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# Developing and Testing a Model of Antecedents and Consequences of Organization Commitment

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*Strictly as per the compliance and regulations of:*



# Developing and Testing a Model of Antecedents and Consequences of Organization Commitment

Ghazala Naz<sup>α</sup>, Abid Ali<sup>σ</sup>, Imran Afzal<sup>ρ</sup> & Zia-ur-rehman<sup>ω</sup>

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**Keywords :** *Organization Commitment, Team Work, Knowledge Management, Organization Performance.*

## I. INTRODUCTION

It's generally accepted by the organizational theorists that human resource is the most imperative asset of an organization because things has to done through employees. In other terms, the achievement of any organization in realizing its objectives actually depends upon the performance of its employees. Performance is considered to be related with the concepts of ability, opportunity, motivation and commitment. All organizations, whether public or private, need satisfied as well as committed employees to be effective and efficient in their execution, in addition to the other factors. Employees, who are dedicated, work vigorously and creatively toward the accomplishment of

organizational goals is one of the most important inputs to organizational success. Consequently, the challenge for organizations is to ensure that their employees are satisfied and hence committed towards the accomplishment of organizational goals.

Human resource is a very significant and unique asset of an organization. The victorious management of any organization's human assets is very important, exciting and challenging task, especially at the instant when world has become a global village and economies are in stage of change. The lack of talented and committed employees in the growing prospects of the modern day worker has additionally increased the involvement of the human resource management and execution of its function.

Impact of knowledge management on organization commitment is very important and interesting issue to be researched throughout the world especially in Pakistan. It has been observed and summarized that teams are easy to form and simple to manage, capable of producing mutually efficient and effective outcomes. Organization performance is defined as overall performance of organization and expansion in the growth of firm's sales, increase in market share, number of customers and profit on investment.

### a) Problem Statement

"This study aims to find out as to how knowledge Management, Team Work, improve Organizational commitment, it also finds out the effect of organization commitment on organization performance."

### b) Research objectives

- To identify relationship between Knowledge Management and Organizational Commitment.
- To know the effect of team work on organizational commitment.
- To explore the relationship between organization commitment and its impact on organization performance.

## II. LITERATURE REVIEW

### a) Knowledge Management

Knowledge management is defined as how the executives can produce, communicate as well as use knowledge for the benefit of organization and individuals

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it highlights not only the significance of Knowledge Management, but also identify its importance for individuals and managerial actions (Bailey & Clarke, 2000). In the last two decades management gurus and academicians have researched knowledge management as an instrument for the achievement of innovation and competitiveness. In any economy the source for long-term competitive advantage is knowledge (Nonaka, 1998) cited in (Koh et al., 2005).

#### *b) Team Work*

Team performance requires time to develop, team required leadership which is important for building a team and maintaining team development through different stages (Ingram, 1996). Many writers suggest teams are very simple to formulate and manage, competent of producing outcomes, efficiently and effectively. In actual there are certain problems incorporated in team that includes, negative synergy, lack of accurate and quick decision making, role conflict, and unclear goals. Team was not cost effective sometime as lots of team members don't work up to the mark as they think team will do their work. This above mentioned concept is known as social loafing. This is the phenomena that two people might be better than one, but the quality of decision making and management of goals and team structure of individual member is more useful and accurate than of two members participating in a team. Collaboration has been required to make sure that unity of purpose was both structured and worked toward and appropriate feedback to all group members has been important to team (Staniforth & West, 1995).

#### *c) Organization Commitment*

This research has been conducted in twenty private manufacturing companies in Igbo states Nigeria regarding the relationship among working conditions and employee commitments. The finding of this study showed that these manufacturing firms have the potential to make contribution in industrial future. There are number of workers who are satisfied because of the extrinsic equity factors of work which found to be a strongest interpreter of employee commitment as compare to intrinsic components. To build a strong and competent workforce in an enterprise success and industrial growth entrepreneur must invest in the long term objectives of the workforce and balance their interests accordingly (Ukaegbu, 2000). In this study the researcher has examined the impact of employee commitment on individual non work career satisfaction. Data upon employee's attitudes has pointed out that the individual consequences of employee's commitment has been positively supported the concept that emotional attachment to a work organization will yield personal benefit of individual. These findings disagree with the concept people unavoidably pay a higher

personal cost for higher level of commitment (Romzek, 1989).

