

Employees Commitment and Organizational Performance in Port-Harcourt City Local Government (Phalga), Rivers State

Egbelagu Christian .N

Lecturer, School of General Studies, Federal Polytechnic of Oil and Gas,
Bonny Rivers state.

Email: Egbelaguchristian@gmail.com

Nwachukwu, Precious Ikechukwu

Department of Business Administration and Management,
Federal Polytechnic of Oil and Gas, Bonny Rivers state.

Email: nwachukwupi27@gmail.com

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Abstract

The issue of staff commitment and performance over the year, has been an issue that have generally affected the effectiveness of firms today in work environment. The aim of the study was to examine the relationship employee commitment on organizational performance in Port-Harcourt City Local Government Council. The population of the study is five hundred and forty eight (548) employees of Port-Harcourt City Local Government Council. The study employed a cross-sectional survey design. Data were analyze using SPSS version 22. With the aid of Pearson product correlation moment. It was discovered that there is a significant relationship between employee commitments on organizational performance. The study concludes that optimizing employee commitment is essential for effective functioning of an organization. The study recommended among others that employers should prioritize the reduction of job dissatisfaction related to working conditions, salary, supervision, and relationships with coworkers. Conversely, motivating aspects like achievement, recognition, responsibility, and the work itself should also be utilized as this helps to boost commitment and increase performance.

Keywords: *Commitment, Affective, Innovativeness, Performance, Productivity*

Background to the study

In today's competitive world every organization is facing new challenges regarding sustained productivity and creating committed workforce (Addae, and Wang, 2006). Nowadays no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. Commitment according to Armstrong-Stassen (2004) is not only a human relation concept but also involves generating human energy and activating human mind. Without

commitment, the implementation of new ideas and initiatives will be compromised (Bakker, et al., 2003; Armstrong-Stassen, 2004; Becker, 2009).

Employees are the major composition of the resources in any organization thus, having the potential to ruin or make their unit succeed. Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, Sharan & Wei, 2010). As such, it is important for employers and managers alike to know how to get the best out of their workers.

In today's competitive business environment, human factors are very significant for enterprises to gain sustainable competitive advantage (Kaplan & Kaplan, 2018). Committed employees develop a bond with an organization, which creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Andrew, 2017; Yildirim, Acar, Baykaktar & Akova, 2015). This implies to an extent that the success of an organization is a function of employee commitment. To get employees committed is therefore fundamental to managers, but at the same time challenging as well.

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover (Irefin & Mechanic, 2014). Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. Despite the consensus in acknowledging the benefit of employee commitment to organizational performance, employee commitment is not automatic. Hence, employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that, organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Statement of the problem

High labor turnover, absenteeism, poor motivation and low performance are some of the features of employees' low commitment in the organizations. One of the biggest challenges in developing countries is that performance of organizations is always below expectation even when their employees are supposed to perform according to standardized quantity and quality. Port-Harcourt City Local Government (Phalga), Rivers State are short of performing as detailed in the local Government annual Reports of 2023. This is despite the fact that they are even obliged to have a proper understanding of a complete and up to date job description, job performance requirements, and job standards. There is generally low performance as employees are alienated which stifles their creativity and innovations. Currently, council is going through frustrating period as the outcomes of their performances do not tally with what is expected of them as captured in the Annual Performance Report of Port-Harcourt City Local Government (Phalga), Rivers State the years of 2022 and 2023. This reality has brought to the fore the need to investigate the matter through employee commitment especially that there are rare investigations of the construct in the public sector within this context. In such an environment where allegiances are divided, employee commitment becomes one of the biggest challenges for Port-Harcourt City Local Government (Phalga), Rivers State and yet according to Meyer (2009), without commitment, performance is

affected. Further still if nothing is done to counter the problem, Port-Harcourt City Local Government (Phalga), Rivers State are bound to lose financially and strategically through employee retention and poor performance. It is against this background that this study is appropriate and pertinent with the primary goal of investigating the relationship between employee commitments on organizational performance

Objective of the study

The general objective of the study is to evaluate the relationship employee commitment on organizational performance in Port-Harcourt City Local Government Council. The specific objectives are to:

- I. Examine the relationship between affective commitment and productivity in Port-Harcourt City Local Government Council.
- II. Examine the relationship between affective commitment and innovativeness in Port-Harcourt City Local Government Council

Hypotheses

Based on the research questions, the following hypotheses are raised to provide tentative answers.

