff who just possess technical school certificate. It was found that Organisational commitment of men health care staff was higher than woman staff. Further, it was found that Organisational commitment, general satisfaction and intrinsic job satisfaction of private hospital were higher than that of public hospital and extrinsic job satisfaction of staff who had been working as fresher and are in profession for less than -15 years were recorded higher as compared to the staff who had been working for more than 16 years.

Wasti and Can (2008) conducted two studies to investigate affective and normative commitment of employee to the organization, supervisor and
coworker in the Turkish context. Data was collected from 430 employees in six different branches of automotive retailers in Istanbul, Turkey. The results of study 1 confirmed that employees have different form of commitment i.e. affective or normative towards the organization, their supervisor and coworker. Study 2 tested the cultural influence which argued for the moderating influence of collectivistic value on the relationship between person (local) commitments and Organisational-level (global) outcome. The results failed to support the cultural influence and showed that commitment to organization was predictive of Organisational-level outcomes (e.g., turnover intentions), and commitment to supervisor was predictive of supervisor-related outcomes (e.g., citizenship towards supervisor).

Kumar and Giri (2009) studied the effect of age and experience of employees on job satisfaction and Organisational commitment. Data were collected from 380 employees working in banking and telecom industry in India at junior, middle, and top level management from various public and private organizations. Scale developed by Spector (1985) was used to measure Job Satisfaction and OCQ by Mowday et al. (1977) was used to measure job Organisational commitment. Results of their study revealed that employees job satisfaction and Organisational commitment significantly varied across the different phases of career of employees. It was further observed that as the age of the employees goes up, it lead to higher job satisfaction and Organisational commitment. Job satisfaction and Organisational commitment also significantly varied based on employees work experience. In other words higher the work experience of employees higher is the level of job satisfaction and Organisational commitment.

Iqbal (2010) study was conducted in knitwear organization in Lahore and Faisalabad to explored the association between the demographic factors and Organisational commitment. The result showed that length of service is associated with Organisational commitment whereas no correlation was found between Organisational commitment and age. Furthermore study is of the view that managers and supervisors are more committed than the workers.
Khan et al. (2010) in their study of 153 Public and Private sector employees’ of Oil and Gas Sector in Pakistan investigated the impact of employees’ Organisational commitment on job performance of an employee. The results revealed a positive relationship between employees’ Organisational commitment and job performance.

Sharma and Bajpai (2010), in their study compared 250 employees consisting of managerial and non-managerial staff from both the public sector and the private sector organizations in India to check the impact of employees Organisational commitment on job satisfaction of employees. It was found that employees working in public sector showed higher levels of Organisational commitment as compared to employees of private sector. Further, it was found that Organisational commitment has considered significant means for increasing the level of job satisfaction of employees.

Natrajan and Nagar (2011) explored the influence of orientation age, training duration and permanency in job on Organisational commitment and job satisfaction among 220 respondents from large public sector organization with an all India presence. They concluded that employees inducted at younger age with long training tenure are more normatively committed to the organization. Furthermore, permanent employees were found to be more normatively committed and also showed more job satisfaction as compared to contractual employees.

Padala (2011) during a study on employees’ job satisfaction and Organisational commitment in Nagarjuna Fertilizers and Chemical Limited, India found the overall satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of good social and culture background of employees. Further, results showed that the employees as inclined positively in their commitment to organization. Age, education, nature of job, and income have negative relations with respondents’ job satisfaction as well as Organisational commitment.

Dixit and Bhati (2012) in their study explored the impact of employees Organisational commitment on sustained productivity in the auto-component
industry in Denso Greater Noida (India). The information was collected through questionnaire which were tested on the sample population of 50 line managers to recognize the effect of commitment on sustained productivity. In the study the three components model of Allen and Meyer have been taken as independent variable and sustained productivity as the dependent variable and the result indicated that employees commitment is significantly related to sustained productivity in the industry. It showed a positive signal of the employee’s attachment to the organization. It was also found that the Noida based auto-component industry employees are enthusiastic in reflecting their continuous commitment to render maximum productivity to their organization.

