



GẮN KẾT TỔ CHỨC TRONG CÁC DOANH NGHIỆP MAY TẠI TỈNH ĐỒNG NAI, VIỆT NAM: TIẾP CẬN THEO MÔ HÌNH CẤU TRÚC TUYẾN TÍNH

Organizational commitment in garment enterprises in Dong Nai province, Viet Nam: A structural equation modeling approach

Dinh Thị Thủy Vân^{1,}, Nguyễn Hồng Phương²*

^{1,2}Faculty of Business Administration - International Economics, Lac Hong University, Dong Nai, Vietnam

ABSTRACT. This study aims to present the results of the factors influencing organizational commitment in garment enterprises in Dong Nai, Vietnam. Based on a primary data sample collected from 203 employees in the garment enterprises, the results show that organizational commitment is significantly dependent on Perceived job satisfaction, Perceived leadership styles and Perceived emotional by employees. Human resource management system of each organization must be aware of predictors affecting organizational commitment of employees in their respective organization and from there, come up with appropriate policies.

KEYWORDS: *Job satisfaction; Leadership style; Emotion; Organizational commitment; SEM*

TÓM TẮT. Nghiên cứu này nhằm mục đích trình bày kết quả của các yếu tố ảnh hưởng đến gắn kết tổ chức trong các doanh nghiệp may mặc ở Đồng Nai, Việt Nam. Dựa trên một mẫu dữ liệu chính thu thập được từ 203 người lao động trong các doanh nghiệp may mặc, kết quả cho thấy gắn kết tổ chức phụ thuộc đáng kể vào sự hài lòng công việc, phong cách lãnh đạo và cảm xúc của người lao động. Hệ thống quản lý nguồn nhân lực của mỗi tổ chức phải nhận thức được các yếu tố dự báo ảnh hưởng đến gắn kết tổ chức của người lao động trong tổ chức của mình và từ đó, đưa ra các chính sách phù hợp.

TỪ KHÓA: *Hài lòng công việc; Phong cách lãnh đạo; Cảm xúc; Gắn kết tổ chức; SEM*

1. INTRODUCTION

For all professional and nonprofessional organizations, organizational commitment is an important research topic of human resource management, having both practical and theoretical implications. Organizational commitment behavior plays an important role in supporting and promoting employment outcomes of human resources in the organizations. The Industrial Revolution 4.0 is associated with technological breakthroughs, internet, digital, virtual reality will completely change in the field of human resource management, and studies in organizational behavior contributed to the understanding of the subjective dimension of work and its impact in performance and commitment. Therefore, the identification and assessment of factors affecting the degree of attachment of employees in garment enterprises are very important to ensure the stability of human resources.

Organizational commitment has been the subject of several studies, have received a great attention from administrators, researchers, and many conceptualizations and measures have been proposed and tested in the prediction of employees' commitment in organizations (Becker, 1960; Mowday, Steers & Porter, 1979; O'Reilly & Chatman, 1986; Meyer & Allen, 1991). The current reality shows that organizations in the garment industry are facing the departure of good employees who are not committed to the organization and empirical research on the commitment of employees in organizations has not been focused. Therefore, factors that influence organizational commitment behavior of employees in garment enterprises need to have empirical research to identify.

This study aims to analyze the factors that influence organizational commitment behavior of employees in garment enterprises in Vietnam based on the structural equation model approach. The structure of the article consists of five parts: (i) introduction, (ii) review of

literature, (iii) research methodology, (iv) results and discussion, and (v) conclusions.

2. REVIEW OF LITERATURE

Organizational commitment

Organizational commitment reflected in efforts to complete the task, is proud to be a member of the organization and loyalty to the organization. When the persons' extraneous interest exists in consistency line, it becomes a commitment (Becker, 1960). Organizational commitment is a degree of attachment to the organization is called commitment (O'Reilly & Chatman, 1986). It has three major components: (i) a strong belief in the organization and acceptance of the organizations' goals, (ii) a willingness to exert considerable effort on behalf of the organization, and (iii) a definite desire to maintain organizational membership (Mowday, Steers & Porter, 1979).