- I. Ho1: There is no significant relationship between affective commitment and productivity in in Port-Harcourt City Local Government Council.
- III. Ho2: There is no significant relationship between affective commitment and innovativeness in in Port-Harcourt City Local Government Council

Literature review

Concept of Employees Commitment

The degree to which an employee feels committed to their organization is known as employee commitment (Akintayo, 2010). The degree to which an employee feels committed to their organization is known as their level of employee commitment ((John, Meyer & Elyse 2010). It can also mean an individual's psychological immersion in the organization through a feeling of ownership, belonging, and readiness to take on difficulties (Tzafrir & Baruch 2005). Furthermore, employee commitment is defined by Ongori (2007) as an emotive reaction to the entire organization and the level of attachment or loyalty that employees have to the organization.

. Reetta (2018) and Meyer and Herscovitch (2001) view it as a psychological state that ties an individual to a particular target and reduces employee turnover by binding them to an organization. It also takes the form of a mind-set that can take many forms and binds people to important courses of action. As such, it is noteworthy that each of these definitions considers the loyalty and affection of employees. On the other hand, when workers believe their psychological contract is fair, they become devoted.

The foundation of employee commitment is social exchange theory, which sees the working relationship as a process of exchanging resources under the rule of reciprocity (Shore & Wayne, 1993; Coyle-Shapiro, Kessler, 2000). This process includes the continuous provision of benefits as well as the ongoing rebalancing of obligations and expectations. The notion of mutual obligations between an employer and employee can arise from explicit contracts involved in a work relationship or from the expectations that both parties have of one another. The latter is embodied in the idea of a psychological contract (Wang, Indridasson & Saunders, 2010).

Affective commitment

Affective commitment was described by Meyer and Allen (1997) as an emotional attachment to an organization. Affective commitment has been defined as participation, attachment, and good emotions like an employee's sense of belonging to the company. Employees with strong emotional ties to the company are more sincerely committed to the organization, accept and carry out their tasks, and successfully realize company objectives. According to Beck and Wilson (2000), affective commitment is the emotional bond a person has with an organization, as well as with its values and standards.

. This is the point at which a person becomes more connected, emotionally invested, and identifies with the organization. Affective commitment can be defined as the emotional connection that employees have to the company (Rhoades et al. 2001; Andrew 2017; Balassiano & Salles 2012). When an employee's personal employment relationship aligns with the organization's goals and values, they are willing to stay with it, which is why affective commitment traits indicate that an employee is highly committed to the organization (Sayğan 2011; Wang et al. 2010).

Continuance commitment

According to Allen and Meyer (1991), continuity commitments are the obligations placed on personnel to work continuously for the business; these commitments are typically motivated by rewards. When a person chooses to stay with an organization, they are demonstrating their continuity commitment. They are also considering the financial implications of leaving the company (Umoh 2014; Commeiras & Fournier 2001). Costs associated with tenure, compensation, perks, pension vesting, and family obligations related to leaving the company all affect an employee's commitment to continuing their work (Loi, 2006). According to Loi and Foley (2008) and Andrew (2017), employees who are committed to continuing their employment do so out of necessity. They continue to work for the organization because they have no other options (Loi 2006). The individual on continuance commitment assess the monetary benefits attached to the organization.

Workers assessment of the costs of quitting the company determines their level of commitment to the reaction, and everything that raises expenses may be considered a requirement for this level of commitment. Longer tenure within the firm yields better rewards and increases accessibility to resources for individuals. Accordingly, the longer work is done in the organization, the more benefits it will gain, the more specialized skills it will learn, and the higher the seniority and development of personal ties inside the organization (ibid.). After leaving their position, workers forfeit everything they own, so they stay on staff to maintain the organization's resources.

Baker (1960) asserts that age and length of service have an impact on continuing commitment (Aranya & Jacobson 1975). According to Meyer and Allen (1984), younger employees are more likely to leave the company while they are still employed since they have less work experience and can depart for less money than older employees with more years of experience.

Organizational Performance

The outcome of employee commitment levels is organizational performance. Devoted workers significantly increase the level of organizational performance. The foundation of existence by which organizations are founded is their performance. Performance is the degree to which an organization and an individual reach their goals. Some scholars, like as Campbell, contend that performance is now the action itself rather than just the product of the activity. According to Suliman (2001), Campbell defines performance as behavior that is appropriate for the enterprise's goal and that can be quantified based on the degree of contribution. After reading the description, it is clear that each person's performance is determined by their unique combination of personal qualities, mental skills, and desire to fit in with the goals of the institution.

Organizational success can be measured in two ways: subjectively and objectively. Non-financial or non-economic performance metrics, including as market share, product development, employee and customer satisfaction, competitive advantage, customer retention, and sales growth, are examples of subjective measures. By analyzing financial data such as profit, revenue, return on equity, return on investment, return on assets, share price, liquidity, and operational efficiency, objective assessment is a monetary or economic measure of an organization's success (Muzaffar, 2015).

