



Role of Demographic Variables on Organizational Commitment: A Study on Indian Auto Component Manufacturing Companies

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Abstract: Organizational Commitment is a well defined construct to find the commitment level among the employees. Organizational commitment scale developed by Allen and Meyer indicates employees need, want and obligation to work with their current organization. This study was conducted to find out the organisational commitment level and the impact of demographic variables like age, gender, marital status, educational level & employee tenure on organizational commitment of employees working in the auto component manufacturing companies. 18 item's Allen and Meyers organizational commitment (revised version -1993) was used to measure organizational commitment of employees & commitment was found in satisfactory range. Later part of the study tried to find the impact of demographic variables on organizational commitment and it was found that educational level of employees has significant effect on continuous commitment level of employees. These results were helpful to organisations to make strategies related to recruitment, trainings and potential appraisal of employees

Keywords: Demographic variables, Commitment, Employee, Potential appraisal.

I. Introduction

Organizational Commitment

Organisation commitment can be defined as the employees willingness to put their efforts for organisation success or it is a disposition to engage in consistent lines of activity as a result of accumulation of earnings that would be lost if the activity were discontinued (Becker, 1960). It is the employee's willingness and the feeling of continuance for his organisation (Mowday, Steers and porter 1982). Performance and organisation commitment are related to each other and commitment positively affects organisation performance, so commitment is

the most important issue for management (Meyer, Paunonen ,Gellaty , Gofin and Jackson , 1989 ; Meyer , Allen & Smith, 1993).

Employee organisational commitment refers to intention of any employee to stay and perform for his/her organisation. Every successful organisation in the world achieved its success because of its productive workforce. So every organisation wants its employees to be committed and so from the last two three decades organisation commitment concept has been receiving much attention. Mowday, Porter and Steers gave some reasons viz. 1) According to organisation commitment theory, commitment to the organisation should be a predictor of certain behaviour like organisation turnover; 2) organisation commitment is an intriguing concept among managers and psychologists; 3) studying of commitment may improve our understanding by which people choose to identify with objects. In today's scenario also these reasons seem still valid and not intuitive.

Meyer and Allen (1990) and Meyer & Allen (1991) proposed the three-component model of organizational commitment. According to them, Organizational commitment is a three dimensional approach and opened a path of research with this. As per their views, commitment is the aggregate result of three different but related components viz., Continuance Commitment, Affective Commitment and Normative Commitment. The three dimensions are as follows:

- **Affective Commitment:** It can be defined as employee's emotional attachment towards his organization in such a manner that strongly committed employee identifies with, involved in and enjoys membership in the organization (Allen and Meyer, 1990). This is the 'happy' state for an employee as he wants to stay with his organisation as he has an emotional attachment with the organization or he is psychologically attached to the organization.
- **Continuance Commitment:** Commitment based on the costs that the employee attaches with leaving the organization. Employee who has been working for some time in the organization feels that that he/she has invested a great deal of effort/time and now he has no option but to remain in the organization. "Continuance commitment develops on the basis of two factors: 1) Magnitude of the investments individuals make, 2) perceived lack of alternatives" (Allen and Meyer, 1990).
- **Normative Commitment:** Normative commitment deals with employee's feelings of obligation to stay with his organization. "Employee having strong normative commitment feels that he ought to stay within the organization because he/she

believes he should” (Meyer and Allen, 1991). i.e. the employee feels that he is obliged to stay in the organization due to some reason.

In short we can say affective commitment means employee *want to*, continuance commitment means employee *need to* and normative commitment means employee feel that they *ought to* remain with the organisation.

Indian Auto Component Industry

India’s Auto industry is playing a cash cow role in Indian Economy. India is indeed one of most attractive auto markets in the world and is poised to become a key sourcing base for auto components. The industry’s capability in design, engineering, cost effectiveness and efficiency have been recognised all over the world and most of automotive majors are looking to increasingly source auto components from India . The auto-components industry can be divided into the organised and unorganised sectors. The organised sector fulfils the requirements of original equipment manufacturers (OEMs) and consists of high-value precision instruments while the unorganised sector comprises low-valued products and fulfils the needs of aftermarket category. The auto components includes various parts of automobiles which includes Engine, Drive transmission, body and chassis, suspension, electrical parts and other things. The Indian auto component industry is growing enormously and reached a size of US\$39 billion in 2015-16 and these could reached the figure of US\$115 billion by FY21. Below table represent SWOT analysis for auto component manufacturing industry.

