

**ORGANIZATIONAL CLIMATE AND  
ORGANIZATIONAL COMMITMENT: A CASE IN A  
CEMENT FACTORY**

**A thesis submitted to the Graduate School in partial  
fulfillment of the requirements for the degree of Master of  
Science in Management (MSc. Mgt.) Universiti Utara  
Malaysia as of the December Semester 96/97**

**BY  
GEORGE DECRUZ**



**Sekolah Siswazah  
(Graduate School)  
Universiti Utara Malaysia**

**PERAKUAN KERJA TESIS  
(Certification Of Thesis Work)**

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**GEORGE DECRUZ**

calon untuk ijazah  
(candidate for the degree of) Master of Science (Management)

telah mengemukakan tesisnya yang bertajuk  
(has presented his/her thesis of the following title)

**ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL COMMITMENT:**

**A CASE IN A CEMENT FACTORY.**

seperti yang tercatat di muka surat tajuk dan kulit tesis  
(as it appears on the *title* page and front cover of thesis)

bahawa tesis **tersebut** boleh diterima dari segi bentuk serta kandungan, dan meliputi bidang ilmu dengan memuaskan.  
(that the thesis **is** acceptable in form and content, and that a **satisfactory** knowledge of the field is **covered** by the thesis).

AJK Tesis  
(Thesis Committee)

Nama  
(Name) Dr. Ali Yusob b. Md. Zain  
(Penyelia Utama/Principal Supervisor)

Tandatangan  
(Signature)

Nama  
(Name) P.M. Dr. Razali b. Mat Zin

Tandatangan  
(Signature)

Nama  
(Name) \_\_\_\_\_

Tandatangan  
(Signature) \_\_\_\_\_

Tarikh  
(Date) \_\_\_\_\_

## PERMISSION TO USE

In presenting this thesis in partial **fulfilment** of the requirements for a Post Graduate degree from the Universiti Utara Malaysia, I agree that the Library of this University may make it **freely** available for inspection. I **further** agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or, in their absence, by the Dean of the Graduate School where I did my thesis. It is understood that any copying or publication or use of this thesis or parts there of for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia in any scholarly use which may be made of any material in my thesis.

Requests for permission to copy or to make other use of material in this thesis in whole or in part should be addressed to:

Dean of Graduate School

Universiti Utara Malaysia

060 10 Sintok

Kedah **Darul Aman**

## ABSTRAK

Kajian **ini** telah dijalankan di **atas** kesedaran bahawa ekonomi negara yang berkembang pesat serta pembinaan beberapa kilang simen yang baru boleh mengakibatkan peningkatan perputaran tenaga kerja ke **atas** organisasi yang dikaji. Tambahan **pula, pasaran** pemiagaan yang berdaya-saing tinggi memerlukan prestasi kerja yang cemerlang yang berterusan dari pekerja. Penyelidikan lepas telah menunjukkan tahap komitmen terhadap organisasi boleh digunakan untuk menjangka perputaran tenaga kerja dan ketidakhadiian. Ada **juga** bukti menunjukkan pengalaman dan sifat kerja berhubungkait dengan komitmen terhadap organisasi.

Kajian **ini** telah menyelidik hubungkait antara persekitaran organisasi, iaitu persepsi pekerja terhadap keadaan dan pengalaman kerja, dengan tahap komitmen terhadap organisasi . Kajian **ini juga ingin** mengetahui bagaimana persepsi terhadap persekitaran kerja dan komitmen berubah mengikut kumpulan umur, pangkat dan pencapaian akademik. Bagaimana hubungan antara persekitaran organisasi dan komitmen berubah mengikut pangkat **juga** diselidiki. Ciri-ciri komitmen yang dianalisa adalah autonomi, keakraban, kesaksamaan, inovasi, tekanan, pengiktirafaq sokongan, dan kebolehpercayaan.

**Asas** penyelidikan untuk kajian **ini** adalah populasi yang terdiri daripada pengurus, eksekutif dan penyelia seramai 74 orang dari sebuah syarikat pengeluar simen. Borang **soal-selidik** telah diberikan kepada 74 orang dan sebanyak 73 telah dikembalikan dan **ini** memberikan kadar responden sebanyak 98.6%.

Tahap komitmen terhadap organisasi telah diukur menggunakan borang **soal-selidik** versi Bahasa Malaysia yang diterjemahkan daripada borang **soal-selidik** yang telah dicipta oleh **Mowday, Porter, dan Steers (1982)**. Persepsi terhadap persekitaran kerja telah diukur menggunakan borang **soal-selidik** yang diterjemahkan daripada borang **soal-selidik** yang dicipta oleh **DeCottis dan Koys (1980)**. Butir-butir demografi responden **juga** diarnbil.