Major three dimensions of commitments are complaining, identification and moral (O'Reilly & Chatman, 1986). Organizational commitment is a psychological contract that describes the employees' relationship to the organization and is meaningful for decisions to continue or stop being a membership of the organization, which focused on the three psychological states of commitment: (i) Affective commitment means that the employee wants to stay in the organization from their sincere feelings, (ii) Continuance commitment refers to the perception of the involved costs when leaving the organization, they realize that it has no chance of finding a better job, and (iii) Normative commitment of personal responsibility or the ethical

Received: June, 5th, 2018

Accepted: July, 27th, 2018

*Corresponding author.

E-mail: dinhthuyvan@gmail.com

standards they pursue to work in the organization (Meyer & Allen, 1991).

Defining it as a positive evaluation of organization and purpose of work is toward the goal of the organization (Sheldon, 1971). Describing it as supporting, giving affection for the organizational goals and values, the role of the employee is to work for the pure goals and values related to the organization (Buchanan, 1974).

There have been many efforts from research to identify factors that explain the organizational commitment behavior of employees in the organizations. Various research has been done to understand factors that trigger employees to stay in the organization (Maslow, 1943; Herzberg & Mausner, 1959; Becker, 1960; Mowday, Steers, & Porter, 1979; O'Reilly & Chatman, 1986; Meyer & Allen, 1991).

Job satisfaction

A Theory of Human Motivation of Maslow (1943), Alderfer's Conception of Existence, Relatedness, and Growth (ERG) needs Theory (1972), Equity theory of Adam (1963) and Herzberg, Mausner and Snyderman (1959) emphasized the important work to meet the different needs of employees such as pay, career advancements, work, environment, recognition, empowerment which influence their behavior in the organization, satisfaction and commitment. Job satisfaction is a good feeling an individual perceives toward their job (Stajkovic & Luthans, 1998). Numerous studies have been done to see the positive link between job satisfaction and the level of organizational commitment (Weiss, 1967; Smith, Kendall, & Hulin, 1969; Mowday et al., 1982; Schjoedt, 2005; Moser, 1997; Irving, Coleman & Cooper, 1997; Currivan, 1999; Firth, Mellor, Moore & Loquet, 2004; Tella, Ayeni, & Popoola, 2007; Zhang, Lee & Zou, 2010; Enache, Sallán, Simo, & Fernandez, 2013; Saha, 2016). Job satisfaction and commitment finally leads to lower the employee turnover (Lee, 1999).

Hypothesis H1a: Perceived income and equity positively influence organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Hypothesis H1b: Perceived career advancement positively influences organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Hypothesis H1c: Perceived recognition positively influences organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Hypothesis H1d: Perceived empowerment positively influences organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Hypothesis H1e: Perceived working environment positively influences organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Leadership styles

Bethel (1995) argued that leadership has a strong ability to affect employee. Leadership is divided into two types transactional and transformational leadership (Bass, 1997). Hellriegel and Slocum (2006) explained that transactional leadership based on three primary components; contingent reward, active management by exception and passive

management by exception. Tichy and Devanna (1986) presented characteristics regarding the estimation of transformational leadership, including qualities, courage, openness, values, learning and ability of visionary. Leadership style is also reflected in the level of interest of an employee in a higher position for an employee in a lower position in an organization (Currivan, 1999). Leadership styles include the attitude, interest, words, gestures, actions that superiors or administrators are for their employees. When employees feel well treated, they receive the attention, support, sympathy and appreciation from their superiors, they will strive for the work and desire to contribute more to the organization (Currivan, 1999; Scheweizer & Petzelt, 2012). Purvanova, Bono, and Dzieweczynski (2006) explained that transformational leadership played a very important role in creating job commitment. Akinboye (2005), and Lo, Ramayah and Min (2009) explained that positive behavior of leaders helps in creating motivation and employee commitment. Swanepoel, Erasmus, Van Wyk and Scheck (2000) describe the organizational commitment is encouraged with the leadership style for the successful implementation of business strategies to achieve the organizational goal.

Hypothesis H2: Perceived leadership styles positively influence organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

Emotion of employees

Morris and Feldman (1997) provided direct empirical evidence that emotional dissonance is associated with higher emotional exhaustion and lower job satisfaction. Wharton's (1993) examination of the emotional employees offered results that often directly contradict earlier studies, emotional employees are positively related to job satisfaction. Ashforth and Humphrey (1993) suggested that emotional employees actually might make interactions more predictable and help employees avoid embarrassing interpersonal problems. This should, in turn, help reduce stress and enhance satisfaction of employees in organization.

