

THE ORGANIZATIONAL COMMITMENT OF IT PROFESSIONALS IN PRIVATE BANKS

Dr. Abdulkadir Kırmızı, Institute of Social Sciences, Yeditepe University, Turkey, akirmizi2001@yahoo.com

Orkun Deniz, Institute of Social Sciences, Management Ph.D. Program, Yeditepe University, Turkey, orkun_deniz@yahoo.com

Abstract

This study explores the different aspects of organizational commitment and its determinants for Information Technology (IT) professionals. IT dependent companies should consider the determinants of organizational commitment and ensure that these issues are properly addressed in their human resource strategies. The study employs Meyer and Allen's approach to develop a new instrument to measure organizational commitment and its determinants. Meyer and Allen defined organizational commitment with three dimensions: Affective commitment, continuance commitment and normative commitment. An original questionnaire was prepared by the researchers and was applied to the IT professionals working in 10 Turkish private banks. The results showed that affective commitment is higher among IT professionals than the other types of commitment. Normative commitment is at the lowest level. IT professionals are working in organizations because they want to, rather than they need to or being compelled to by a moral obligation.

Keywords: Organizational commitment, affective commitment, continuance commitment, normative commitment.

1 INTRODUCTION

1.1 Statement of Purpose and Problem Orientation

The intention of this study is to compare the different aspects of organizational commitment and its determinants for the IT professionals working in private banks in Turkey. Information technology has significantly affected our everyday life in the last two decades. Almost all employees use information technology at their workplace. Businesses have spent billions of dollars on development and implementation of IT applications. IT has become one of the main strategic contributors to market competition since the explosion of computer technology. Banks in Turkey mainly prefer to employ their own IT professionals to develop and maintain their own IT systems. Turkey's biggest four private banks employs almost 2000 IT professionals.

As Banks increasingly rely on the capabilities of IT and the performance of IT professionals, the combined impact of labor volatility and unanticipated changes in IT staff can have serious harmful effects on organizations (Josefek and Kauffman, 2000). These harmful effects are as follows: Disrupted projects, overrun schedules, overrun budgets, important projects temporarily frozen and the overall decrease in the systems' quality. The end result is that the profitability and competitive position of organizations are in jeopardy. Since the link between organizational commitment and various effectiveness indicators, such as turnover and absenteeism, has been well established (Mathieu

and Zajac, 1990; Mowday, Porter and Steers, 1982), organizations, especially IT dependent banks, had to consider the determinants of organizational commitment to ensure that these issues be addressed in their human resource strategies.

The main purpose of this study was to try to build a new model for examining organizational commitment and its determinants. Although previously developed and tested instruments can easily be found in the literature, a new instrument was developed from scratch with some original items as independent variables.

1.2 Literature Review and Background Information

The concept of organizational commitment has been the focus of a considerable body of research during the past four decades. Becker (1960) described commitment, in general as “a disposition to engage in consistent lines of activity as a result of the accumulation of earnings that would be lost if the activity were discontinued.” According to Meyer and Allen (1984), Becker’s definition is the definition of continuance commitment. However, this is not the only definition of commitment. Other investigators (Buchanan, 1974; Porter, Crampton, & Smith, 1976) conceptualize commitment as “an affective or emotional orientation to an organization.” Meyer and Allen (1984) refers to this type of commitment as the “affective commitment.” Affectively committed employees remain with the organization purely for the sake of organization, not for its instrumental worth (Buchanan, 1974). Allen and Meyer (1990) defined another type of commitment which is called “normative commitment.” Normative commitment can be explained as remaining in the organization for ethical reasons.

In this research three types of commitment have been taken into consideration. They are defined as follows:

Affective commitment: The degree of an employee’s emotional attachment to, identification with, and involvement in the organization (Allen and Meyer, 1990).

Continuance commitment: An assessment of costs associated with leaving the organization (Allen and Meyer, 1990).