Table 1 SWOT Analysis of Indian Auto Component manufacturing industry

Strengths	Weaknesses
<ul style="list-style-type: none"> • Low cost manufacturing • Rise in income level of middle class • Availability of cheap skilled labour • Consistent growth in automotive sector • High operational efficiencies • Continuous increase in sales of automobile. 	<ul style="list-style-type: none"> • High production cost • Low investment in R&D • Preference of low cost vehicle • Lack of experience in system integration • Limited knowledge of offshore warranty handling

Opportunities

- Growing urban population
- Govt. focus on infrastructure development
- Customers requirement for better technology
- Rising rural market
- Big and untapped foreign market

Threats

- Less recognition of Indian manufactures
- Incapability to fulfil international demands
- Labour Issues
- Weakness of rupee
- Competition from low cost manufacturing countries
- Free trade agreements

II. LITERATURE REVIEW

Literature review serves the purpose of identification of potential research area for the present research. To understand the concept of organisational commitment, the present study focused on some previous studies conducted specifically in this direction. Below are the some studies and definitions given by some of eminent scholars in this field, which explain the concept in much clearer manner?

Below is the contribution of various researches in the concept of organizational commitment.

Researchers	Definitions of Organizational Commitment
Becker (1960)	Employee's actions and choices are responsible for development of organizational commitment and it can be viewed as a function of employee behavior.
Hrebeniak and Alluto (1973)	It is the unwillingness to leave the organization for increments in pay, status, or professional freedom or for greater colleague friendship.
Mowday et. al., 1979; Allan and Meyer, 1990	Organizational commitment, as an attitude, has been defined as the relative strength of an individual's identification with, and involvement in, a particular organization
Brief (1998)	- Employee emotional attachment (Affective Commitment) - The costs of leaving, such as losing attractive benefits or

	seniority (Continuance Commitment) - the individual's personal values (Normative Commitment)
Özsoy, Ergül, & Bayık (2004).	Employees valuing to the organizational benefits.
McDonald and Makin (2000)	A psychological treaty signed between the person and the organization
Valentine, Godkin, and Lucero (2002)	Inclination of employees' interests and commitments to the organization

From the above work we developed an understanding of organisational commitment and to understand the important of organisational commitment we are hereby focused on some previous work especially in this direction and that enable us to understand the importance of organisational commitment. **Varsha Dixit & Monika Bhati (2012)**, found that organisational commitment (affective, normative, and continuous) had significant impact on sustained productivity in Auto component industry (beta coefficient values were 0.42, 0.43 and 0.33 respectively). **A. Aslan Sendogdu, Ayse Kocabacak & Sukru Guven (2013)** in their study found a strong correlation between human resource management practices and organisational commitment. Study also found that increases in the number of employees in a business also affects the organisational commitment in positive manner i.e. organizational commitment also increases. **Mehrdad Goudarzvand Chegini & Roohoallah Kheradmand (2013)** found that there is significant relationship exist between employee's empowerment & organizational commitment and 19.5% of variations in organizational commitment could be explained by employee empowerment. **Bahman Gholami, Simin Shams & Masoomeh Amoozadeh (2013)** found that there was a meaningful relationship between job satisfaction and organisational commitment, emotional intelligence and organisational commitment but the study also found that there was no significant relationship between emotional intelligence and job satisfaction. **Uzoечи Nwagbara and Babatunde O. Akanji (2012)** found that motivation and commitment are basic elements needed for organisations to perform better. **V. Rama Devi & V. Pujitha (2013)** found that majority of respondents (88%) were highly satisfied with the development climate and there was positive correlation between HRD dimensions and organizational commitment among all the dimensions, Trainings had the highest positive correlation with organisational commitment (0.725). **Amangala, Temple. A (2013)** tried to find the role of age, education, job position, and organisational tenure on organisational commitment. In total 118 respondents were included in the study and with the help of appropriate tool and it was found that demographic variables were positively related with organisational commitment.