Hypothesis H3: Perceived emotion positively influences organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam.

3. RESEARCH METHODOLOGY

Structural equation modeling (SEM) was used to estimate parameters. There are 32 items in measure the variables of the research model (see Table 2). All items are measured by 5-point Likert scales, which were 5 – strongly agree, 4 – agree, 3 – not sure, 2 – disagree and 1 – strongly disagree.

Hair, Black, Babin & Anderson (2010) indicated that the sample size must be at least 100 in order to use the Exploratory Factor Analysis (EFA). In addition, for Confirmatory Factor Analysis (CFA) and Structural Equation Model (SEM), Anderson and Gerbing (1988) suggested a sample size at least 150 to obtain parameter estimates of practical use. Bentler & Chou (1987) proposed that the ratio of a sample size to the number of free parameters may be able 5:1 under normal theory, especially when there are many indicators of latent variables. In this study, the authors use a sample of 203 employees were selected by non-probability sampling methods (convenience sampling technique) at some large garment enterprises in Dong Nai province. Table 1 show the diversity of the sample.

Table 1. Differences in demographics

Evaluation Criteria		Frequency	Percent (%)
Position	Employees	189	93.1
	Leader	14	6.9
Gender	Male	89	43.8
	Female	114	56.2
Married status	Single	124	61.1
	Married	79	38.9
Education level	Intermediate	17	8.4
	College	38	18.7
	Graduate	139	68.5
	Post-Graduate	9	4.4
Experience	Less than 5 years	94	46.3
	Range 5 to 10 years	95	46.8
	Over 10 years	14	6.9
Income*	Under 5 million	25	12.3
	Range 5 to 10 million	114	56.2
	Over 10 million	64	31.5

* indicate significant at the 5% level of ANOVA Test

4. RESULTS AND DISCUSSION

Reliability and Validity

Maximum Likelihood Estimation (MLE) is used for determining goodness of fit of the model. The estimation results confirmed that the model is sufficiently compatible with the data refer to relative indicators: Chi-square = 492.935, $df = 377$, $p = 0.000$ (< 0.05) was still acceptable due to the large sample size, Chi-square/ $df = 1.308$ (Segars & Grover, 1993); GFI = 0.868, TLI = 0.949, CFI = 0.956 (Bentler & Chou, 1987; Segars & Grover, 1993; Chin & Todd, 1995), and RMSEA = 0.039 (Taylor, Sharland, Cronin, & Bullard, 1993; MacCallum, Browne, & Sugawara, 1996); Segars & Grover, 1993).

The reliability and validity of indicators in the model are tested by system of criteria. As can be seen from Table 2, the lowest Cronbach's Alpha value is 0.775, exceeding the cut value of 0.70 recommended (Nunnally & Burnstein, 1994;

Hair, Black, Babin & Anderson, 2010). The composite factor reliability coefficients of the constructs ranged from 0.775 to 0.857, which met the standard of 0.70 as suggested by Fornell and Larcker (1981).

Convergent validity was estimated by factor loading. The value of Kaiser-Mayer-Olkin (KMO) was 0.865 (between 0.5 and 1.0) which means that data is significant for conducting a factor analysis. All loadings of variables are higher than the 0.50 (see Table 2). According to Hair, Black, Babin, and Anderson (2010), loadings ± 0.50 or greater are considered practically significant.

The average variance extracted for each construct is at 0.572 or higher, exceeding the 0.5 benchmark, which refer to the discriminate validity is adequate (Fornell & Larcker, 1981). In addition, discriminate validity is confirmed if the diagonal elements are significantly higher than the off-diagonal values in the corresponding rows and columns. The diagonal elements are the square root of the AVE score for each construct (see Table 3).