Normative commitment: The degree to which an employee feels some sense of obligation to remain with the organization (Allen and Meyer, 1990).

In other words, it can be said that, employees with strong affective commitment remain in organization because they feel they want to, those with strong continuance commitment because they feel they need to and those with strong normative commitment because they feel they ought to (Meyer et al., 1993). As a consequence of differences in motives, these forms of commitment have different outcomes. That is, not all types of commitment may be beneficial for organizations. Therefore, a greater understanding of the types of commitment and the factors that affect these three types of commitment is required.

The antecedents of organizational commitment appear to vary systematically with societal values, particularly collectivism. Wasti was one of the pioneers conducting studies about organizational commitment in Turkish environment. She (2003) found that satisfaction with work and promotions were the strongest predictors of organizational commitment among individualists, whereas satisfaction with supervisor was an important predictor of organizational commitment among collectivists. Comparing obtained results with the research findings in the individualistic western cultures would enable us to understand whether or not the employees of a collectivist culture exhibit the same pattern in their organizational commitment.

Another research about organizational commitment on Turkish employees was performed by Durna and Eren (2005). They studied the relationship between demographic factors and organizational commitment on education and health sector workers in the city of Niğde by using the Meyer and Allen's three type approach. They showed the relationship between affective and normative commitment and certain demographic factors like age, marital status and tenure. On the other hand, they found no linkage between these factors and continuance commitment.

It has been suggested that in many different corporations, organizational commitment is related to specific employee behavior. If employees are committed to the organization, turnover and absenteeism rates lower (Igarria and Greenhaus, 1992), while job and extra-role performance increase. Studies have also shown that managers wishing to improve organizational efficiency and effectiveness should ensure that employee commitment is optimal (Meyer and Allen, 1998; Ostroff, 1992).

The relationship of commitment with other organizational variables has been the focus of significant number of studies. Wright and Bonett (2002) conducted a meta-analysis about the effects of employee tenure on the relation between organizational commitment and job performance. They used affective commitment to which they refer as attitudinal commitment in their study. Their findings indicated that tenure had a very strong nonlinear moderating effect on the commitment-performance correlation, with correlations tending to decrease exponentially with increasing tenure.

Recent theoretical developments have begun to emphasize the importance of overall commitment profiles (Meyer & Herscovitch, 2001). This goes beyond the extent to which individual components of commitment relate to other variables, to looking at the combination of those components and how they interact as a whole to influence focal and discretionary outcomes. Markovits et al. (2007) examined the relationships between organizational commitment profiles and job satisfaction in Greece by collecting responses from both public and private sector employees.

Meyer along with Becker and Vandenberghe (2004) has recently studied the relationship between organizational commitment and motivation by trying to build an integrative model in which commitment is presented as one of several energizing forces for motivated behavior. They tapped Meyer and Herscovitch (2001)'s implication that motivation is a broader concept than commitment.

Another recent study by Fiorito et al. (2007) tried to develop and test hypotheses concerning the influences of human resource practices and organizational characteristics on organizational commitment. They showed that grievance resolution mechanisms and employee involvement indicators are positively related to organizational commitment, and compensation cuts are negatively related to organizational commitment while decentralization of decision making increases organizational commitment.

When we consider today's deeply computerized world, it is obvious that IT personnel play a very important role for almost all kind of organizations. Some researches indicate that commitment level of IT employees is less than that of other professionals (Tan and Igarria, 1994; Engler, 1997). However, some other studies yielded opposite results (Oz 2001). These differences require an explanation. More research needs to be done on organizational commitment for a comprehensive understanding of divergent approaches. Since we are working on the IT professionals only, our study does not include a comparison of commitment levels between IT professionals and others.