#### *d) Organization Performance*

Analysis of performance and its measurement is vital for navigating the organization to comprehend its strategic as well as operational goals. And afterward the performance indicator and their relationship with goals and action have to be established and analyzed. Existing organization doesn't reflect the modeling approach in accurate manner. This research paper attempted to fill the gap between organization performance indicators, in organizational modeling framework. (Popova & Sharpanskykh, 2010). For turning organizational goal to reality by measuring and analyzing organizational performance plays a vital role. Performance is evaluated by estimation of qualitative and quantitative indication such as number of customers, profit and cost incurred by organization. (Popova & Sharpanskykh, 2010). In this research study it is suggested that compound measure of performance has been reflected more precisely the organization performance as opposed only quantitative or financial measures. Organization performance was defined as overall performance of organization and expansion in the growth in sale of firm, increase in market share, number of customers and profit in investment. (Photis & Panayides, 2007)

### III. METHODOLOGY

#### *a) Sample*

The variability in the targeted population was less as the population was comprised of the employees of universities situated in Islamabad city i.e. CIIT, Preston, MAJU and Air university. For collection of data a cross-sectional survey questionnaire was administrated in universities of Islamabad. The researcher administrated questionnaires among the administration and faculty members who have sufficient knowledge about the area being research. Overall, response rate was (210 questionnaires) 84%. The sample size as well as the response rate obtained from respondents in the research study enhanced the validity and reliability of the results.

#### *b) Instrument*

In this study the researcher have used the 5 likert-type scale ranging from "Strongly agree" (weighted 1) to "Strongly disagree" (weighted 5). Organizational commitment has been reviewed by using a measure that was developed by (Mowday, Steers, & Porter, 1979) using fourteen items through likert-type responses inquired into each dimension respondent were asked to rate the items on 1-5 Likert scale.

The instrument developed by the (Choi & Lee 2000) was used to measure Knowledge Management

that was comprised of four items and respondent were asked to rate the items on 1-5 Likert scale.

In this research study the scale for team work has been taken from the customized version Operating Room Management Attitudes Questionnaire (ORMAQ) (Helmreich, Sexton & Merritt 1997) cited in (Flin, R., et al. 2003)). Nine items likert-type scale respondent were asked to rate the items on 1-5 Likert scale.

Organization performance has been measured by using the scale of (Lopez et al., 2005; Kaplan &

Norton., 1992) 5 items Organization performance scale in which respondent were asked to rate the items on 1-5 likert scale which consist of ten items and have certain subscales.

AMOS module is also available with SPSS software to use SME. AMOS is used to test the overall model developed by researchers.