Kanchana and Panchanatham (2012) attempted to find out the relationship between the demographic variables and psychological variables leads to Organisational commitment. The sample of 330 employees in Tamil Nadu papers limited, collected was by using structured 142 items questionnaire. The results revealed that Organisational commitment is important to organization and higher level of Organisational commitment will be attained, when the role is clear to the employees. Job satisfaction and role clarity also influence the affective, continuous and normative commitment.

Ali and Khan (2017) in their study conducted in banking sector of district swat in Pakistan, to examined the relationship among job stress, Organisational commitment and performance of an employee. Sample of 254 employees were collected by using random sampling technique. Instrument for data collection has been adopted from Buchanan (1974) and Brown SP, Leigh TW (1996). Cronbach Alpha values .702 for Organisational commitment, .826 for job stress, .731 for employees performance showed that the instrument used is reliable. SPSS 21 was used to analysis the correlation and regression. Correlation matrix was used to calculate the degree of relationship between the variables and the result showed that job stress is negatively correlated with Organisational commitment and the job performance of an employee. In other words it is indicated that the employees are very much stressed out and employees are not committed and satisfied with the existing reward system, policies and so on.
Esmaeilpour and Ranjbar (2018) conducted a research with an objective of measuring the impact of job satisfaction, Organisational commitment and the Organisational loyalty of employees on the quality of services provided to the customers. Respondent for the research are divided in two groups. In first group all the employees working for the ports and maritime organization in Bushehr province in Iran. Second group of the respondents consisted of customers of the organization. Two set of questionnaire was used for the variables like employee job satisfaction, Organisational commitment and loyalty and include total 21 questions. Scale of Reynolds and Harris (2009); Lambert et.al. (2015), Sun Jung and Yoon (2015) was used for job satisfaction of employees. Cronbach alpha coefficient for job satisfaction scale came out to be 0.769 and to assess validity average variance extracted (AVE) was used and the value of AVE is 0.541 and for reliability, composite reliability (CR) was used which came out to be 0.841. For Organisational commitment of employees scale of Mowday and steers (1979) was used and the value of Cronbach alpha coefficient came out to be .800, AVE =0.588 and CR=0.877. Scale of Linz et. al. (2015), Ibrahim and Al Falasi (2014) was used for Organisational loyalty and the value of cronbach alpha came to be 0.847, AVE =0.579 and CR=0.845. Second set of questionnaire was used to calculate the variables of quality of service provided to the customer and include 22 questions which are adopted from the scale of Parasuraman et.al. (1991).The cronbach alpha coefficient = 0.965, AVE = 0.933 and CR = 0.967. All these figures showed that the instrument had acceptable level of validity and reliability. Descriptive statistics was used to evaluate demographic variables and other research variables. Evaluation showed that most of the respondents are male with married marital status and most of the respondents are middle aged in the category of 36 to 45 years of age. As far as educations of the respondents are concerned most of them had bachelor level of education. Structural equation modeling and smart PLS software was used for testing conceptual model and research hypothesis .Results obtained from the path coefficient and statistics t showed that employees job satisfaction has positive and significant effect on
employees Organisational commitment. In other words employees satisfaction in job and Organisational commitment had positive and significant effect on Organisational loyalty. Moreover employee’s loyalties have positive and significant effect on the quality of services provided to the customers.

Singhal (2018) in their study took the initiative to explore the role of competency development practices in achieving Organisational commitment. Data for the research was collected from the engineers working for the private organization in NCR region. Primary data for the study was collected by the means of questionnaire. Questionnaire for the study was adopted from Allen and Meyer (1990) 15 item Organisational commitment scale as well as 6 item scale from Pare, G. and Tremblay, M (2000) for competency development practices, after further modifications it was used for the study. To test the reliability of the scale Cronbach’s alpha reliability test was applied and the reliability value for the Organisational commitment scale came out to be 0.879 whereas for the competency development practice scale it came out to be 0.878. Convenience sampling method was used because population actual size for the study was not known. So the sample size used in this study was 392. Simple line regression was used for testing the hypothesis. Findings of the study revealed that the competency development practices which includes coaching, mentoring, responsibilities as per employees interest etc. played a significant role in achieving affective, normative and continuance commitment among engineers. In other words more they perceive the competency development opportunities more they feel committed towards their organization.