2 METHODOLOGY

2.1 Research Design and Research Sample

The methodology is explanatory and analytical in its nature and a questionnaire has been used to obtain quantitative data. In our research, we have divided organizational commitment into three classifications: affective, continuance, and normative. Due to space and time restrictions and to avoid the cultural and linguistic problems, we did not borrow an already used questionnaire. An original questionnaire was prepared from scratch by the researchers and has been applied to the IT professionals working in all private banks. In the questionnaire, each type of commitment was evaluated with a single-item instrument. The survey was presented at an independent survey internet site (www.anketevi.com). All IT professionals in private banks were invited via e-mail to fill out the questionnaire. Ninety nine (99) people replied to the survey by the close-out date. Because of the internet access employees have, this survey included a sample of 10 banks with approximately 3000 employees. Therefore, participation of ninety nine individual represents 3.3 %. The research did not span over to state-owned banks. State organizations differ from private ones by their nature, one reason being the higher sense of job security. Principal component analysis has been used to detect structure in the relationships between variables that is to classify variables. A 5-point Likert type scale was employed to measure employee response on each item. The range was from strongly disagree (1) to strongly agree (5).

2.2 Hypotheses

The following hypothesis were constructed and tested.

H1: Job opportunities

H1.1 Training has a positive impact on affective commitment.

H1.2 Promotional opportunities have a positive impact on affective commitment.

H1.3 Personal improvement has a positive impact on affective commitment.

Here we define job opportunities as training, promotional opportunities and personal improvement opportunities. Hence, three sub-hypotheses were constructed for job opportunities.

H2: Perceived level of involvement by employee in the company activities

H2.1: As participation in decision making increases, affective commitment also tends to increase.

H2.2: As sharing of organizational news and information among employee increases, affective commitment also tends to increase.

Involvement was explained in two dimensions: participation in decision making, and sharing organizational news and information among employees.

H3: Perceived fairness level in payment positively impact affective commitment.

When employees feel that they are paid what they should be, their affective commitment level will increase.

H4: Organizational climate

H4.1 Better attitudes of supervisors improve the level of affective commitment.

H4.2 Friendliness in the workplace improves the level of affective commitment.

H4.3 Feeling of fair treatment improves the level of affective commitment.

Attitudes of supervisors, friendliness in the workplace and feeling of fair treatment (equity) in the company determine the organizational climate. These three concepts were represented by three different variables in the model.

H5: The prestige of the company has a positive impact on affective commitment.
Employees like to work for organizations that they are proud of.

H6: Job alternatives negatively impact continuance commitment.

When people feel that they do not have better alternatives outside, they will prefer to stay in the organization.

H7: Being familiar with the organization (feeling at home) positively impacts the continuance commitment.

People do not want to change their work life if they are used to it.

H8: The personality of the employee has a strong impact on normative commitment.

People who have a strong feeling of loyalty are more inclined to stay in an organization.

H9: Environmental pressures positively impact normative commitment.

The perception employees have in regards to their immediate, primary and social groups (family, relatives, and close friends) determine the level of normative commitment.

Following table summarizes the hypotheses described above.

		Affective C.	Continuance C.	Normative C.
H1.1	Training	+		
H1.2	Promotional opportunities	+		
H1.3	Personal improvement	+		
H2.1	Participation in decision making	+		
H2.2	Sharing information	+		
H3	Payments	+		
H4.1	Attitude of supervisors	+		
H4.2	Attitude of peers	+		
H4.3	Equity	+		
H5	Prestige of the organization	+		
H6	Job alternatives		-	
H7	Being familiar with organization		+	
H8	Personality			+
H9	Environmental pressures			+

Table 1. List of Hypotheses

3 RESULTS

A summary of data findings and measurement instruments is presented below.

		Affective C.	Continuance C.	Normative C.
N	Valid	99	99	98
	Missing	0	0	1
Mean		4.17	2.70	2.24
Median		4.00	3.00	2.00
Mode		4.00	3.00	1.00
Std. Deviation		0.81	1.27	1.11

Table 2. Statistics of Commitment Types

14 independent variables were used as the antecedents of organizational commitment. Payments has the lowest mean (2,61) while Attitude of Peers has the highest with 3,92.