#### c) Research Model

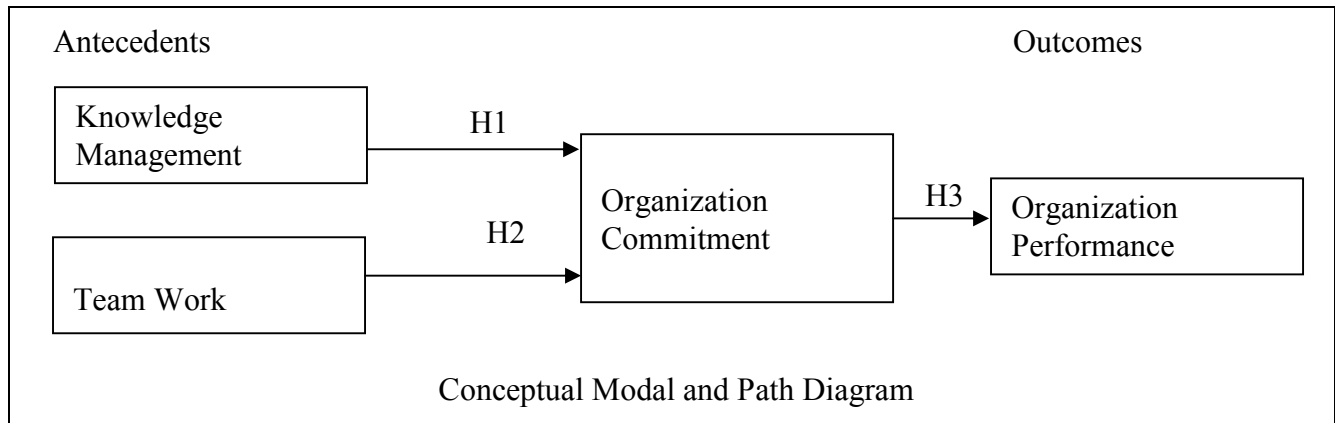


Figure 1 : Proposed model of antecedent and consequences of organization commitment

#### d) Demographic frequency table

Table 1 signifies the demographic details of the respondent's demographics variable are described as the characteristics of a human population. In this

research study the demographics variable its frequency and percentage is given in the Table 1.

Table 1 : Demographic details of the participants

Variable	Category	Frequency	Percentage
<b>Gender</b>	Male	130	61.9
	Female	80	38.1
<b>Age Group</b>	Under 20	2	1
	21-30 Years	130	61.9
	31-40 Years	51	24.3
	41-50 Years	8	3.8
	51-60 Years	11	5.2
	61 Years and Older	8	3.8
<b>Marital Status</b>	Single	119	56.7
	Married	90	42.9
	Divorced	1	0.5
<b>Universities</b>	CIIT	113	53.8
	Air University	33	15.76
	IIU	1	0.5

	MAJU	11	5.2
	Preston	52	24.8
<b>Year of Experience</b>	Less than 1 Year	25	11.9
	1-3 Years	74	35.2
	4-6 Years	61	29
	7-10 Years	18	8.6
	11-15 Years	13	6.2
	16-20 Years	4	1.9
	21 Years or longer	15	7.1

e) *Correlation matrix (Pearson)*

Table 2 shows the result of descriptive statistics as well as the correlation coefficients between the variables of the study. n = 210

*Table 2* : Descriptive statistic and coefficient of correlation

	Mean	Std. Deviation	OC	KM	TW	OP
<b>OC</b>	2.13	.655	1			
<b>KM</b>	2.24	.695	.485**	1		
<b>TW</b>	2.12	.525	.466**	.430**	1	
<b>OP</b>	2.02	.458	.421**	.457**	.304**	1

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

Organization commitment and knowledge management are significantly correlated ( $p < .01$ ) and have positively moderate relationship between them value is (0.485\*\*). Evident from the result Organization commitment and Team work significantly correlated ( $p < .01$ ). There is positive and moderate relationship (.466) between organization commitment and team work. Organization commitment and organization performance have significant relationship between them ( $p < .01$ ) and the value (0.421\*\*) shows positively moderate relationship.