Table 2. Results of factor analysis and reliability tests

Items	Question	Factor loading
Career advancement (cronbach's Alpha = 0.827; pc = 0.829; pvc = 0.551)		
CA1:	My company usually organizes intensive training and development programs according to job requirements for employees.	0.772
CA2:	After being trained, my working skills are improved.	0.807
CA3:	My business always helps me develop my capacity.	0.585
CA5:	Each employee is aware of the conditions required to be promoted.	0.749
Recognition (Cronbach's Alpha = 0.819; pc = 0.799; pvc = 0.533)		
RE1:	Recognition should be given to innovative proposals and improved efficiency.	0.670
RE2:	I feel my value in the work.	0.792
RE3:	When I work well, I'll get the recognition.	0.648
RE4:	The company recognized the emulation title through my work efficiency or organization.	0.734
Leadership Styles (Cronbach's Alpha = 0.811; pc = 0.799; pvc = 0.521)		
LS1:	My leader very respected employees.	0.572
LS2:	My opinion is received by the leader.	0.674
LS3:	I always get support from my leader.	0.692
LS4:	My leader interested employees.	0.787
Income and Equity (Cronbach's Alpha = 0.807; pc = 0.939; pvc = 0.514)		
IE1:	My income is guaranteed by average living standards.	0.770
IE2:	My current income is commensurate with your ability	0.726
IE3:	I think that the business I work for is fairly paid.	0.712
IE4:	I am satisfied with the pay system of the business.	0.672
Empowerment (Cronbach's Alpha = 0.806; pc = 0.800; pvc = 0.512)		
EP1:	Superior ability to believe in my decision.	0.668
EP2:	Superiors encouraged me to participate in important decisions.	0.638

EP3: Superiors consult my decision when there are problems related to my work.	0.749
EP4: Superiors believe in the evaluation of the results of my work.	0.767
Emotion (Cronbach's Alpha = 0.775; pc = 0.666; pvc = 0.564)	
EM1: I feel happy when working in the business.	0.627
EM2: I feel confident when working in the business.	0.574
EM3: I feel dynamic when working in the business.	0.697
EM4: I feel enthusiastic when working in the business.	0.806
Working environment (Cronbach's Alpha = 0.857; PC = 0.750; PVC = 0.590)	
WE1: My workplace is very comfortable.	0.723
WE2: The atmosphere of my workplace is very friendly.	0.795
WE4: The current working environment helps me to achieve high efficiency in the work process.	0.720
Organizational Commitment (Cronbach's Alpha = 0.813; pc = 0.750; pvc = 0.593)	
OC1: I intend to make a long-term commitment to the organization.	0.828
OC2: I feel proud to be working in the organization.	0.685
OC3: I am willing to cooperate with my colleagues to grow stronger business.	0.797

Table 3. Correlation

	CA	RE	LS	IE	EP	EM	WE	OC
CA	1							
RE	0.437	1						
LS	0.502	0.457	1					
IE	0.485	0.437	0.427	1				
EP	0.487	0.497	0.490	0.443	1			
EM	0.379	0.412	0.407	0.387	0.387	1		
WE	0.447	0.435	0.443	0.574	0.554	0.397	1	
OC	0.789	0.665	0.729	0.730	0.693	0.742	0.761	1

The estimation results show that theoretical models are quite consistent with market data, appropriate theoretical models: Chi-square = 382.142; df = 278; Chi-square/df = 1.375 (Kettinger, Lee, & Lee, 1995); GFI = 0.881, TLI = 0.947,

CFI = 0.955 (Chin & Todd, 1995; Segars & Grover, 1993) and RMSEA = 0.043 (Taylor, Sharland, Cronin, & Bullard, 1993) and can be used to test the relationship has raised expectation and assumptions in the model.