Following statistics were gathered for demographic variables: Mean age was 30,85. Average work experience was 8,5 years. Male respondents constitute %67. On the other hand, 55% of all respondents were married.

Affective Commitment : The KMO and Bartlett test results of principal component analysis that was done over the factors that may affect the affective commitment showed that the sample is adequate and significant.

Rotated Component Matrix indicated that the factors can be grouped into two components after 3 iterations. Component one is composed of equity, attitudes of peers and supervisors, prestige and payments. Since, the factors are somewhat related with Hofstede's collectivist culture, we define the first component as **the collectivist factors**. (Hofstede, 1984). The second component represents sharing information, personal improvement, promotion, training and participation in decision making. Since these factors are the properties of individualistic cultures, we call the second component as **the individualistic factors**. (Hofstede, 1984).

	Component	
	1	2
Equity	.785	.337
Attitudes of Peers	.780	-.130
Attitudes of Supervisors	.695	.219
Prestige of the Organization	.624	.241
Payments	.575	.293
Sharing Information	.281	.767
Personal Improvement	.264	.703
Promotional Opportunities	.117	.640
Training	-8.565E-03	.622
Participation in Decision Making	.348	.570

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 3. Rotated Component Matrix

Next reliability of these components was tested. In the reliability analysis, Cronbach Alpha value was calculated as 0.775 for the first component, and 0.7195 for the second component. Since Cronbach Alpha values are greater than 0.70, it was concluded that both components are reliable.

Multiple Regression and Correlation Analysis was performed as the next step. Pearson Correlation Results indicated that there is no linear correlation between individualistic and collectivist factors. Adjusted R square value was calculated as 0.158 meaning that regression model's explaining power is 16%. Significant F-test at .000 level showed that the overall model is valid. Finally, at 10 % significance level, collectivist and individualistic factors both found significant for their affect on affective commitment category.

Continuance Commitment: Only "being familiar with the organization" significantly contributes to the regression model of continuance commitment. "Job alternatives" is not correlated with continuance commitment. F-test and t-tests yielded significant results in 95 % confidence interval.

Normative Commitment: Multiple regression was also applied to the two independent normative variables, namely "personality" and "environmental pressures".

Multiple regression results show that only the “personality” of the employee has a significant impact on normative commitment. “Environmental pressure” is not significantly related with normative commitment.

4 EVALUATION

4.1 Significance of Findings

Test for H1 : Since training, promotional opportunities and personal improvement opportunities have positive impact on affective commitment significantly (at 10 %), we accept H1.

Test for H2 : Participation in decision making and sharing organizational information has a significant positive effect on affective commitment. So we can conclude that, perceived level of involvement by employees in company activities increases the affective commitment level. We accept H2.

Test for H3 : If the employees feel that they are being paid fairly, their affective commitment level increase. The results of multiple regression confirmed the hypothesis.

Test for H4 : Attitudes of supervisors, attitudes of peers, and equal treatment in all job aspects, increase the level of affective commitment. We accept the hypothesis that a better organizational climate will improve affective organizational commitment according to the multiple regression analysis results.

Test for H5 : Findings showed that the prestige of the company has a significant effect on affective commitment. People emotionally attach themselves to organization that they are proud of. We accept H5.

Test for H6 : Job alternatives do not significantly effect continuance commitment, so, we cannot accept H6.

Test for H7 : Being familiar with the organization has a significant effect on continuance commitment according to the multiple regression analysis. So, we accept H7.

Test for H8 : If employees are personally loyal, their normative commitment is significantly increase. We accept the H8 according to the multiple regression and correlation analysis.

Test for H9 : Surprisingly, the perception of employees about reactions from their immediate social groups (family, relatives, and close friends) does not significantly contribute to the normative commitment level. We do not accept H9.