f) *Knowledge Management*

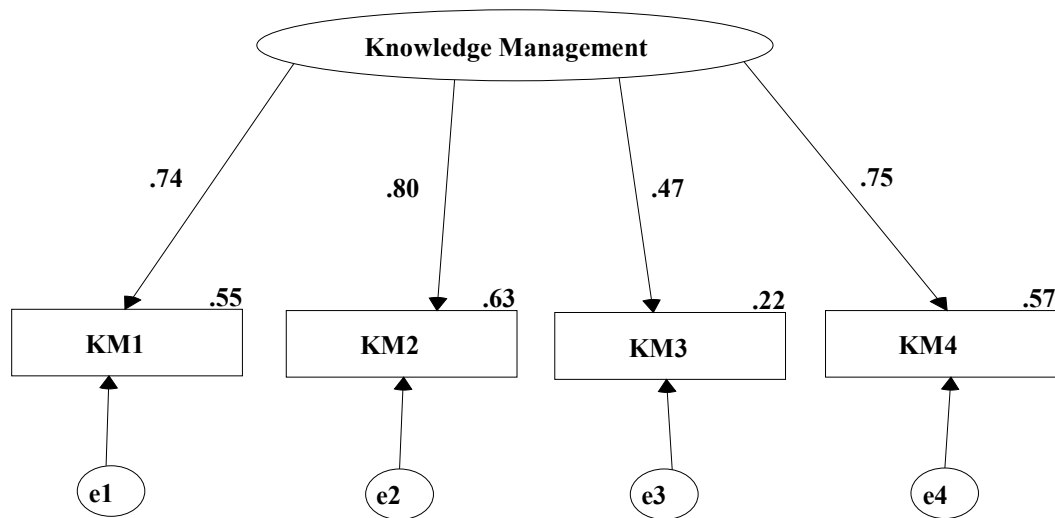
KM was presented by four items and the result is based on the CAF (Table 3) the constructs of KM indicate an excellent fit of 16.871 where the degree of freedom = 2,  $p < 0.001$  the value of  $\chi^2/df$  ratio was 8.435. The goodness fit (GFI), adjusted goodness of fit (AGFI), comparative fit index, Tucker-Lewis coefficient (TLI) indices was 0.961, 0.806, 0.942, 0.827. The values if these scores are close to 1.0 that shows the perfect fit. (Bentler, 1992, Bentler & Bonett 1987).

*Table 3*

$\chi^2$	df	p-value	$\chi^2/df$	GFI	AGFI	CFI	TLI	RMSEA	PCFI	AIC
16.871	2	.000	8.435	.961	.806	.942	.827	.189	.314	32.871

While considering the factor loading the standardize coefficient estimates values was between 0.466-0.795. Which is consider good because it's above acceptable level of 0.3 having  $p\text{-value} < 0.001$ . R-squared values are (0.55, 0.63, 0.22, 0.57,) that specify the percentage of variation in each indicator (KM1, KM2, KM3, KM4,) that was explicate by the factor KM. from the analysis of result it's found that the KM2 represent the best indicator for this construct having value 0.08 which is pursued by KM4 having value of 0.75, and among them lowest is KM3. The best indicator of KM the two best highest values represent the "Knowledge

shared in from of well codified and documented manuals" and these four items measure the construct "Knowledge Management".

*Figure 2* : Statistic results and factor loading of knowledge management*g) Team Work*

TW is presented by nine items and based on result of the CFA (Table 4) TW constructs indicates an excellent fit with  $\chi^2$  statistic of 81.061 (degree of freedom =27,  $p < .001$ ) with the  $\chi^2/df$  ratio having a value of 3.002. The goodness fit index (GFI) was .920,

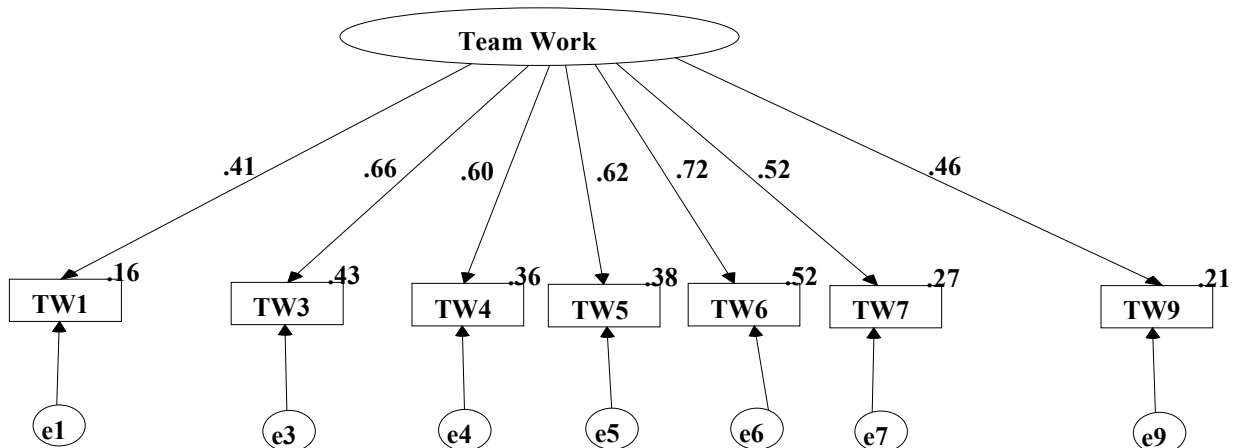
adjusted goodness of fit index (AGFI) was .867, comparative fit index (CFI) was .839, and Tucker-Lewis coefficient (TLI) was .785. The next set of fit statistics focus on the root mean square error of approximation (RMSEA) which is .098.