III.OBJECTIVES & HYPOTHESES

- To assess the level of Organizational Commitment of employees (total commitment and its components).
- To study the impact of demographic variable on organization commitment of employees working in the selected organizations.

Hypothesis:

H0: There is no significant effect of demographic variables (age, gender, marital status, education & tenure in organization) on organizational Commitment of employees in Auto component manufacturing units.

H1: There is a significant effect of demographic variables (age, gender, marital status, education & tenure in organization) on organizational Commitment of employees in Auto component manufacturing units.

IV. RESEARCH METHODOLOGY

Sample:

Auto component manufacturing companies' employees of Faridabad and its nearby areas are covered under the study. From 700 questionnaires distributed 630 filled questionnaires were received and out these 630 questionnaires 593 were found correct and considered for final analysis.

Instrument:

18 items Allen and Meyer revised scale (1993) ranging from "strongly disagree (1) to strongly agree (5) was used to measure organisational commitment of respondents.

Reliability & Validity:

Exploratory factor analysis and confirmatory factor analysis were used to extract factors and variables lying under these factors of Organizational commitment scale. Three factors (affective commitment (4 variables), normative commitment (4 variables) and continuous commitment (3 variables)) accounted for 61.85 percent of the total variance in the sample. The composite reliability of these three factors were 0.899, 0.83 and 0.81 respectively and value of Average Variance Extracted (AVE) $>.5$ & also the value of Maximum Shared Variance (MSV) $<$ AVE & Square root of AVE greater than inter-construct correlation. The Cronbach's Alpha value for Organizational commitment scale comes out to .865. Hence scale was reliable and valid enough to be used for current study.

Statistical Measures:

To analyse the results, various statistical measures such mean, standard deviation, correlation and regression analysis were performed through SPSS 22, AMOS 21 & MS Excel 2007.

V. DATA ANALYSIS

Demographic Profile of Respondents:

Total 593 responses were analysed for final study. Demographic profiles of respondents are as shown below.

		Frequency	Percent
Valid	15 - 25 (Yrs)	78	13.2
	25 - 35 (Yrs)	312	52.6
	35 - 45 (Yrs)	147	24.8
	Above 45 Years	56	9.4
	Total	593	100

		Frequency	Percent
Valid	FEMALE	96	16.2
	MALE	497	83.8
	Total	593	100

		Frequency	Percent
Valid	0 - 5 (Yrs)	307	51.8
	5 - 15 (Yrs)	230	38.8
	More Than 15 Years	56	9.4
	Total	593	100

		Frequency	Percent
Valid	Above Graduation	77	13
	Below Graduation	279	47
	Graduation/ B.Tech	237	40
	Total	593	100

		Frequency	Percent
Valid	MARRIED	447	75.4
	UNMARRIED	146	24.6
	Total	593	100

Objective Wise Analysis

Objective 1: To assess the level of Organizational Commitment (OC) of employees (total commitment and its components).

To achieve this objective mean score of organizational commitment and its component was calculated and results of the same were presented as below.

	N	Mean	Std. Deviation
Affective Commitment	593	3.68	0.87
Continuous Commitment	593	3.49	0.82
Normative Commitment	593	3.73	0.83
ORGANISATION COMMITMENT	593	3.65	0.65

From the table 2.6, it was found that Organisational commitment score is **3.65 out of 5** & if we saw the mean score of components of organisational commitment we found that score of Continuous commitment (3.49), Affective commitment (3.68) and normative commitment (3.73) respectively. So auto component manufacturing companies has to work upon their employee's continuous commitment in their organization. Below table showed the item wise analysis of organizational commitment score

