



**THE ROLE OF INCENTIVES ON THE EMPLOYEES LOYALTY IN THE
PALESTINIAN GOVERNMENTAL ORGANIZATIONS 2017-2018**

Qassam N. M. Alnawasra

**Business Administration Program, Department of Business, Istanbul Aydin University,
Istanbul, Turkey**

ABSTRACT

Employees motivation is one of the most important determinants of the organization performance as a whole towered achieving the ultimate organizational goals. In this study we are going to highlight on motivation system in the Palestinian Governmental organizations and how the incentives are going to affect the loyalty of the employees in the Palestinian Governmental organizations, as the both types of incentives playing an important role to motivate employees in the Governmental sector. A descriptive analytical methodology has been used in this study to test the relationship and the role of motivation on the employees' loyalty and applied on the 10000 employees from men and women with different age and educational scales as a population of the study, with a representative sample of 222 employees, and have recovered 205 questionnaires with the percentage of 92% which is considered as strongly representative. As well the study analyses the collected data from the sample and processed it, which helps to provide some better recommendations in order to get better and more effective motivational system in the Public Organizations in Palestine and in the Governmental sector as a whole.

KEYWORDS: Discourse information, employees, relative clause attachment ambiguity, incentives, implicit causality

INTRODUCTION

There is no doubt human resource is one of the most important elements in the success of any organization regardless the role or the job of this organization "production, service, or mixed organization" through a main role in which the leaders and managers pay attention to the factors that affect the level of productivity and efficiency of workers, managers are always seek to reach the workers in their productivity to highest possible level of efficiency.

As there is a positive relation between empowering and raising up the employees' morality and their organizational loyalty as more loyalty greater productivity. as a result, to this, loyal employees become very important to any organization in achieving its goal and objectives in the most efficient and effective manner which will lead to enhance the quality of its productivity and services in order to satisfy their customers (Dysvik, A., & Kuvaas, B. 2013). This research will highlight on an important aspect which contributes in providing some solutions to such problems. A successful institution is an institution which will dedicates how its goals and objectives are achieved in the most efficient and effective manner by its staff. The problem of this research can be summarized by the next the question:

What is the role of incentives in the organizational loyalty of employees and its effects on their organizations?

The importance of this research is due to the importance of the organizational loyalty and incentives among the employees in the institutions and the effect on the quality of service they provide.

The theoretical importance: this study aims to examine the role of policies of the physical and moral motivation in the organizational loyalty in the institutions as there is a lack of studies and efforts related to this field, the purpose of this study is to establish and develop a conceptual model of the physical and moral motivation system in the organization to achieve its goals and objective efficiently and effectively. The following are the main questions of the research.

- What is the role of the tangible incentives in the employees' loyalty and its effects on the organizational performance?
- What is the role of the intangible incentives in the employees' loyalty and its effects on the organizational performance?

The hypotheses for the research are that there is relationship between the tangible incentives and the employees' loyalty in the organizations, and there is relationship between the intangible incentives and the employees' loyalty in the organizations.

LITERATURE REVIEW

In this chapter we will discuss our main variables, at the beginning I'm going to clarify the incentives generally and the different types of incentives, and I am going to clarify and discuss in general the motivation concept and some related theories such as Maslow's pyramid "the hierarchy of needs" and Herzberg hygiene theory. This part going to cover the

literature review according to the study objectives, in order to test or discover whether there is a relation between the role of incentives and the organizational loyalty of employees in the governmental organizations or not.

Motivation and Incentives

Motivation is one of the most important drivers used by the employees regardless of the reasons. According to Mitchell (1982) that motivation is necessary when recognizing it as psychological process which will lead the voluntary actions by the direction and persistence to the directed goals. (p. 81) in addition to Park and Rainey and Bostajancic they said that the motivation could be both intrinsic and extrinsic. Intrinsic motivation we can see this kind of motivation when an individual participate in an activity that is really interesting and enjoyable for himself without any outside effects. On the other hand the extrinsic motivation is that when some employee or an individual is engaged with a particular acts as a result of some outside motivators or incentives such as rewards or extra. Incentives considered as the core factor of motivation, which mean without incentives the employee, group, and team work can't be motivated toward performing their tasks, executing the plans, and achieving their and the organization ultimate goals. The incentives are divided into main two different types, the tangible incentives are those incentives which can be in form of financial rewards in different ways such as the wages, financial facilitations and extra. The other type the intangible incentives are those rewards which can be negative or positive forms of incentives such as the promotion, demotion, job rotation, and extra, all of these different methodologies of incentives are set to the same target in order to motivate the individuals, groups and teams