*Table 4*

$\chi^2$	df	p-value	$\chi^2/df$	GFI	AGFI	CFI	TLI	RMSEA	PCFI	AIC
26.338	14	.023	1.881	.965	.930	.958	.937	.065	.639	54.338

According to the factor loadings analysis the SCE are (.164, .431, .357, .381, .524, .272, .212) these all are considered good. The R-squared value of each indicator was (.16, .43, .36, .38, .52, .27, .21) of this constructs which are graphically displayed in (Figure 2) which indicates percentage of variation in each indicator

(TW1, TW3, TW4, TW5, TW6, TW7, TW9) that was analyzed by the factor TW. From the analysis of result it's found that the open discussion among team members to resolve the problem (TW6) is best indicator having value 0.72 and among them lowest is TW7.

*Figure 3* : Statistic results and factor loading of team work



#### h) Organization Commitment

OC is presented by six items and based on result of the CFA (Table 5) OC constructs indicates an excellent fit with  $\chi^2$  statistic of 33.618 (degree of freedom = 9,  $p < 0.001$ ) with the  $\chi^2/df$  ratio having a value of 3.735. The goodness fit index (GFI) was .948,

adjusted goodness of fit index (AGFI) was .878, comparative fit index (CFI) was .933, and Tucker-Lewis coefficient (TLI) was .888. The next set of fit statistics focus on the root mean square error of approximation (RMSEA) which is .114.

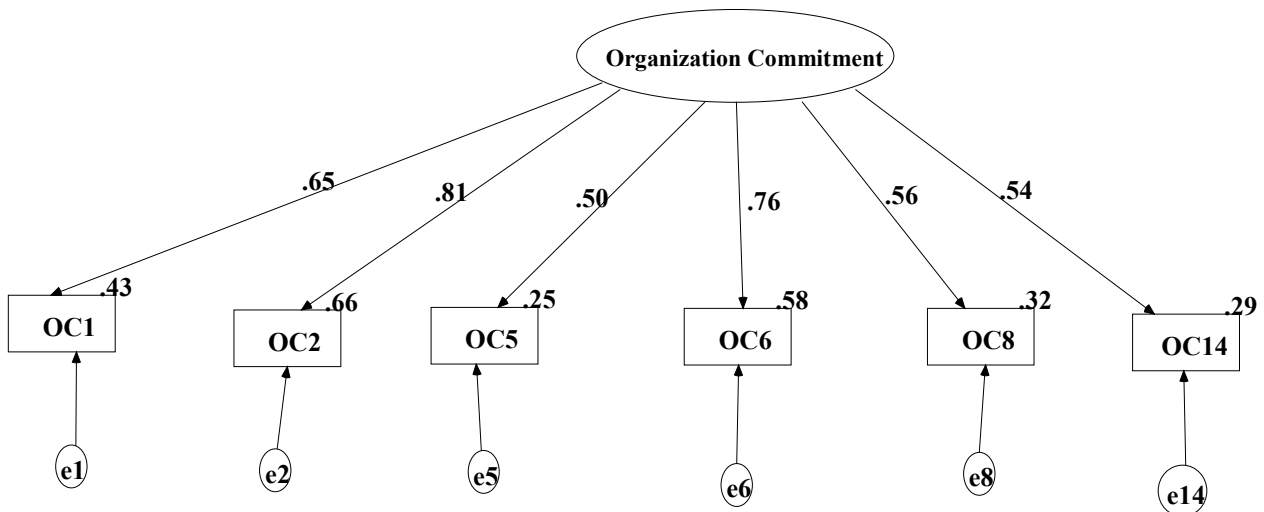
Table 5

$\chi^2$	df	p-value	$\chi^2/df$	GFI	AGFI	CFI	TLI	RMSEA	PCFI	AIC
33.618	9	.000	3.735	.948	.878	.933	.888	.114	.560	57.618