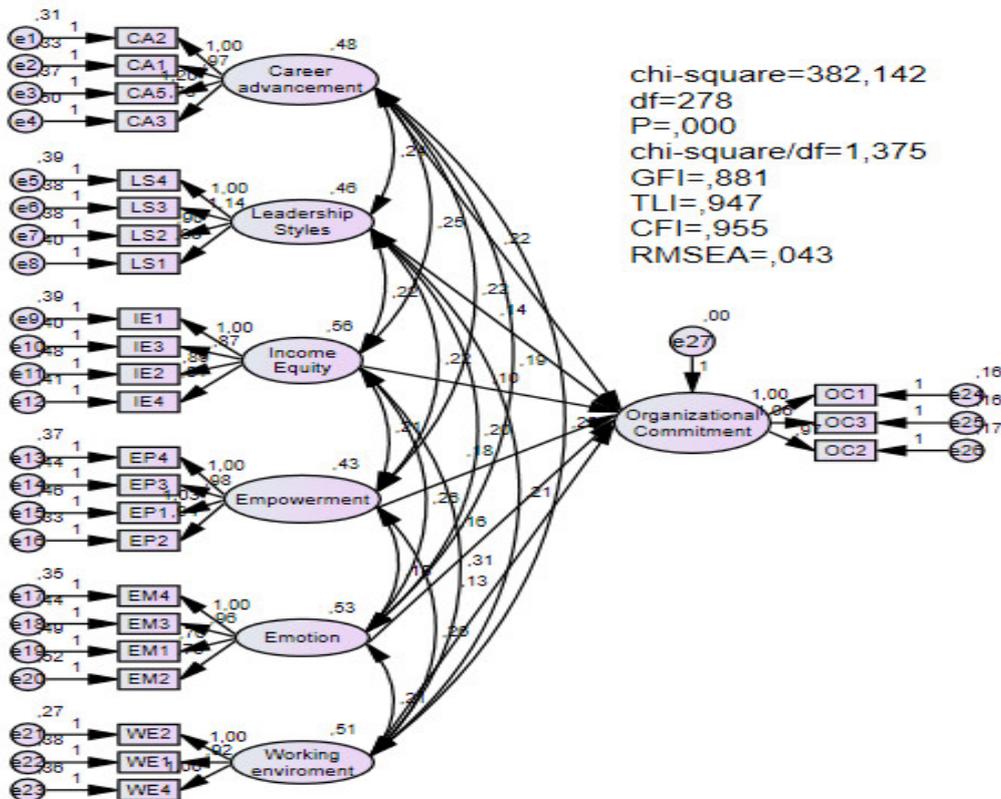


Figure 1. Structural equation modeling of organizational commitment in garment enterprises in Dong Nai province, Vietnam

Critical ration (C.R.) and P value were used to test the significance of hypotheses. C.R. should be greater than 1.960

based on the significance level of 0.05. Table 4 shows the path coefficients along with their bootstrap values, and C.R.

Table 4. Showing path coefficients along with their bootstrap values, C.R

	Path	Original Estimate	Sample Mean	S.E	C.R.	P	Result
H1a	Income and Equity →Organizational Commitment	0.098	0.161	0.041	2.407	0.016	Supported
H1b	Career Advancement →Organizational Commitment	0.211	0.318	0.042	5.024	0.000	Supported
H1c	Recognition →Organizational Commitment	0.063	0.124	0.036	1.748	0.080	Unsupported
H1d	Empowerment →Organizational Commitment	0.159	0.236	0.047	3.379	0.000	Supported
H1e	Working Environment →Organizational Commitment	0.123	0.191	0.043	2.836	0.005	Supported
H2	Leadership Styles →Organizational Commitment	0.132	0.200	0.042	3.152	0.002	Supported
H3	Emotion →Organizational Commitment	0.156	0.252	0.038	4.109	0.000	Supported

In this study, 500 times analyzed by the Bootstrap method was conducted in order to test the stability of the estimates for the parameters. The results show that the difference from the initial estimate method does not have a significant difference compared to the estimates by bootstrap methods. All the difference in the estimates is not significant statistically. So the model estimates of reliability are guaranteed for the verification of model assumptions in this research. As Table 4, Perceived income and equity has a significant effect on Organization Commitment with a path coefficient of 0.098. Perceived Career Advancement has a significant effect on Organizational commitment with a path coefficient of 0.211. Perceived Recognition has a significant effect on Organizational Commitment with a path coefficient of 0.063. Perceived Empowerment has a significant effect on Organizational Commitment with a path coefficient of 0.159. The Perceived Working Environment has a significant effect on Organizational Commitment with a path coefficient of 0.123. The Perceived Leadership Styles has a significant effect on Organizational Commitment with a path coefficient of 0.132. Finally, Perceived emotion of employees has a significant effect on Organizational Commitment with a path coefficient of 0.156. Six hypotheses among seven hypotheses were supported in this study (Except Recognition has $P > 0.05$). In addition, the authors perform a multi-group structural analysis, among different organization to find differences between organizations. The results of a multi-group structural analysis shows that, the model of factors affecting organizational commitment of the employees is not significantly different at the 5% level. Consequently, the invariant structural model of the factors that influence the organizational commitment of employees can be shared among all groups.

Results show that Perceived leadership styles, Perceived Emotion, and Perceived job satisfaction have a positive effect organizational commitment of employees in garment enterprises in Dong Nai province, Viet Nam. The results in this article are appropriate to the previous finding and conform with the theoretical models.