Motivation Theories

Maslow's Hierarchy of Needs

According to Maslow's hierarchy of needs, the needs are divided and arranged in form of the pyramid which its base represents the basic physiological needs and then rise up to the top of the pyramid where the self realization and actualization needs are existed and the most important in his theory that the higher needs cannot be achieved without satisfying before the lower or the least need. (Conforti, 1972, p. 11)

The Physiological Needs are referred to this kind of needs the basic needs for the survival of a human. The safety needs are the achievement of this kind of needs is

depends on the satisfaction level of the physiological needs which are very important and basic to achieve the safety needs.

The social needs are the human in his nature looking to be loved by the others by belonging to them and sharing with them principles and norms. Self-esteem needs; this kind of needs referred to the sense of trust, appreciation, and respect from others to the individual. Self-actualization needs; the realization of the higher aspiration of an individual in the human is being.

Herzberg's Motivator Hygiene theory

According to Herzberg that there are two different group of factors, the first group according to Herzberg is called the basic factors and its includes Job stability, the justice of the organizational systems, the appropriate position, Supervision and self-control, the good social relation in the job, the job condition According to Herzberg theory these factors are not considered as motivators or incentives but the lack of these factors will lead to discouragement and frustration then the workers are not motivated (Bassett-Jones & Lloyd, 2005). The second group, which Herzberg called it the incentives group, the interesting job, the appreciation, the developing opportunities, carrying responsibilities, achievements. According to this theory these factors are considered as a motivators and incentives to the employees, in the sense that the first group of factors.

Carrot and Stick

According to this theory motivation is divided into two main components and only two, Incentives and fear. There are many workers are motivated by themselves through their desire to gain more benefits such as compensation or promotion or any other kind of benefits, at the same time there are some employees are behaving out of fear as Bentham said this fear is the source of motivation, those fears such as losing job, or demotion, and any other different punishment are pushing the employees to perform and giving their best in their job tasks. (Gibbon 1997).

Hawthorne effect

Elton Mayo has applied many experiments during 1920s in order to develop Hawthorne Effect. The role of this effect is motivating the employees in their jobs, that the employees are being more motivated to be more productive when they realize their work and their performance is able to be measured, moreover, mayo has noticed that the

employees who are more productive and performing more efficiently and effectively are those employees who are getting a feedback related to their tasks which helped them through enhancing and correcting their performance in order to be more effective and productive during their performing of the coming tasks (Springer, G. J. 2011).

The Different Types of Incentives

There are different views to classify the types of incentives as Clark and Wilson define it (1961). The positive incentives which includes the tangible incentives and its defined as the fiscal material incentives which consist of pay on an hourly, weekly, or day-to-year basis, in addition to performance based payments such as Wages and Salaries, Compensations, The valuable tangible advantages, The work conditions and the tangible requirements, The continuous bonuses, Profit sharing. However, the intangible (moral) incentives : This kind of incentives includes job promotions, employees involvement in management, employees efforts appreciations, ensuring and stabilizing work and authority delegation. Here are some forms of positive intangible incentives such as Opportunities for job promotion and advancement, appreciation of employee's efforts, employees or staff contribution in decision-making, work Ensuring and Stabilizing, job Enlargement, job Enrichment.

The Negative Incentives refers to the different punishments imposed on the subordinates, may appear in changing the behavior of employees that was punished, or improve the impression taken from the employee, and thus be motivated to work and improve his performance and behaviors. The negative incentives are divided into Tangible Incentives this kind of incentives is represented in the demotion of employee, or the suspension of his periodic allowances, and temporary stop of the employee and Intangible Incentives which represents in activities such as preventing the employee to publish his name on the honor board of the institution, or alert the employees who are performing less than the planed performance, or publishing the employee's names on the organization punishment list.