According to the factor loadings analysis the SCE are (.652, .809, .501, .761, .562, .53) these all are considered good. The R-squared value of each indicator was (.43, .66, .25, .58, .32, .29) of this constructs which are graphically displayed in (Figure 3) which indicates percentage of variation in each indicator (OC1 OC2 OC3

OC4 OC5 OC6) that was analyzed by the factor OC From the analysis of result it's found that presenting your organization as best in front of friends (OC2) is best indicator having value 0.81 and among them lowest is OC5.

Figure 4 : Statistic results and factor loading of organization commitment



#### i) Organization Performance:

OP is presented by nine items and based on result of the CFA (Table 6) OP constructs indicates an excellent fit with  $\chi^2$  statistic of 132.722 (degree of freedom = 27,  $p < 0.001$ ) with the  $\chi^2/df$  ratio having a value of 4.91. The goodness fit index (GFI) was .870,

adjusted goodness of fit index (AGFI) was .784, comparative fit index (CFI) was .830, and Tucker-Lewis coefficient (TLI) was .774. The next set of fit statistics focus on the root mean square error of approximation (RMSEA) which is .137.

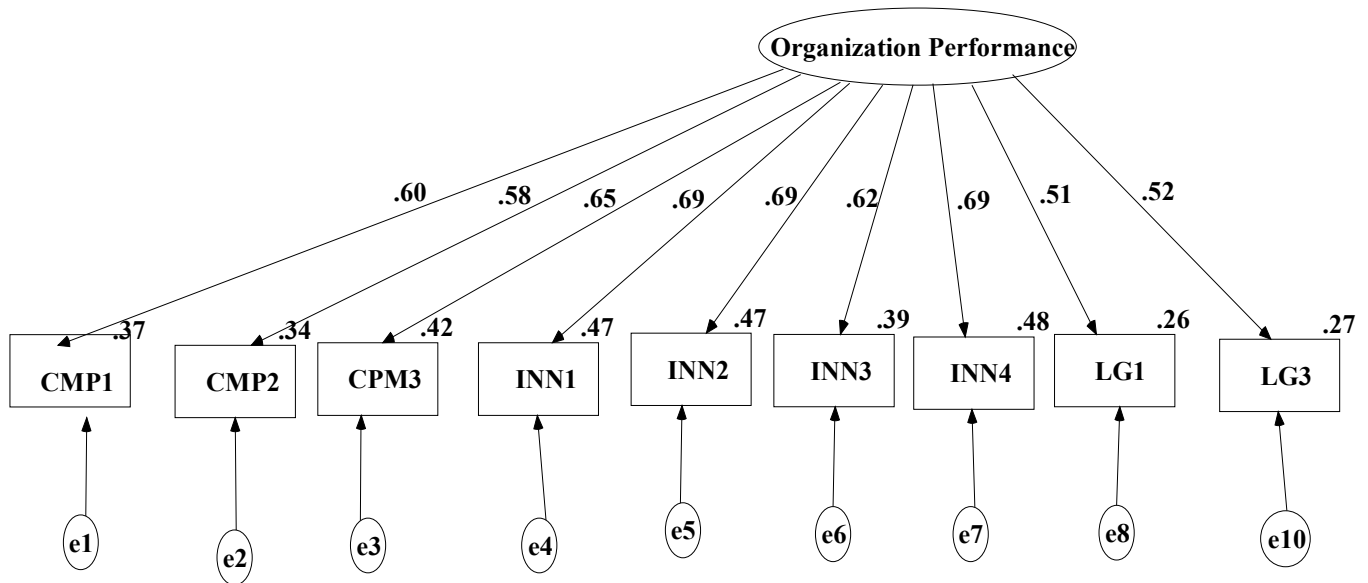
Table 6

$\chi^2$	df	p-value	$\chi^2/df$	GFI	AGFI	CFI	TLI	RMSEA	PCFI	AIC
132.722	27	.000	4.91	.870	.748	.830	.774	.137	.623	168.722