4.2 Relationships of Findings

We tested nine hypothesis, five (5) of them are about affective commitment, 2 of them are about continuance commitment and two (2) of them are about normative commitment. Of these, two(2) were rejected and seven(7) were accepted. Of the accepted ones, when we look at the five hypotheses, we see that they are in relation to affective commitment. These factors are : Job opportunities (training, promotional and personal improvement opportunities); involvement in company activities (participation in decision making, sharing organizational information); a sense of equity in pay; organizational climate(attitudes of supervisors, peers, friendliness in the workplace); and prestige of the company.

These five elements impact decision making that makes employees choose to be loyal to the organization. As long as these factors remain in place employees are motivated to stay with the organization. Furthermore when seen in this context, the rejected hypotheses in the category of continuance commitment confirms the choice not to see alternative employment. So that, even though test was done in two separate categories, namely affective and continuance, the rejected continuance hypothesis strongly supports the affective choices. In this light, hypotheses seven (H7) which is the accepted continuance commitment factor also confirms choices for affective commitment. People have no need to take risk and change their jobs if they are satisfied with their work environment.

If we look at H8, we see that an individual makes decisions in accordance with personal preference which supports the result obtained from H9. Although, the result from H9 is surprising for the researcher, it does make sense in terms of the correlation between H8 and H9.

4.3 Limitations of the Research and Future Recommendations

Given the time and space limitation of this research, some areas were not as thoroughly investigated as could have been. One of the justifications is the adjusted R square value of 16% for affective commitment. The researchers would have like to have this value be higher than 16%. Perhaps, more variables could have been tested, however, guidelines in this area were practically null. This has to do with the lack of a broader base research topic in Turkey; particularly in the IT sector. The researcher did not come across research in IT sector relevant to this paper. We believe that perhaps this is the first of its kind. We hope that, further research will be done by ourselves as well as colleagues interested in this subject.

If time and opportunity would have permitted it, the sample could have been enlarged. In fact, we hope to expand our sample as well as our affective commitment variables and do a second follow up project. The same issues are applicable to the categories of continuance and normative commitment. In this research, more focus is on affective commitment, so the continuance and normative commitment types are not expanded upon. Only two factors for each of these commitment types are evaluated.

Despite limitations above, the value in the research and obtained results show that there are factors which will increase affective commitment. Other research show that increased affective commitment does influence higher worker motivation, the outcome of which is often times higher productivity. The mechanisms that enable the extensions of this relationship have to do with lower turnover and absenteeism and higher extra role performance. (Igarria and Greenhaus, 1992). As suggested by Meyer and Allen (1998) and Ostroff (1992), managers wishing to improve organizational efficiency and effectiveness should ensure that employee commitment is optimal. This research can help personal manager and HRM staff, particularly in IT organizations, to achieve this goal.

Because of time constraints, a limited questionnaire is applied to the IT professionals. In the survey each commitment type is evaluated with one item. To be more reliable, a more comprehensive instrument should be prepared by the help of the instruments used by other investigators.

5 CONCLUSION

Information technology has significantly affected everyday life in the last two decades. Almost all employees use information technology in their daily work. Businesses have spent billions of dollars on development and implementation of IT applications. Because of information technology, competition has increased, banks in Turkey, prefer to employ their own IT professionals to develop and maintain their own IS applications. Turkey's four big private banks are employing almost 2000 IT professionals.

In this research, three types of commitment have been taken into consideration. These are affective, continuance and normative commitment. Employees with strong affective commitment remain in the organization because they feel they want to, those with strong continuance commitment, because they feel they need to and those with strong normative commitment, because they feel they ought to. (Meyer et al.,1993). As a consequence of differences in motives, these forms of commitment should have different outcomes. That is, not all types of commitment may be beneficial for organizations. Therefore, a greater understanding of the types of commitment and the factors that affects these three types of commitment is required. As it can be seen from the table below, Affective commitment is higher among IT professionals than the other types of commitment. Normative commitment is at the lowest level. IT professionals working in the private banks feel affectively committed or emotionally attached rather than normatively or continually attached. These results show us that IT professionals are working in organizations because they want to, rather than they need to or being compelled to by a moral obligation.