Productivity

Productivity is a key factor in determining cost efficiency as well as a gauge of an organization's performance. Any action carried out in an economy, business, government, or by individuals can be evaluated for efficacy and efficiency using this method (Naveen and Ramesh, 2014). "Productivity is the driving force behind an organization's success and profitability," claim Dialoke et al. (2016:32). It establishes a connection between the organization's employees' output of goods and services and the input of both human and non-human resources needed for production. This suggests that workers who are productive get more done in a given amount of time.

. One factor that affects how well organizational resources are really used is productivity within the organization. Stated differently, an organization is considered productive if the value it derives from the use of its resources is equal to the resources it invests in it (Kaimahi, 2015).

Innovativeness

The introduction of something novel is known as innovation. Nothing new can exist without innovation, and development cannot occur without anything new. In a cutthroat industry, a firm can't afford to remain stagnant. Innovation might take the form of greater quality, distinctiveness in the product, brand image, or cutting-edge goods and services tailored to the ever-evolving demands of the market. Damanpour and Evans (1984) found a favorable correlation between organizational innovation and productivity, while Nilakanta (1996) found a beneficial impact on organizational productivity as determined by return on assets (ROA).

Additionally, Cooper & Kleinschmidt (1996) discovered that excellent quality is a prerequisite for new goods or services to succeed in the market, suggesting that quality has a positive mediating influence on the link between innovativeness and success. Cho and Pucik (2004) demonstrated

using structural equation modeling that innovativeness mediates the relationship between quality and growth, quality mediates the relationship between innovativeness and profitability, and both innovativeness and quality have a mediating effect on market value.

Empirical Review

Habib (2010) investigated the interrelationship between employee commitment and performance work attitude using survey data collected from 310 employees of Islamabad (Pakistan) advertising agencies. They found that employees having greater commitment perform well and employees having a positive attitude towards work are highly satisfied compared with those employees who are less inclined towards their work.

Irefin, and Mohammed(2014) conducted a study on Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno .This paper examines the Effect of Employee Commitment on Organizational Performance with special interest in Coca Cola Nigeria Limited. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance

Lo (2009) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transformational leaders are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee commitment. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of employee commitment of the employees.

Methodology

The study employed a cross-sectional survey design. This implies that in this study, all the measurements for the sample members were obtained at a single point in time. The survey design was used to explain, explore and describe the variables. It was used to explore and describe the relationship between Employees commitment and performance using the data collected from the field survey. The method is expected to obtain information about people's opinion, attitudes and experiences that are difficult to observe directly. The population of the study consists five hundred and forty eight (548) employees of Port-Harcourt City Local Government Council. The breakdown shows that there were 344 senior and 204 junior workers. Data was collected from Heads of Departments/Units, supervisor, artisans, technicians and clerical staff of the Council. The choice of this population was informed by the nature of their job which requires diligence, timeliness, dedication, patriotism, active participation and for effective job performance. Simple random sampling method was used in the administration of the questionnaire that covered both the senior and junior staff from all the departments. It has been stated that the reason behind simple random sampling is to remove bias from procedure of selection, results and also to allow every member of the population to have equal chance or probability of being selected for the sample .The total populations of the study was 548 and 35% of the sample size was taken as the sample size.

This was calculated thus: $35 \times 548 = 191.8 = \text{approx. } 192 \text{ staff}$

This sample size was used in order to generate a valid data from the population. Altogether, a sampled size of eighty-five (85) for the senior staff and one hundred and seven (107) for the junior staff was covered for the survey. A total of one hundred and ninety two (192) questionnaires were distributed but only one hundred and seventy (170) questionnaires were recovered and subjected to analysis. The primary data was collected through questionnaire administration. The secondary data was obtained from journals, textbooks and the internet. To ascertain the validity of the instrument, content validity was adopted. The Content validity in most cases is measured by relying on the knowledge of people who are conversant with the concept being measured (Drost, 2011). Face validity is premised on adequate review and consultation from researchers and experts in the field of Business Administration and management, Ignatius Ajuru university of Education, Rivers State. The questionnaire was developed in line with recommendations. Reliability is fundamentally concerned with issues of consistency of measures. For the purpose of the study, the researcher employed Cronbach's alpha to verify the internal consistency of each construct in order to achieve reliability. Cronbach's alpha is the most widely used reliability measure in research. Cronbach's alpha assesses the consistency of the entire scale and indicates how well the items correlate positively to another. Cronbach's alpha ranges; from 0 to 1, with 0 standing for a completely unreliable test, higher values closer to 1, indicating higher internal reliability and one standing for a completely reliable test. A reliability coefficient (alpha) of 0.70 or higher is considered acceptable reliability (Nunnally 1978). In the study the Cronbach's alpha coefficient for the 10 items is 0.710. Therefore the value exceeding the foregoing proportion indicates that the questionnaire is reliable. The data collected from the questionnaires was analyzed using the Pearson Products Moment Correlation statistics, percentages, tables, and figures.