According to the factor loadings analysis the SCE are (.605, .581, .649, .686, .687, .621, .689, .513, .523) these all are considered good. The R-squared value of each indicator was (.37, .34, .42, .47, .39, .48, .26, .27) of this constructs which are graphically displayed in (Figure 4) which indicates percentage of variation in each indicator (CMP1 CMP2 CMP3 INN1

INN2 INN3 INN4 LG1 LG3) that was analyzed by the factor OP From the analysis of result it's found that Your Organization continually experiment new ideas and approaches on work performance (INN4) is best indicator having value 0.69 and among them lowest is LG1. Chi-Square= 132.722

Figure 4 : Statistic results and factor loading of organization performance



## j) Model Testing

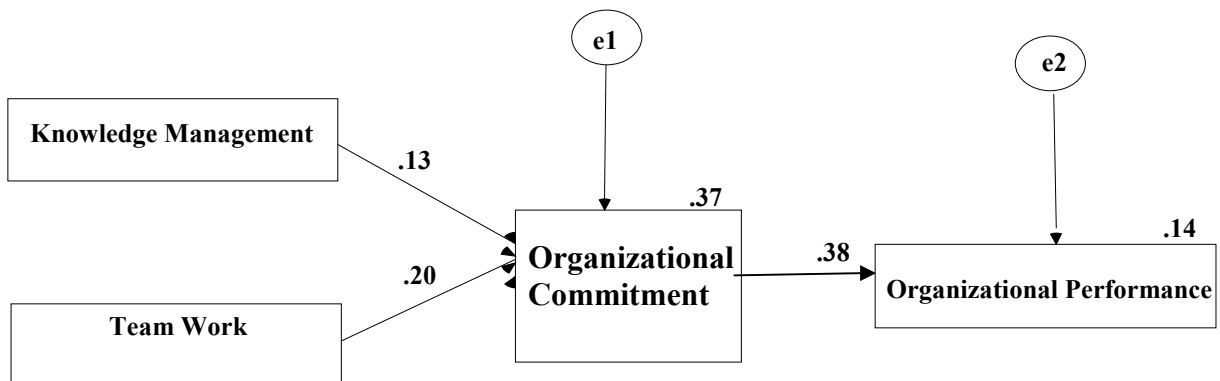


Figure 5 : standardized path coefficient of antecedents and consequences of organization Commitment

Table 7

$\chi^2$	df	p-value	$\chi^2/df$	GFI	AGFI	CFI	TLI	RMSEA	PCFI	AIC
257.937	15	.000	17.19	.702	.444	.544	.362	.278	.398	283.937

## k) Hypotheses Testing

Values of standardized regression Weights has been given in table 8 at ( $p < 0.5$ )\* and ( $p < .01$ ) \*\* on the

basis of these values hypothesis has been accepted and rejected.

Table 8 : Standardized Regression Weights

			Estimate	S.E.	C.R.	Results
OC	<---	KM	.177*	.044	2.525	Accepted
OC	<---	TW	.297**	.059	4.739	Accepted
OP	<---	OC	.305**	.063	4.637	Accepted

( $p < .05$ )\* ( $p < .01$ ) \*\*



*H1: Knowledge Management has significant effect on organization commitment.*

The value of standardized regression estimate for KM-OC model is 0.177 which indicates that organization commitment changes by 0.177 units by the unit change in knowledge management. The value of standardized regression estimate ( $\beta$ ) is significant ( $p < .05$ ) which indicates that knowledge management has a significant impact on organizational commitment. The hypothesis H1 is therefore accepted.