Table 2.7 – Organisational Commitment Item Wise Analysis				
Organisational Commitment Components	Item No.	Item Description	Mean	Std. Deviation
Affective Commitment	OC4	I do not feel “emotionally attached” to this organization	3.62	0.91
	OC5	I do not feel like “part of the family” at my organization	3.68	0.98
	OC8	I really feel as if this organization’s problems are my own	3.74	1.10
	OC14	I do not feel a strong sense of “belonging” to my organization	3.70	0.99
Affective Commitment			3.68	0.87
Continuous Commitment	OC9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.50	0.98
	OC10	I feel that I have too few options to consider leaving this organization.	3.46	0.95
	OC12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	3.50	0.96
Continuous Commitment			3.49	0.82
Normative Commitment	OC11	I would not leave my organization right now because I have a sense of obligation to the people in it.	3.73	1.03
	OC13	I do not feel any obligation to remain with my current employer	3.63	1.00
	OC16	This organization deserves my loyalty.	3.82	1.02
	OC18	I owe a great deal to my organization.	3.75	1.05
Normative Commitment			3.73	0.83
ORGANISATION COMMITMENT			3.65	0.65

From table 2.7 it can be said that continuous commitment elements like employees perception on job options availability in market (3.46), employees life dependency on job (3.50) and scarcity of available resources (3.50) are having lower mean than overall organisational commitment (3.65) i.e. employees feel that there are number of options available in the market and their life is not fully dependent of their current job. On the affective commitment component employees emotional attachment to the organisation (3.62) is lesser mean than overall commitment and on normative commitment front employee obligation to remain with current employer (3.63) has also less mean than overall organisational commitment mean.

OBJECTIVE-2: To study the impact of demographic variable on organization commitment of employees working in the selected organizations.

To achieve this objective the total sample data of auto component manufacturing companies was divided on the basis of select demographic variables like age, gender, marital status, tenure in the organization and education level of respondents, to find out if there is any significant difference in the organisation commitment experienced among these population groups.

The various factors were subjected to independent sample t-test or one way ANOVA. When there are two categories to compare we apply two independent sample t-test and for more than three categories we may use One way ANOVA (Malhotra 2009).

2.1. aEffect of Gender on organisational commitment and its components

Comparison of organisation commitment and its components of auto component manufacturing employees were done to find whether there is any significant difference exist between male and female perception on organisation commitment and its components. The mean score of organisational commitment and its components were compared for their equality of means using independent sample t-test procedures. The details of analysis are as presented in table 2.8.

In table 2.8, results of independent sample t test showed that mean score of organisational Commitment (t statistics of 0.98, significance > 0.05), Affective Commitment (t statistics of - 0.36, significance > 0.05), Continuous Commitment (t statistics of 1.23, significance >0.05)

& Normative Commitment (t statistics of 1.57, significance > 0.05) do not differ significantly on the basis of gender. In other words, respondent gender does not have any impact on the organisation commitment, affective commitment, continuous commitment and normative commitment.

Table 2.8 - Effect of Gender on Organizational Commitment and its Components

		Levene's Test for		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the	
									Lower	Upper
ORGANIZATIONAL COMMITMENT	Equal variances assumed	0.65	0.42	0.98	591.00	0.33	0.07	0.07	-0.07	0.21
	Equal variances not assumed			0.93	128.10	0.36	0.07	0.08	-0.08	0.22
Affective Commitment	Equal variances assumed	0.24	0.62	-0.36	591.00	0.72	-0.04	0.10	-0.23	0.16
	Equal variances not assumed			-0.36	134.60	0.72	-0.04	0.10	-0.23	0.16
Continuous Commitment	Equal variances assumed	0.33	0.57	1.23	591.00	0.22	0.11	0.09	-0.07	0.29
	Equal variances not assumed			1.18	129.30	0.24	0.11	0.10	-0.08	0.30
Normative Commitment	Equal variances assumed	1.39	0.24	1.57	591.00	0.12	0.15	0.09	-0.04	0.33
	Equal variances not assumed			1.48	127.80	0.14	0.15	0.10	-0.05	0.34

2.1. b Effect of Marital Status on organisational commitment and its components

The organisation commitment and its component affective commitment, normative commitment and continuous commitment of married and unmarried respondents were compared to find out whether there exists any significant difference between these groups. The analysis in this respect was shown in table 2.9 .From the table, it was found that mean score of Organisational Commitment (t statistics of .69, significance > 0.05), Affective Commitment (t statistics of .84, significance > 0.05), Continuous Commitment (t statistics of .51, significance >0.05) & Normative Commitment (t statistics of .23, significance > 0.05) do not differ significantly on the basis of marital status. It means that marital status of respondents doesn't have any significant impact on organization commitment, affective commitment, continuous commitment and normative commitment.