Employees Commitment

Commitment "is the belief which encourages the individuals to scarifies the current and short term benefits offered by the other parties in order to get the long run benefits associated with the current party of institution that the individual is belonging to". (dagger, David, 2011, P.277). There are three main levels of employee's commitment,

the Affective level of commitment, the continuance commitment level, the normative commitment

The value of the organization that the employees experience in and creates the feelings to the employees that they fit to their organization which creates the strong connection between the employee and the employer and the feeling of understanding the organizational goals and their added value to the employees, which helps the employees to show more productivity and be more proactive in giving their support.

Loyalty

Loyalty as Logan defined it in the (1984) is “the strong connection which tie to bands the employee with his or her employer, even if the employer was not economically sound to his employee” (Wageman, 2001, p.150)

Employee Loyalty: is the commitment to seek the best benefits and interest of the employer or the organization by the employee even with sacrificing some benefits to the interest of the organization. (Elegido, 2013, P.496). In fact, Loyalty is the ability and willing to put the personal benefits and interests a side in order to achieve the organizational interests to the common welfare as the loyal employees believe the organization interest is their interest. (Reichheld 2001). Loyalty it should be between both the individual and the organization which requires both parties to go into common interests which is mutually beneficial “ for the need of achieving both satisfaction the individual and collective needs” (Turner &Haslam, 2001; Wageman, 2001 p.47).

Job Satisfaction

Job satisfaction level can be determined and affected by many factors such as the degree or the existence or absence of happiness which has a profound effect on the behavior and commitment (Shahid&Azhar, 2013 p. 257). Job satisfaction likely defined by Locke (1976) “as an emotional result from the performance appraisal or evaluation of individual job experience”. As well as Pepe (2010) defined job satisfaction as its not only a concept which is connects the employees feeling to their jobs. But it is directly related to the level of willingness toward leaving their positions in the institutions (Springer, 2011, p. 34).

In Melvin (1979) he mentioned that the old employees are more satisfied in the jobs they performed. On the other hand, Eichar, and Fortinsky (1991) they said the employees during their thirties tend to be more committed and satisfied during this age

as their tasks and jobs will be more defined to them. Being satisfied in job in directly connected with ability to achieve some motivators. There are many factors can effect on both the intrinsic and extrinsic incentives such as the job satisfaction of the employees in the organization (Pepe, Kumar, &shekar 2010- 2012), the employees' confidence in the mission, vision, and the strategic goals of the organization (Shaihd 2010), such as Job security, the Potential Promotion, work environment, job satisfaction.

METHODOLOGY & RESEARCH DESIGN

This chapter describes the methodology of the research adopted to accomplish the objectives of the research. The main purpose of this research is to study “The Role of Incentives on the Employees Loyalty in the Governmental Organizations”. This chapter is divided into the following sections: Research Methodology, Research Population, Research Model and variables, Questionnaire Design, Data coding and editing, Reliability and Validity, Statistical techniques and Software's had been used in the research.

This research is considered one of the field researches that used the descriptive analytical methodology which studies the phenomenon as it is, and describes it accurately and clarifying its characteristics through collecting, analyzing and explaining data. The usage of this methodology aims to examine “The Role of Incentives on the Employees Loyalty in the Governmental Organizations”. This study aimed at recognizing the role of motivation on the employee's loyalty in the Palestinian governmental organizations. Whereas the study population represents the employees in these organizations which counts about 10000 employees from men and women.

The researcher chose a sample of the study population through using the equation of the American education association approach (Kergcie& Morgan 1970) to identify the suitable minimum size of the sample that represents the research population. The sample size is 222 employees from males and females of the total population number which is 10000 employees. Whereas a random sample is chosen consisted of 222 employees. The model that the researcher wants to examine in this study consists of two independent variables including Financial Incentives and Moral incentives, and one dependent variable which is Employee loyalty.