The collectivist nature of Turkish culture (Hofstede, 1984) affects the factors of affective commitment. Equity, attitudes of peers and supervisors, prestige of the organization and payments are the most important factors of affective commitment. These are confirming Wasti's results (Wasti, 2000). Most importantly, people would like to be treated fairly. On the other hand, training, promotion, personal improvement, participation in decision making and an information sharing environment also significantly contributes to the affective commitment level. It is in opinion of the researchers that because collectivist traits in Turkish work environment are predominant, the interpretation of motivation can be seen in this context. When workers have their superiors take an interest in them they interpret that to be an act they deserve. When workers are given attention, they are made to feel that they are and what they do is important. This boosts self-esteem and self-confidence. In return it motivates the worker to maintain higher standards of performance. Secondly, supervisor and peer attitudes are determining the affective commitment level. Once again we see that relationships in the workplace are extremely important in defining worker attitudes and behavior. People in collectivist cultures are more interested in the treatment of others and a friendly environment. Their job performance can be easily influenced by their superiors and peers. This explanation is similar to the conclusion reached from Hawthorne studies (Mayo, 1945).

Two factors were tested in the category of continuance commitment. One of these was in relation to "organizational familiarity", the second one was "job alternatives." Test results from H7 (organizational familiarity) shows that resistance to change has significant influence on decision making and choices. Workers do not want to take risks. It is easier to stay in the situation that provides satisfaction than to make a change which could bring optimization. The keyword here is could. In our research, the other variable, "job alternatives", does not significantly affect the continuance commitment level. This result can be explained by the job vacancies in the IT sector. Since it is not so difficult to find a job for the IT professionals, their continuance commitment level is increased only by their familiarization to the organization. A dimension measured, but not introduced as a hypothesis was "job tenure". It is the general belief of the reviewed literature that "job tenure" affects continuance commitment (Matthieu and Zajac, 1990;Hackett et al.,1994;Iverson and Boutigieg, 1998) so that, as the job tenure increases (meaning the employee's experience in the organization) continuance commitment also increases. Our findings also confirm this position.

Our research results show that normative commitment is dependent on the personality of the employee as expected. But, surprisingly, family members and close friends have no significant effect on the behavior of the employee. The results obtained in H9 ("environmental factors") were unexpected. Given, the strong collectivist orientation of Turkish culture, group affiliation, family and peer pressure, and social reciprocity as it extends itself to business networks, the results were expected to indicate a more obligatory position (Fikes, 2003). However, it did not. The researchers assume there is a parallel relationship between "IT Culture" and a more westernized value system. In this case, behavior exemplifies that of a more individualistic approach than a collectivist one.

There are some implications of the findings. Firstly, bank managers need to be educated on the relationship between factors which are successful in collectivist cultures and increased levels of affective commitment in IT professionals. Another factor increasing affective commitment is the issue of equity. Fair treatment is of paramount value for IT professionals. In addition, social activities promoting affiliation are extremely important to build community and improve friendly relations. Social activities also increase emotional attachment of IT professionals. In summary, we as the researchers of this project call for more research in the field of organizational attachment and IT professionals.