Table 2.9 - Effect of Marital Status on Organizational Commitment and its Components

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ORGANIZATIONAL COMMITMENT	Equal variances assumed	0.93	0.34	0.69	591.00	0.49	0.04	0.06	-0.08	0.16
	Equal variances not assumed			0.71	258.05	0.48	0.04	0.06	-0.08	0.16
Affective Commitment	Equal variances assumed	0.16	0.69	0.84	591.00	0.40	0.07	0.08	-0.09	0.23
	Equal variances not assumed			0.83	243.87	0.41	0.07	0.08	-0.10	0.23
Continuous Commitment	Equal variances assumed	0.49	0.49	0.51	591.00	0.61	0.04	0.08	-0.11	0.19
	Equal variances not assumed			0.53	260.56	0.60	0.04	0.08	-0.11	0.19
Normative Commitment	Equal variances assumed	2.98	0.09	0.23	591.00	0.82	0.02	0.08	-0.14	0.17
	Equal variances not assumed			0.25	271.10	0.81	0.02	0.08	-0.13	0.17

2.1. Effect of Age on Organisational Commitment and its components

To find the impact of age on employee’s organisation commitment and its components (affective, continuous and normative commitment, Four age categories (15-25 years, 25-35 years, 35-45 years and above 45 years) of respondents were compared to find out whether there exists a significant difference on employee perception of organizational commitment. The results of comparisons were shown in table 2.10. From Table 2.10 it was found that, Organisational commitment (F statistics of .382, significance >0.05), Affective Commitment (F statistics of .133, significance >0.05), Continuous Commitment (F statistics of 1.90, significance >0.05) & Normative Commitment (Welch statistics of .28, significance >0.05) do not differ significantly on the basis of Age. In other words, respondent age does not have any impact on the organisation commitment, affective commitment, continuous commitment and normative commitment.

Table 2.10 -Effect of Age on OC and its Components (Test of Homogeneity of Variances)

	Levene Statistic	Sig.	F	Sig.
ORGANIZATIONAL COMMITMENT	0.793	0.498	0.382	0.766
Affective Commitment	0.435	0.728	0.133	0.94
Continuous Commitment	1.009	0.388	1.908	0.127
Normative Commitment	3.07	0.027	0.028	0.994

2.1. d. Effect of Employee Tenure in Organisation on Organisational Commitment and its Components

In order to analyse, whether employee tenure in the organisation plays any role in employee organisational commitment and its components (affective, continuous and normative commitment), three categories of employee tenure (0-5 years, 5 – 15 years and more than 15 years) in organization were compared and the results of the same were shown in table 2.11.

Table 2.11. -Effect of Employee Tenure on OC (Test of Homogeneity of Variances)

	Levene Statistic	Sig.	F	Sig.
ORGANIZATIONAL COMMITMENT	2.71	0.07	0.02	0.98
Affective Commitment	1.3	0.27	0.52	0.59
Continuous Commitment	2.31	0.1	1.31	0.27
Normative Commitment	2.51	0.08	0.2	0.82

Table 2.11 showed that, Organisational commitment (F statistics of .02, significance >0.05), Affective Commitment (F statistics of .52, significance >0.05), Continuous Commitment (F statistics of 1.31, significance >0.05) & Normative Commitment (F statistics of .20, significance >0.05) do not differ significantly on the basis of employee tenure in the organisation i.e. there is no significant impact of employee tenure categories on organisational commitment , affective commitment, continuous commitment and normative commitment.