Analysis

Testing of the Hypothesis

Correlation analysis was used to measure the impact of employee training on organizational performance.

Note: r = Correlation p = probability

P- Value is significant at 0.05 level of significance

p- Value < 0.05 is insignificance

*S=significant NS= Not Significant

H₀₁: There is no significant relationship between affective commitment and productivity in In Port-Harcourt City Local Government Council.

Table 1.1 correlation result of the relationship between affective commitment and productivity in Port-Harcourt City Local Government Council.

		Affective commitment	Productivity
Affective commitment	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
	N	170	170
Productivity	Pearson Correlation	.524**	1
	Sig. (2-tailed)	.000	
	N	170	170

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

Table 1.1 above depicts the result of the correlation analysis performed to examine the relationship between affective commitment and productivity in Port-Harcourt City Local Government Council. The result revealed that there is a strong relationship between the variables with r value 0.524 (52.4%) and p value of 0.000 which is less than 0.05 level of significant. The implication of this is that there is a positive relationship between affective commitment and productivity in Port-Harcourt City Local Government Council. The decision will be to reject the null hypothesis that there is no significant relationship between affective commitment and productivity in Port-Harcourt City Local Government Council and accept the alternative hypothesis.

Ho2: There is no significant relationship between affective commitment and innovativeness in Port-Harcourt City Local Government Council.

Table 1.2 correlation result of the relationship between affective commitment and innovativeness in In Port-Harcourt City Local Government Council.

		Affective commitment	Innovativeness
Affective commitment	Pearson Correlation	1	.325**
	Sig. (2-tailed)		.000
	N	170	170
Innovativeness	Pearson Correlation	.325**	1
	Sig. (2-tailed)	.000	
	N	170	170

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

Table 1.2 above depicts the result of the correlation analysis performed to examine the relationship between affective commitment and innovativeness in In Port-Harcourt City Local Government Council. The result revealed that there is a moderate relationship between the variables with r value 0.325 (32.5%) and p value of 0.000 which is less than 0.05 level of significant. The implication of this is that there is a positive relationship between affective commitment and

innovativeness. The decision will be to reject the null hypothesis that there is no significant relationship between affective commitment and innovativeness in Port-Harcourt City Local Government Council and accept the alternate hypothesis.

Discussion of Findings

The focus of the first hypothesis aimed at examining the relationship between affective commitment and productivity. The study revealed that there is a strong positive relationship between the two variables. This implies that when an employee's personal value is in line with the organizational and are happy, they are motivated and improves organizational productivity. This result is in affirmation with the study of Khan, (2010) who investigated the impact of employee commitment (affective commitment, continuance commitment and normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment.

The focus of the second hypothesis aimed at examining the relationship between affective commitment and innovativeness in KSB Enterprises, Bonny local government area in Rivers state. The result revealed that there is a moderate relationship between the variables with r value 0.325 (32.5%) and p value of 0.000 which is less than 0.05 level of significant. The implication of this is that there is a positive relationship between affective commitment and innovativeness. This implies that the more happy, satisfied and empowered the workers are, the more innovative they will be in the organization. This is in correlation with the study of Irefin, and Mohammed(2014) conducted a study on Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno . The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance

Conclusion

The current research paper explored the correlation between employee commitment and organizational performance in in Port-Harcourt City Local Government Council. The study also analyzed affective commitment and established that optimizing employee commitment is essential for effective functioning of an organization and to make the organization grow and expand at a faster pace. Organizations are expected to merge all of the employee commitment components in a manner that will contribute to high efficiency and profitability. Therefore, based on the foregoing, the study therefore, assert that highly committed employees contribute greatly to organizational performance.

Recommendations

Base on the conclusion, the researchers recommends that:

1. In order to encourage and improve performance, it is advisable for the company to pay focus on award and compensations. This helps to motivate employees and make them feel

more committed towards the organization and eventually contribute to their individual performance

2. Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee commitment and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.
3. It is recommended that employers prioritize the reduction of job dissatisfaction related to working conditions, salary, supervision, and relationships with coworkers. . Conversely, motivating aspects like achievement, recognition, responsibility, and the work itself should also be utilized as this helps to boost commitment and increase performance.

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