*H2: Team Work has significant effect on organization commitment.*

The value of standardized regression estimate ( $\beta$ ) for TW-OC model is 0.297 which indicates that unit change in team work brings change in organization commitment by 0.297 units. The value of standardized regression estimate ( $\beta$ ) is highly significant ( $p < .01$ ) which indicates that team work has a significant impact on organization commitment. Therefore the hypothesis H2 is accepted.

*H3: Organization Commitment has significant effect on organization performance.*

The value of standardized regression estimate ( $\beta$ ) for OC-OP model is 0.305 which indicates that unit change in Organization Commitment brings change in Organization performance by 0.305 units. The value of standardized regression estimate ( $\beta$ ) is highly significant ( $p < .01$ ) which indicates that organization commitment has a significant impact on organization performance. Therefore the hypothesis H5 is accepted.

#### IV. DISCUSSION & MANAGERIAL IMPLICATION

To remain competitive and enhance organizational commitment, it is imperative to engage workforce which is skilled, possess knowledge and imbued with the passion to grow in their career pursuit. Employees imbued with these capabilities would be generally committed towards organizational goals. They would understand that personal objectives alignment with organizational goals is a hall mark to achieve win-win situation. The results of this study also support this management concepts ( $R = .18$ ) which reveals that 18% change take place in organizational commitment having knowledge employees. It therefore, becomes sestina that to engender knowledge management and develop motivated workforce, organization need to engage knowledge employees. It would provide them competitive edge. The results of this study are in line with the work done by various scholars. Research in this area also highlights the improved understanding that what might be the factors that motivates employees to share their knowledge at work. In accordance with (Hislop, 2003) it has been suggested that organization commitment is very important variable that influence knowledge management initiatives as well as the

employees attitude towards sharing knowledge with others.

In current management practices, usage of employee's abilities is being accorded greater significance. Committed employee would think and act in a most dynamic manner however, using his full potentials. Once there potentials are harnessed in a team work, it has provided impetus to the organizational growth. Since employees in team own their responsibilities therefore, they demonstrate full commitment towards their assigned task. It facilitates organizations to make best use of the potential in a team segment. This study also supports this concept of team work and organizational commitment through demonstration of the results of these two variables in form of ( $R$ ) value is (.30), which means that harnessing of team work would improve organizational commitment by 30%. Results of this study are also supported by the work done by the different scholars. In accordance with the study of (Elloy, 2005) the result of the research enlighten that the team which were led by the leaders who actually have the characteristics to be super leader have higher level of organization commitment self-esteem and job satisfaction.

Committed workforce would finally contribute towards the enhancement of organization performance. There could be improvement in the process, introducing new functions and undertaking various odious tasks willingly that will result in the organization performance in monetary terms. Result of this study shows that as regard to the organizational commitment and organizational performance ( $R = .31$ ) it means 31% variation would be observed if the employees are motivated and will lead to higher organization performance. Study done by other scholar in the same context proved similar results (Steyrer, Schiffinger, & Lang, 2008) that show the organizational commitment have significant relationship with organizational performance for all engaged performance measures.

#### V. LIMITATIONS AND DELIMITING FACTORS

While this study has provided valuable insight, there are some limitations, which may limit generalisability:

- This research is based on data from different universities of Islamabad that permits the researcher to collect all data from faculty members of all universities of Pakistan. The obtained information was summarized on the information collected from the faculty members of four different universities situated in Islamabad.
- Due to limited time period and financial resources this study was conducted on a sample size of 250 faculty members of four different universities. This sample size is not sufficient to imitate analysis of Organizational commitment of all universities that are operating in Islamabad.

- The method used for data collection is commonly used in research study, i.e. questionnaire methods. Different methods can be used for data collection which includes face to face interviews, group discussion and if we change the instrument we might have different results from same sample.
- The four major universities of Islamabad have been taken as a sample, among these universities three were private and one semi government (Public) university, researcher analyzed the data generally. There wasn't any comparison that has been conducted between universities because of the difference in the nature and characteristics of universities.

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