Sulaiman (2018) undertook the study with the objective of evaluating the mediation effect of employees job satisfaction on the relationship between internal market orientation behavior and Organisational commitment of employees of registered child care centre’s in 12 states from Malaysia. Instrument for collecting data was divided in four sections. First section consist of independent variable i.e. internal market orientation which include internal market intelligence generation consist of 9 items, mean score is 3.48, standard deviation is 0.678 and cronbach alpha coefficient 0.828, secondly
internal communication consist of 8 items with mean score of 3.706, standard deviation 0.721 and cronbach alpha coefficient 0.845, thirdly response to intelligence consist of 3 items with mean score of 2.394, standard deviation 0.854 and cronbach’s alpha .648. Scale for internal market orientation was adopted from the work of Gounaris (2008) and Gounaris et.al. (2010). Second section consisted of the mediating variable i.e. employees job satisfaction consisting of 9 items with the mean value equals to 2.573, standard deviation 0.796 and cronbach alpha is 0.851 and the scale was adopted from Spector (1985, 1994, 1997). Third section consist of dependent variable i.e. employees Organisational commitment adopted from the work of Allen and Meyer (1990) consisting of 5-items with the mean = 3.677, standard deviation is 0.746 and cronbach’s alpha = 0.784. Last section consists of demographic profile of the respondent who are front line employees within the registered and licensed child care centres. Total 692 questionnaire was circulated, only 364 questionnaire were returned. Multiple regression analysis with SPSS 19.0 was used to test the hypotheses. Findings of the research concluded that all the components of IMO behavior had a positive relationship with employees Organisational commitment and employee job satisfaction. Employee job satisfaction had a positive and significant relationship with employee’s Organisational commitment. Moreover employee job satisfaction had partially mediated the relationship between Internal Market Organization and employee Organisational commitment. Internal market orientation came out to be a most important element influencing the employee’s job satisfaction and commitment. It was suggested that job satisfaction and Organisational commitment can be increased only by increasing the internal market orientation behavior.

Supriyanti et al. (2018) undertook their study in PT. Akenbono Astra Indonesia which is brake system manufacturing organization with the objective of determining the influence of leadership, Organisational commitment towards Organisational performance partially and simultaneously and also to determine the impact of leadership and Organisational commitment towards Organisational performance through the intervention of
job satisfaction. Total sample of 92 respondents was taken against the total population of 120 employees working in the organization. The number of respondents was taken with solving formula. To test the accuracy of an instrument (36 research variables) validity testing was done and the result showed that the value of r count is greater than the value of 3. This showed that all the variables of the instrument was valid. Reliability test was done by comparing the value of cronbach alpha with a value of 0.6. Cronbach alpha coefficient for leadership variables came out to be 0.671, for Organisational commitment it came out to be 0.815, for job satisfaction it came out to be 0.654 and for Organisational performance it came out to be 0.684 and it show reliable measure of each dimensions. Outcome of the study revealed that leadership variables and Organisational commitment variables have simultaneous effect on Organisational performance i.e. equal to 59.4%. Leadership variables have partial effect on Organisational performance i.e. 26.4% (r squared is (0.264). Organisational commitment also have partial effect on Organisational performance i.e. 39.0% (r squared is .390). Job satisfaction variables also have partial effects on Organisational performance i.e. 73.5% (r squared =0.735). Result also revealed that job satisfaction is an intervening variable for improving Organisational performance.

Yüzbaşıoğlu, Nedim & Doğan, Oğuz (2018) carried out their study in hospitality industry to examine the relationship between paternalistic leadership and Organisational commitment in the hotel industry. G-power analysis was used to find out the total sample. The sample should be at least 238 people at 95% confidence bound and 90% power. Finally the data from 243 employees was obtained from randomly selected hotels working in Antalya region in Turkey. Questionnaire consists of three parts. First part includes 26 item PL (Paternalistic Leadership) scale developed by Cheng et al. (2004), second part includes 18 item scale developed by Allen and Meyer (1990). Last section includes demographic profile. Factor analysis and Correlation was used for the analysis. Findings of the study revealed a relation between paternalistic leadership and commitment. On the other hand, study showed moderate level relationship between benevolent leadership and affective commitment, continuance and normative commitment. Findings also
showed that there is a low level relationship between authoritarian leadership and continuance commitment