5. CONCLUSION

Organizational commitment is extremely important for any organization. However, experimental studies on organizational commitment of employees in garment enterprises in Vietnam have not received much attention. Especially in the context of the fourth industrial revolution, studies of organizational commitment of employees in garment enterprises are necessary. The study was done in the context of the organizational commitment of employees in garment enterprises in Dong Nai province, Vietnam. The research results show that there are six factors affecting on organizational commitment of employees: Perceived Income and Equity, Perceived career advancement, Perceived empowerment, Perceived working environment, Perceived Leadership Styles, and Perceived emotional of employees in garment enterprises. Human resource management system of each organization must be aware of predictors that affect organizational commitment of employees in their respective organization and from there, come up with appropriate policies.

6. REFERENCES

- [1] Akinboye, J. *Executive behavior battery*; Ibadan: Stirling-Horden Publishers, **2001**.
- [2] Anderson, J. C., & Gerbing, D. W. Structural Equation Modeling in Practice: A review and Recommended Two-Step Approach. *Psychological Bulletin*, **1988**, 103(3), 411-422.
- [3] Ashforth, B.E., Humphrey, R.H. Emotional labour in service roles: The influence of identity. *Academy of Management Review*, **1993**, 18 (1), 88–115.
- [4] Bass, B. M. Does the Transactional–Transformational leadership Paradigm Transcend Organizational and National boundaries? *American Psychologist*, **1997**, 52(2), 130-139.
- [5] Becker, H. S. Notes on the concept of commitment. *American journal of Sociology*, **1960**, 66(1), 32-40.
- [6] Bentler, P. M., & Chou, C.-P. Practical issues in structural modeling. *Sociological Methods & Research*, **1987**, 16(1), 78-117.
- [7] Bethel, S. M. *Servant-leadership and Corporate Risk Taking: When Risk Taking Makes a Difference*; In L. C. Spears (Ed.),