This research is conducted by using a quantitative research methodology. A descriptive research approach was followed to use the questionnaire that is designed to examine the “The Role of Incentives on the Employees Loyalty in the Governmental Organizations”, by focusing on four dimensions, two dimensions represent the independent variable(Incentives), and another dimension represents the dependent variable (Employee loyalty). The research questionnaire consists of two parts as follows:

Part 1: Consists of personal information of the respondents (Gender, Age, academic qualification).Part 2: which consists of three dimensions as follows: (1) “Financial Incentives” consists of Eighteen items, (2)“Moral incentives” consists of Eighteen items, (3)“Employee loyalty” consists of fifteen items. Questions of questionnaire were proposed in the form of statements using a five-point Likert scale, asking respondents to rate the level of their agreement assigned to (1) “Strongly disagree”, (2) “Disagree”, (3) ‘Neutral’, (4) ‘Agree’, (5) “Strongly agree”.

DATA ANALYSIS & RESULTS

This chapter explains the stages of the data analysis process for the collected responses and presents the results of the analysis with explanations for these results. It also provides a clear idea of the personal information of respondents. In this chapter, the researcher uses an analytical tool: IBM SPSS Statistics 25; In order to determine the nature of the relationship between the variables of the study and test hypotheses of the study.

The questionnaire data was collected from (205) Employees in the Governmental Organizations in Gaza - Palestinian National Authority, where80.0% of them are male and 20.0% of them are female. Table shows the Characteristics of respondents on the questionnaire.

Table 1: Characteristics of Respondents.

Variables	Male (164)		Female (41)		Total (205)	
	Number	Percent	Number	Percent	Number	Percent
Age						
20-30 years	70	42.7%	15	36.6%	85	41.5%
from 31 to less than 40	63	38.4%	17	41.5%	80	39.0%
from 41 to less than 50	28	17.1%	5	12.2%	33	16.1%
51 years and more	3	1.8%	4	9.8%	7	3.4%

Academic qualification						
High School	33	20.1%	5	12.2%	38	18.5%
Diploma	90	54.9%	27	65.9%	117	57.1%
Bachelor	24	14.6%	7	17.1%	31	15.1%
Graduate Studies	17	10.4%	2	4.9%	19	9.3%

Descriptive Statistics of Variables of the Study

Table below shows the descriptive measurements of Variables of the Study construct, whereas the table has three Variables, the Variables which come first based on the level of agreement is "Financial Incentives" with (M = 2.90, RII = 57.9%, SD = 0.84), the Variable which comes last "Employee loyalty" with (M = 2.62, RII = 52.3%, SD = 0.89). According to one sample T-test around the mid value(3), In general, the results indicated that the value of the T-test to verify that the mean of the responses differed from the value (3) that expresses the neutral position of the participants or not, and was statistically significant at level 0.05 for the second and third dimensions. While the T-test of the first dimension "Financial Incentives" was statistically insignificant at 0.05, which means that the average dimension is close to the value (3), and the mean values for the second and third dimensions were less than the value (3) and statistically significant at 0.05. this indicates that the position of the participants of the second and third dimensions tend to be negative and the mean values are less than (3). This result indicates that the level of acceptance of employees working in governmental organizations tends to be negative on the study dimensions.

Table 2: Descriptive measurements of Variables of the Study construct.

Variables	Dimensions	Mean	S.D	RII	t-test	Sig.
Independent	Financial Incentives	2.90	0.84	57.9%	-	0.080
					1.762	
	Moral incentives	2.76	0.89	55.2%	-	0.000
					3.818	
Dependent	Employee loyalty	2.62	0.89	52.3%	-	0.000
					6.169	

Hint: Mean=Mean of answers, RII=Relative Importance Index ((Mean/5) *100%), SD=Standard Deviation., T = statistics of one sample T-test about (3), and *sig = significance of test, R=Rank.