2.5 Studies related to Organisational Commitment in Banking Sector

Flynn and Tannenbaum (1993) in their study compared managers working in private and public sector banks concerning their job characteristics and Organisational commitment. Private sector sample consisted of 118 bank vice presidents (104 males and 14 females) from two major financial institutions representing middle level management. Public sector sample comprised of 133 middle managers (85 men and 48 women) employed at a variety of government agencies. Organisational commitment was measured with the help of scale known as Organisational Commitment Questionnaire developed by Porter et al (1974) whereas job characteristics was measured with the help of scale developed by Solomon (1980) that helps in incorporating diverse approaches to the study of role and job characteristics. The participants rated the existence and importance of role ambiguity, autonomy and clarity in their present job, in addition to responses on demographics like age, gender, education, job tenure, Organisational tenure and number of people supervised. Hierarchical moderated regression analysis was carried out to test the outcome of public and private sector bank differences on the relationship between job characteristics and employees Organisational commitment. With commitment as the criterion variable, predictor variables were entered in the following order, a) demographics, b) job characteristics, c) sector, and d) the cross product of job characteristics and sector. Within each set, variables were entered simultaneously. Findings of the study validate the assumptions that job characteristics were positively related to Organisational commitment. Findings also revealed that Job characteristics established a strong relationship with employees Organisational commitment among managers working in private sector bank.

Kirmizi and Deniz (2009), “The Organisational commitment of IT professionals in Private Banks, European and Mediterranean” in their study found that a secure job is an employees’ requirement and wish. Job insecurity
affects an employee’s commitment to the organization. Employees’ do not fancy risks and are willing to stay in an environment that provides satisfaction rather than optimized change. Job security is generally not referred to, as an antecedent of Organisational commitment; but has considered job security to be a factor of Organisational commitment. An individual will be more committed to his job and the organization, if they feel secure in the job.

Sowmya and Panchanatham (2011) in a study on Organisational commitment identified the factors influencing Organisational commitment of banking sector employees in Chennai. The researcher found that in banks, Organisational commitment depends upon the optimistic and affirmative commitment of the employees. It shows a positive signal of the employees revealing the commitment and attachment of employees to the organization. It was also found that the bank employees are enthusiastic in reflecting their continuance commitment in their work environment to provide maximum service to their customers. The Organisational commitment of the bank employees is also emphasized through their normative commitment to their Organisational goals. It has been assumed by Organisational behavior research that individuals who express high commitment in their jobs are likely to be more productive, have higher satisfaction and have less likely to resign than employees with low commitment.

Baqer (2012), the study was undertaken to see the relationship along with the mean score of employees satisfaction in the job and Organisational commitment in the banking industry of Iran and India. Total sample of 800 employees which includes 200 Managers, 200 Executive Managers, 200 Accountants and 200 cashiers from six banks from Zahedan city namely bank Meli Iran, Sepah Bank, Tejarat Bank, Mellat Bank, Refah Kargaran Bank and Bank of Keshavarzi and five Indian nationalized bank SBI, PNB, Allahabad, Indian Bank and Canara Bank from Aligarh City. To measure job satisfaction 20 item questionnaire developed by Singh (1989) was used and the standardized alpha reliability was reported to be 0.96 whereas to measure Organisational commitment 18 item scale developed by Khan and Mishra (2002) was used. The median coefficients for Organisational commitment scale came out to be 0.87. Pearson correlation and independent "t" test were
Findings of the study found significant difference in the mean score of normative commitment of employees working in Indian and Iranian banks. But as compared to Indian bank employees, Iranian bank employees showed more normative commitment with their banks. This is because of the fact that values of the employees leads to normative commitment and they cannot leave their job because they found it as an obligation to be part of the bank and what other employees would think about them if they leave the job. Whereas affective, continuance and total score of Organisational commitment of both the countries showed no significant difference. Findings also revealed that employees organization commitment and job satisfaction had strong relationship. Results showed that Indian employees are more satisfied from their jobs as compared to employee working in Iranian banks. It is also found that the reason of low job satisfaction is the salary and promotion policies. Employees of Iranian bank are less satisfied with their salaries and promotion in the job as compared to Indian bank employees. Thus it is recommended that government should think of increasing the salaries of the employees so as to increase their satisfaction towards the job.