- Reflections on Leadership, New York, John Wiley and Sons, Inc., **1995**, 135-148.
- [8] Weiss et al. *Manual for the Minnesota Satisfaction Questionnaire*; The University of Minnesota Press, **1967**.
- [9] Buchanan, B. Building Organizational Commitment: The Socialization of Managers in Work Organizations. *Administrative Science Quarterly*, **1974**, 19(4), 533-546.
- [10] Chin, W. W., & Todd, P. A. On the use, usefulness, and ease of use of structural equation modeling in MIS research: A note of caution. *MIS Quarterly*, **1974**, 237-246.
- [11] Currivan, D. B. *The causal order of job satisfaction and organizational commitment in models of employee turnover*. Human Resource Management Review, **1999**, 9(4), 495-524.
- [12] Enache, M., M. Sallán, J., Simo, P., & Fernandez, V. Organizational commitment within a contemporary career context. *International Journal of Manpower*, **2013**, 34(8), 880-898.
- [13] Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. How can managers reduce employee's intention to quit?. *Journal of managerial psychology*, **2004**, 19(2), 170-187.
- [14] Fornell, C., & Larcker, D. F. Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, **1981**, 18(1), 39-50.
- [15] Smith, P.C., Kendall, L. M. and Hulin, C. L. *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally, **1969**.
- [16] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. *Multivariate data analysis* (7th Ed. Vol. 5); Upper Saddle River, NJ: Pearson Prentice Hall, **2010**.
- [17] Hellriegel, D., & Slocum, J. W. *Management des organizations*; De Boeck Supérieur, **2006**.
- [18] Herzberg, F. M., & Mausner, B. & Snyderman, B., *The motivation to work*. Harper, New York, **1959**.
- [19] Irving, P. G., Coleman, D. F., & Cooper, C. L. Further assessments of a three-component model of occupational commitment: Generalizability and differences across occupations. *Journal of Applied Psychology*, **1997**, 82(3), 444-452.
- [20] Kettinger, W. J., Lee, C. C., & Lee, S. Global measures of information service quality: a cross-national study. *Decision sciences*, **1995**, 26(5), 569-588.
- [21] Lee, J., & Miller, D. People matter: Commitment to employees, strategy and performance in Korean firms. *Strategic management journal*, **1999**, 579-593.
- [22] Lo, M.-C., Ramayah, T., & Min, H. W. Leadership styles and organizational commitment: A test in Malaysia manufacturing industry. *African Journal of Marketing Management*, 1(6), 133-139, **2009**.
- [23] Schjoedt, Leon. Examining the causes of job satisfaction for small business executives: A test of the situational, dispositional, and interactional job satisfaction models, College of Business, *Illinois State University*, **2005**.
- [24] López-Domínguez, M., Enache, M., Sallan, J. M., & Simo, P. Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 66(10), 2147-2152, **2013**.
- [25] MacCallum, R. C., Browne, M. W., & Sugawara, H. M. Power analysis and determination of sample size for covariance structure modeling. *Psychological methods*, 1(2), 130-149, **1996**.
- [26] Maslow, A. H. *A Theory of Human Motivation Psychological Review*. Psychological Review, 50(4), 370-396, **1943**.
- [27] Meyer, J. P., & Allen, N. J. *A three-component concept of organizational commitment*. Human Resource Management Review, **1991**, 1(1), 61-89.
- [28] Morris, A.J., Feldman, D.C. Managing emotions in the workplace. *Journal of Managerial Issues*, **1997**, 9 (3), 257-274.
- [29] Moser, K. Commitment in organizations. *Zeitschrift für Arbeits-und Organisationspsychologie*, **1997**, 41(4), 160-170.
- [30] Mowday, R., Porter, W.L., Steers, M.R. *Employee-organization linkage-the psychology of commitment absenteeism and turnover*; Academic Press, New York, **1982**.
- [31] Mowday, R. T., Steers, R. M., & Porter, L. W. The Measurement of Organizational commitment. *Journal of Vocational Behavior*, **1979**, 14, 224-227.
- [32] Nunnally, J. C., & Bernstein, I. H. *Psychological Theory*, New York, NY: MacGraw-Hill, **1994**.
- [33] O'Reilly III, C., & Chatman, J. Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior, *Journal of Applied Psychology*, **1986**, 71(3),492-499.
- [34] Purvanova, R. K., Bono, J. E., & Dzieweczynski, J. Transformational leadership, job characteristics, and organizational citizenship performance. *Human Performance*, **2006**, 19(1), 1-22.
- [35] Saha, R. Factors influencing organizational commitment-research and lessons. *Management Research and Practice*, **2016**, 8(3), 36-48.
- [36] Schweizer, L., & Patzelt, H. Employee commitment in the post-acquisition integration process: The effect of integration speed and leadership. *Scandinavian Journal of Management*, **2012**, 28(4), 298-310.
- [37] Segars, A. H., & Grover, V. Re-examining perceived ease of use and usefulness: A confirmatory factor analysis. *MIS quarterly*, **1993**, 17(4), 517-525.
- [38] Sheldon, M. E. Investments and Involvements as Mechanisms Producing Commitment to the Organization, *Administrative Science Quarterly*, **1971**, 16(2), 143-150.
- [39] Stajkovic, A. D., & Luthans, F. Self-efficacy and work-related performance: A meta-analysis. *Psychological bulletin*, **1998**, 124(2), 40-261.
- [40] Swanepoel, B., Erasmus, B., Van Wyk, M., & Schenk, H., South African human resource management: Theory and practice. *Kelwyn: Juta & Co. Ltd*, **2000**.
- [41] Tabachnick, B. G., & Fidell, L. S. *Using multivariate statistics*, Allyn & Bacon/Pearson Education, USA, **2007**.
- [42] Taylor, S. A., Sharland, A., Cronin, J. J., & Bullard, W. Recreational service quality in the international setting, *International Journal of Service Industry Management*, **1993**, 4(4), 68-86.
- [43] Tella, A., Ayeni, C., & Popoola, S. Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria, *Library Philosophy and Practice (E-Journal)*, **2007**, 118.
- [44] Tichy, N. M., & Devanna, M. A. The transformational leader. *Training & Development Journal*, **1986**, 40(7), 27-32.
- [45] Watson, D., Clark, L., & Tellegen, A. Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, **1988**, 54(6): 1063-1070.
- [46] Wharton, A. The affective consequences of service work: managing emotions on the job. *Work and Occupations*, **1993**, 20 (2), 205-232.
- [47] Zhang, G., Lee, G., & Zou, X. The Mediating Role of Procedural Justice between Participation in Decision-Making and Organizational Citizenship Behavior: An Empirical Study about Skeleton Government Civilian in China", *Psychology*, **2010**, 01(04), 300-304.