Relationships between Variables of the study

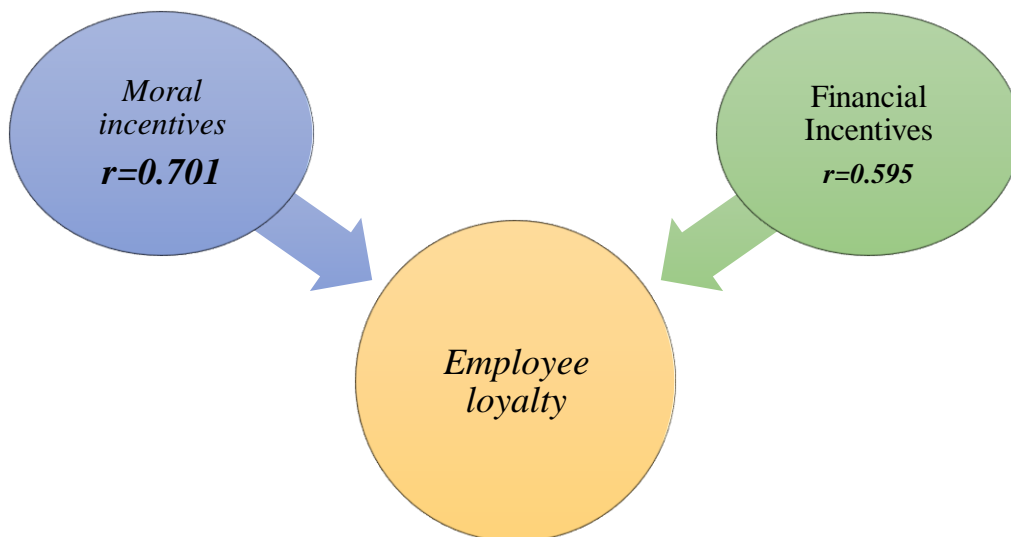
The following table (4.6) shows the results of Pearson correlation coefficients between the variables of the study. the researcher calculated coefficients between all main construct and its sub construct. Where we notice through the results that there is no correlation between the independent variables

(**Financial Incentives, Moral incentives**) and the dependent variable (**Employee loyalty**)*Figure 5.2* the results of Pearson correlation coefficients between variables of the study

Table 3: show the results of Pearson correlation coefficients between variables of the study

Variables	Financial Incentives		Moral incentives		Employee loyalty	
	R	Sig	r	Sig	r	Sig
	Financial Incentives	1.000	---	0.802*	0.000	0.595*
Moral incentives	0.802*	0.000	1.000	---	0.701*	0.000
Employee loyalty	0.595*	0.000	0.701*	0.000	1.000	---

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



Testing the study hypothesizes

The impact hypothesis test is validated by calculating the simple and multiple linear regression method. the impact of each variable of the independent variables that represent Dimensions (Financial Incentives, Moral incentives)on the dependent

(Employee loyalty) is studied by the simple regression. Then the impact of independent variables on the dependent variable is studied by the multiple regression model. Statistically, the null hypothesis (Ho) which assumes that there is no statistically significant effect against the alternative hypothesis (H1) that assumes there is a statistically significant effect and the judgment of the test result is based on the value of the calculated level of significance of the test (Sig). Where the null hypothesis is rejected and we go to the validity of the alternative hypothesis in case that the value of (Sig) is less than 0.05 so the test is significant which means there is a statistically significant effect. where the null hypothesis is accepted in case that the value of (Sig) is more than 0.05 which means there is no a statistically significant effect. The table below shows the results of the test of sub-hypotheses and the main hypothesis to verify the existence of an impact of the independent variables (Financial Incentives, Moral incentives) on the dependent variable that is represented in (Employee loyalty).

Table 4: shows the results of the test of the impact hypotheses by calculating the simple linear regression method.

Independent Variable's	Regression		Correlation	Determination	F	Sig
	Coefficients		Coefficient	Coefficient		
	A	β	r	R-square		
Financial Incentives	0.802	0.627	0.595	0.354	111.432	0.000
Moral incentives	0.695	0.696	0.701	0.492	196.430	0.000

First main hypothesis:

“There is a significant impact of Financial Incentives on Employee’s loyalty in the organizations” Table above shows the result of the first hypothesis, which indicates that (i) The Correlation coefficient was (0.595) which indicates that there is a significant relationship between Financial Incentives on Employee’s loyalty. (ii) the results of simple regression to estimate the impact Financial Incentives on Employee’s loyalty, where the results show that the impact of Financial Incentives, is significant at 0.05 level ($\beta = 0.627$, Sig. = 0.000), and the coefficient of determination equals 0.354 which means that 35.4% of Changing of Employee’s loyalty had explained by Financial Incentives, and this percentage is significant at 0.05 level because F-statistics are

insignificant at 0.05 where ($F = 111.432$, $Sig. = 0.000$), and this result supports the validity of the first main hypothesis.