2.1. e Effect of Education Level on Organizational Commitment and its components

In order to find out the impact respondent's education level on employee organisation commitment and its components. The categories of employees were classified as graduates/engineers, below graduates and above graduates and these categories were compared to find the impact of these on organisational commitment and its components. Results of the comparison is shown in table 2.12

Table 2.12 -Effect of Education Level on Organizational Commitment and its Components (Test of Homogeneity of Variances)

	Levene Statistic	Sig.	F	Sig.
ORGANIZATIONAL COMMITMENT	0.67	0.51	1.94	0.15
Affective Commitment	0.10	0.91	0.46	0.64
Continuous Commitment	2.04	0.13	4.88	0.01
Normative Commitment	0.90	0.41	0.62	0.54

Table 2.12 showed that, Organisational commitment (F statistics of 1.94, significance > 0.05), Affective Commitment (F statistics of .46, significance > 0.05) & Normative Commitment (F statistics of .62, significance >0.05) do not differ significantly on the basis of respondents education level but Continuous commitment (F statistics 4.88, Significance < 0.05) differs significantly on the basis of education level of respondents i.e. level continuous commitment among the respondents is affected by respondents education level. For the detailed analysis, Paired comparison using Post hoc analysis was carried out and the same was shown in table 2.13

The Post Hoc table 2.13 results showed that the respondents who were above graduate differ significantly from those who were below graduates. After knowing that there is difference between two categories, the mean values were analysed to further explore the scenario.

Table 2.14 explains that there exists a difference in continuous commitment level between the respondents based on their educational qualifications. Respondents who are above graduates have less continuous commitment than their counterparts. The level of commitment increases and then decreases as shown in the graph.

Table 2.13 - Effect of Education Level on Organization Commitment and its Components - Multiple Comparisons

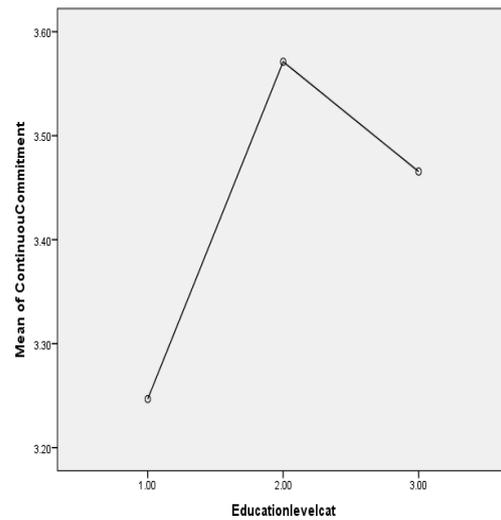
Dependent Variable: Continuous Commitment						
Tukey HSD						
(I) Educationlevelcat	(J) Educationlevelcat	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Above Graduation	Below Graduation	-.32433*	0.11	0.01	-0.57	-0.08
	Graduation/B.Tech	-0.22	0.11	0.10	-0.47	0.03
Below Graduation	Above Graduation	.32433*	0.11	0.01	0.08	0.57
	Graduation/B.Tech	0.11	0.07	0.31	-0.06	0.28
Graduation/B.Tech	Above Graduation	0.22	0.11	0.10	-0.03	0.47
	Below Graduation	-0.11	0.07	0.31	-0.28	0.06

*. The mean difference is significant at the 0.05 level.

Table 2.14 - Mean Value of Continuous commitment Based on Employee Education Level

	Continuous Commitment	
	Count	Mean
Education Above Graduation Level (Cat 1)	77	3.25
Below Graduation (Cat2)	279	3.57
Graduation/B.Tech (3)	237	3.47

Fig. 1 - Mean Value of Continuous commitment Based on Employee Education Level



VI.FINDINGS, CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The results of descriptive analysis showed that Organisational Commitment mean was found 3.65 out of 5. The score of three components of Organisational commitment, Affective commitment (3.68), continuous commitment (3.49) and normative commitment (3.73) are respectively. Continuous commitment got the lowest score among the three components of organizational commitment. It was also found that Organisational Commitment and its components Affective Commitment, Continuous Commitment & Normative Commitment do not differ significantly on the basis of gender, marital status, Age, employee tenure in the organisation but respondents education played a significant role on continuous commitment of employees. It was found that respondents who were above graduates have less continuous commitment than their counterparts. To overcome the problems companies have to design personnel policies in such a manner that employee development is the major focus. Junior's development and preparing them for future roles should be included in the KRA's of seniors. As easy availability of number of job options and no scarcity of available alternatives makes employees less committed towards their organisation, so organisations should focus to make development oriented culture with help of innovative HR policies and tools like performance management and Job rotation etc. & Organizations should have device policies specially focused towards succession planning, employee training, job rotation & open communication to retain employees who have higher education level.

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