Madi et al. (2012), examined the influence of employees perception about job satisfaction, job characteristics, Organisational characteristics and role perception of employees of the banks in Gaza, Palestine on three dimensions of Organisational commitment namely affective, continuance and normative commitment. For data collection total 200 questionnaires was distributed to the respondents but only 127 questionnaires were used for further analysis. For analyzing the data reliability, regression, factor and descriptive analysis was done on SPSS. The results proved that the Gaza banks employees scored more on affective and continuous level of commitment whereas normative commitment showed less score. The result of Regression analysis demonstrated that affective commitment and perception of the employees regarding satisfaction in performing job, uniqueness in job, and uniqueness of organizations were significantly correlated with affective commitment in positive manner whereas perception about employees role was not significantly correlated with affective commitment. The outcome also revealed that perception of employees regarding job satisfaction was only positively correlated with the continuance commitment whereas employee’s
perception regarding Organisational characteristics and role of employees are significantly positively correlated with the level of normative commitment.

Mangaleswaran and Srinivasan (2012) undertook a comparative study of employee’s Organisational commitment from a sample of 449 employees from Public sector bank in India and 281 employees from Sri Lankan Public sector bank. Results of the study revealed the difference in commitment level of India and Sri Lanka PSBs. Indian Employees of PSBs are more committed to their organization. This difference is because of the demographic variables such as age, tenure and professional qualification is also one of the differences in commitment.

Nazari Kamran & Emami Mostafa (2012), in their study analyzed the relationship between Professional Commitment with Organisational commitment in Kermanshah Private Banks. Kolomogrove and sminorph test was used to check the normality of 95 questionnaires and result of test showed normality of the data. Hence study approved the positive relationship between Organisational commitment and professional Commitment.

Sandhu and Kaur (2013), in their research examined the relationship linking transformational leadership behavior carried by managers working in Indian Banks and their subordinates Organisational commitment. For the study total sample consisting of 660 employees working in public and Private sector Banks of northern India. For collecting data scale build up by Podsakoff, MacKenzie, Moorman and Fetter (1990) to measure Transformational Leadership Behavior Inventory and to measure Organisational Commitment Scale developed by Meyer, Allen and Smith (1993), were used for data collection. The data was checked for reliability using Cronbach alpha. Exploratory factor analysis was performed to validate the factor structure of the measuring instruments. Results of the analysis reveal that superior’s transformational leadership behavior significantly supplements the subordinate’s affective and normative Organisational commitment. Findings of the study revealed the strongest influence of transformational leadership of Indian bank managers on their followers’ affective commitment. The impact of affective commitment on positive work outcomes has already been well
established in prior studies. So it will be rewarding for banking organizations to invest in transformational leadership training of managers. The infinite potential is there in every being, and a being varies from another only in the degree of manifestation of that potential.

Mahajar and Yunus (2014) undertook the study with the objective of measuring the relationship between demography and competency towards Organisational commitment. For this purpose sample consisting of 219 banking sector employee which includes manager’s executives and clerk in Malaysia. Findings of the study revealed that employees with longer tenure in the banks are highly committed. It also showed that employee with higher education level develop higher commitment towards the organization. Findings also revealed that competency and demographics showed low and significant correlation with three dimensions of employees Organisational commitment i.e. affective, normative and continuance commitment.

Singh and Rana (2015) undertook the study in the public sector bank with the objective of measuring the effect of performance appraisal on employee’s Organisational commitment. For this purpose sample consisting of 172 bank employees in category of scale 1 to scale 4 working in 10 public sector banks in Dehradun and Haridwar. Scale for measuring independent variable i.e. performance appraisal was adopted from B.K.Punia (2009) consisted of 34 items consisting of 5 dimensions and Allen and Meyer (1990) 16 item Organisational commitment scale measuring 2 dimension namely affective commitment and continuance commitment considered as dependent variable. Findings of the study revealed that performance appraisal is significantly associated with the affective and continuance commitment. In the study the fairness of performance appraisal and performance based payment practices emerged as an important interpreter of commitment of bank employees.