The second main hypothesis

"There is a significant impact of Moral incentives on Employee's loyalty in the organizations". Table 5.8 shows the result of the second hypothesis, which indicates that (i) The Correlation coefficient was (0.701) which indicates that there is a significant relationship between Moral incentives on Employee's loyalty. (ii) the results of simple regression to estimate the impact Moral incentives on Employee's loyalty, where the results show that the impact of Moral incentives are significant at 0.05 level ($\beta = 0.696$, $Sig. = 0.000$), and the coefficient of determination equals 0.492 which means that 49.2% of Changing of Employee's loyalty had explained by Moral Incentives, and this percentage is significant at 0.05 level because F-statistics are insignificant at 0.05 where ($F = 196.430$, $Sig. = 0.000$), and this result supports the validity of the second main hypothesis. So, we can conclude that "There is a significant impact of Moral incentives on Employee's loyalty in the organizations"

Table 4.8 shows the results of the regression of Financial & Moral incentives on Employee's loyalty. Where we conclude that variable (Moral incentives) affects the dependent variable Employee's loyalty ($\beta = 0.623$, $Sig. = 0.000$), while variable (Financial Incentives) didn't affect the dependent variable Employee's loyalty. and the coefficient of determination equals 0.495 which is mean 49.5% of Changing of Employee's loyalty had explained by Financial & Moral incentives, but this percent is significant because F-statistics are insignificant at 0.05 where ($F = 98.909$, $Sig. = 0.000$).

Table 05: The effect of Financial & Moral incentives on Employee's loyalty

Independent Variable	Regression			Determination	F	Sig
	Coefficients					
	B	T	Sig.	R-square		
(Constant)	0.617	3.839	0.000	0.495	98.909	0.000
Financial Incentives	0.097	1.094	0.275			
Moral incentives	0.623	7.492	0.000			

CONCLUSIONS AND RECOMMENDATIONS

This chapter includes an overview of the study's results “The Role of Incentives on the Employees Loyalty in the Governmental Organizations.

Test Results of Study Hypotheses

Summary of the results of the study hypotheses

Hypotheses	Comment
H1: There is a significant impact of Financial Incentives on Employee’s loyalty in the organizations	Accepted
H2: There is a significant impact of Moral incentives on Employee’s loyalty in the organizations	Accepted
H3: There are statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to demographic factors	
H3.1 There are statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to gender	Rejected
H3.2 There are statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to age	Accepted
H3.3 There are statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to Academic qualification	Rejected
H4: There are statistically significant differences at 0.05 in respondents' responses to Moral incentives according to demographic factors	
H4.1 There are statistically significant differences at 0.05 in respondents' responses to Moral incentives according to gender	Rejected
H4.2 There are statistically significant differences at 0.05 in respondents' responses to Moral incentives according to age	Accepted
H4.3 There are statistically significant differences at 0.05 in respondents' responses to Moral incentives according to Academic qualification	Rejected

General Results of the Study

- The overall agreement on incentives for financial incentives was Medium Relative Importance Index = 57.9% From the point of view of staff members of the Palestinian National Authority.

- The overall agreement on incentives for Moral incentives was Medium Relative Importance Index = 55.2% From the point of view of staff members of the Palestinian National Authority.
- The overall agreement on incentives for Employee loyalty was Medium Relative Importance Index = 52.3% From the point of view of staff members of the Palestinian National Authority.
- there is correlation between Financial Incentives and the (Employee loyalty).
- there is correlation between Moral incentives and the (Employee loyalty).
- There is a significant impact of Financial Incentives on Employee's loyalty in the organizations
- There is a significant impact of Moral incentives on Employee's loyalty in the organizations
- There are no statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to gender
- There are statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to age
- There are no statistically significant differences at 0.05 in respondents' responses to Financial Incentives according to Academic qualification'
- There are no statistically significant differences at 0.05 in respondents' responses to Moral incentives according to gender
- There are statistically significant differences at 0.05 in respondents' responses to Moral incentives according to age
- There are no statistically significant differences at 0.05 in respondents' responses to Moral incentives according to Academic qualification

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