REFERENCES

- Allen, N.J. and Meyer, J.P. 1990. 'The measurement and antecedents of affective, continuance and normative commitment to the organization'. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N.J. and Meyer, J.P. 1996. 'Affective, continuance, and normative commitment to the organization : An examination of construct validity'. *Journal of Vocational Behavior*, 49, 252-276.
- Becker, H.S. 1960. 'Notes on the concept of commitment'. *American Journal of Sociology*, 66, 32-42.
- Buchanan, B. 1974. 'Building organizational commitment : The socializations of managers in work organizations'. *Administrative Science Quarterly*, 19, 533-546.
- Durna, U. and Eren, V. 2005. 'The examination of organisational commitment in connection with three components of commitment', *The Doğuş University Journal*, 6(2), 210-219.
- Engler, N. 1997. 'Year 2000: Opportunity in Adversity'. *Computerworld*, 31(37), 100-102.
- Fikes L. T. 2003. Advanced Organizational Behavior Class Notes. *Yeditepe University Social Sciences Institute Doctoral Program*.
- Fiorito, J., Bozeman, D. P., Young, A. and Meurs, J. A. 2007. 'Organizational commitment, human resource practices, and organizational characteristics'. *Journal of Managerial Issues*, 19(2), 186-207
- Hackett, R. D., Bycio, P., and Hausdorf P. A. 1994. 'Further assessments of Meyer and Allen's(1991) three-component model of organizational commitment'. *Journal of Applied Psychology*, 79(1), 15-23.
- Hofstede, G. 1984. 'The cultural relativity of the quality of life concept'. *Academy of Management Review*, 9(3), 389-398.
- Igbaria M. And Greenhaus, J. H. 1992. 'Determinants of MIS Employees Turnover Intentions : A Structured Equations Model'. *Communication of the ACM*, 35(2), 35-49.
- Iverson R. D. and Buttigieg D. M. 1998. 'Affective, Normative, and Continuance Commitment : Can the Right Kind of Commitment be Managed ?' *Department of Management Working Paper*. Number 7. University of Melbourne.
- Josefek, R. A. and Kaufman, R. J. 2000. 'IT human capital at work : The information systems professional's decision to leave the firm'. *Working Paper, University of Southern California*.
- Markovitz, Y., Davis, A. J. & Dick, R. 2007. 'Organizational commitment profiles and job satisfaction among Greek private and public sector employees'. *International Journal of Cross Cultural Management*, 7(1), 77-99.
- Mathieu, J. E. and Zajac, D.M. 1990. 'A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment'. *Psychological Bulletin*, 108, 171-194
- Meyer J. P. and Allen N.J. 1984. 'Testing the side-bet theory of organizational commitment : Some methodological considerations'. *Journal of Applied Psychology*, 62, 372-378.
- Meyer, J. P., Allen, N. J. and Smith, C. A. 1993. 'Commitment to organizations and occupations : Some methodological considerations'. *Journal of Applied Psychology*, 78, 538-551.
- Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11, 299-326.

- Meyer, J. P., Becker, T. E. and Vandenberghe, C. 2004. 'Employee commitment and motivation: A conceptual analysis and integrative model'. *Journal of Applied Psychology*, 89(6), 991-1007.
- Mowday, R.T., Porter, L. W., and Steers, R. M. 1982. 'Employee-organization linkages : The psychology of commitment, absenteeism, and turnover'. *New York: Academic Press*
- Ostroff, C. 1992. 'The Relationship Between Satisfaction, Attitudes, and Performance: An Organizational Level Analysis'. *Journal of Applied Psychology*, 77, 963-974.
- Oz E. 2001. 'Organizational Commitment and Ethics: An Empirical Study of Information Systems Professionals'. *Journal of Business Ethics*, 34, 137-142.
- Porter, L.W., Crampton, W.J., & Smith, F.J. 1976. 'Organizational commitment and managerial turnover: A longitudinal study'. *Organizational Behavior and Human Performance*, 15, 87-98.
- Tan, M. and Igbaria, M. 1994. 'Turnover and Remuneration of Information Technology Professionals in Singapore'. *Information & Management*, 26(4), 219-229.
- Wasti, A. S. 2000. 'A Cultural Analysis of Organizational Commitment and Turnover Intentions in a Collectivist Society'. *Working Paper, University of Illionis*.
- Wasti, S. A. 2003. 'Organizational commitment, turnover intentions and the influence of cultural values'. *Journal of Occupational and Organizational Psychology*, 76, 303-323.
- Wright, T. A. and Bonett, D. G. 2002. 'The moderating effects of employee tenure on the relation between organizational commitment and job performance: A meta-analysis.', *Journal of Applied Psychology*, 87(6), 1183-1190.