Khaliq et.al.(2016) undertook a study with the objective of finding out various factors affecting employee’s Organisational commitment working in three different banks of Lahore. total sample consisted of 60 respondents who pass their probation period and are grade two officers. Organisational
commitment was measured with the 13 item scale of whereas 34 item scale of Eisenberger et.al was used to measure factor affecting commitment. Findings of the study revealed that the relationship between employees Organisational commitment and factor affecting the commitment is higher. Findings also revealed that five factor namely rewards, support from superior, opportunity for career growth, work-family support and favourable job conditions affect the Organisational commitment of employees working in Lahore banks.

Shahid et.al. (2018) explored the study on mediating effect of Organisational trust on HRM practices and affective commitment. In other words to check the sufficiency of managerial capabilities, proficiency and efficient application of HRM practices in building Organisational trust which in turn build affective Organisational commitment among bank employees in Bangladesh. Respondents from the study include officers, executives and top level managers from the bank. Data was collected through self-administered questionnaire and contained three sections. Section one consist of seven HRM practices and out of seven, the Snell and Dean (1992) scale was used to measure selective staffing, reward and compensation, performance appraisal and training whereas for other three HRM practices like job security, communication and information sharing and participation in decision making adopted from the scale of Boselie et.al (2001). Cronbach alpha coefficient of all seven HRM practices is more than 0.80. Section two of the questionnaire consists of affective Organisational commitment adopted from the scale of Meyer and Allen (1991). Reliability test (cronbach alpha coefficient) score for affective Organisational commitment scale came out to be 0.86. Last section includes mediating variable i.e. Organisational trust and the scale for the same is adopted from Ferres et. al (2003) and the cronbach alpha coefficient came out to be 0.90. The findings of the result showed that there is partial mediation of Organisational trust on the relationship between selective staffing, job security, performance appraisal, participative decision making, communication and information sharing and affective Organisational commitment. Finding also revealed that there is full mediation effect of Organisational trust on relationship between reward and compensation and
affective Organisational commitment. Moreover there is no mediation of Organisational trust on the relationship between training and affective Organisational commitment.

Williams and Boonrugsa (2018) in their study examined the association linking the perception of employees about leadership practices and their commitment about the organization. Questionnaire for the study was divided in three sections. First section includes three components of Organisational commitment questionnaire developed by Meyer, Allen and Smith (1993) includes 6 items each for affective, continuance and normative commitment. Researcher pre-tested the questionnaire of 40 respondents so as to determine the reliability. The coefficient alpha for each commitment revealed affective commitment = 0.815, continuance commitment = 0.6189, normative commitment = 0.8219. Second section comprise of leadership practices inventory-observer which includes 30 items headed under 5 leadership practices and the scale developed by Kouzes and Posner (2002) was adopted so as to see respondent perception with respect to the practices adopted by their current leaders. Coefficient Alphas for each five leadership practices was as (a) Model of the way= 0.9653, (b) inspired a shared vision = 0.9447, (c) challenge the process = 0.9360, (d) enable others to act = 0.963, (e) encourage the heart = 0.9674. Total 88.2% questionnaire i.e. 509 questionnaire out of 601 was returned. The respondent consisted from 56.4% Female and 43.6% male employees from 5 Thai commercial banks. Findings of the study revealed that there were positive significant relationship between all five leadership practices with all three components of commitment. Normative commitment showed strongest relationship as Pearson correlation coefficient score range between .472 and .433 followed by affective commitment with Pearson coefficient score range between .446 to .387 whereas continuance commitment had weakest relationship with the value of Pearson correlation coefficient ranging between .257 to .161. Second finding revealed that there are positive internal relationship among the five leadership practices and strong positive internal relationship among three components of commitment.
Though, the above studies have tried to unleash different facets of Organisational Commitment in different industries at national and international Levels, yet a gap is felt in finding out the variations and sources thereof in Organisational commitment in organizations. Accordingly the above studies review has been looked deeply and the present study has been designed.