Penemuan utama kajian **ini** adalah seperti berikut:

1. di antara ciri ciri persekitaran kerja, keakraban berhubungkait paling **rapat** dengan komitmen;
2. kekuatan hubungan antara keakraban dan komitmen tidak berbeza di antara eksekutif dan penyelia;
3. terdapat hubungan **sonsang** antara **pengiktirafan** dan komitmen di kalangan penyelia;
4. perbezaan dalam persepsi terhadap persekitaran organisasi lebih jelas di antara lain pangkat bebanding dengan antara kumpulan **umur** dan pencapaian akademik; dan
5. tahap komitmen yang lebih tinggi ditunjukkan oleh:
  - a. pekerja yang lebih tua
  - b. penyelia
  - c. pekerja yang mempunyai pencapaian akademik yang **rendah**

Maka program pembangunan **sumber** manusia seharusnya dibentuk dengan mengambil kira **unsur** nilai yang berbeza mengikut kumpulan pangkat dalam organisasi tersebut.

## ABSTRACT

This study was prompted by the awareness that the accelerated growth of the nation coupled with the profusion of new cement plants could result in an increased turnover within the plant under study. In addition, a more competitive market situation will require a consistently high level of performance **from** the employees. Past research has shown that the level of organizational commitment amongst employees can be used to predict turnover and absenteeism. There is also evidence that work experiences and job characteristics are among the correlates of organizational commitment.

This research investigated the relationship between organizational climate, that is, employees' perception of their situational and work experiences and the affective dimension of organizational commitment. This research also investigated how climate perceptions and commitment vary between different age groups, different organizational levels as well as between groups with different levels of educational attainment. An investigation into how the organizational climate • organizational commitment relationship varies between different organizational levels was also carried out. The dimensions of organizational commitment that were examined were as follows: autonomy, cohesion, fairness, innovation, pressure, recognition, support and trust.

The research base for this study was the population comprising managers, executives and supervisors of a cement factory which numbered 74. Questionnaires were distributed to the entire population and 73 questionnaires were returned giving a response rate of 98.6%.

The level of organizational commitment was measured using a translated (**Bahasa** Malaysia) version of the Organizational Commitment Questionnaire developed by **Mowday**, Porter and Steers (1982). Perceptions of organizational climate were measured using a translated version of a questionnaire developed by **DeCottis** and Koys (1980). Key demographic particulars of the respondents were also collected.

The major findings of this research are as follows:

- i) amongst the climate dimensions, 'cohesion', is the one most significantly correlated with commitment.
- ii) the strength of the relationship between 'cohesion' and commitment does not differ greatly between supervisors and executives.
- iii) there exists a negative correlation between the 'recognition' dimension and commitment amongst supervisors.
- iv) differences in perceptions of organizational climate is more evident across organizational levels than across age groups or across groups having different levels of educational attainment.
- v) there exists higher commitment levels amongst
  - (a) **older** employees
  - (b) supervisors
  - (c) those with lower levels of educational attainment.

Human resource programs should therefore be designed so that they take into account the value system of the various **sub-**populations.

## ACKNOWLEDGMENTS

The writing of this thesis has been made more pleasant by the support and help I have received from family, friends, lecturers and colleagues.

My constant companions and friends throughout the duration of this course have been my beloved wife Ann Christine and daughter Rachel, their support and love have sustained me at the most difficult moments.

I would like to express my gratitude to my supervisors Dr. **Ali** Yusob b. Md. Zain and Professor Madya Dr. **Razali** b. Mat Zin for their diligent efforts in reading through my initial **draft** and for helping me to avoid the numerous pitfalls that had been of my own making. I would like to extend my thanks to the Dean of the Graduate School, Professor Madya Dr. Ibrahim Abdul **Hamid**, and the Deputy Dean, Dr. **Zolkafli** Husin for their support during the duration of my course.

My thanks also to my colleagues Puan **Khudzaini** Abbas, En. Zamani Abdul Razak and En. Azmin Isa for their help in various aspects of typing and translation. I would also like to acknowledge the assistance extended to me by Mr. Peter Sebastian in the 'back translation' of the questionnaires and by Puan Shahriza Osman of the School of Management who facilitated the translation of the questionnaires.

I would also like to convey my thanks to the management and **staff** of the factory where this study was conducted for their support and cooperation.

I would in conclusion like to place on record my appreciation of the many others who have helped me but who I have neglected to mention due to the constraints of space.



**DEDICATED TO THE MEMORY OF  
MY LATE  
FATHER**

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
<b>PERMISSION TO USE</b>	i
<b>ABSTRACT (BAHASA MALAYSIA)</b>	ii
<b>ABSTRACT (ENGLISH)</b>	iv
<b>ACKNOWLEDGMENTS</b>	vi
<b>DEDICATION</b>	vii
<b>LIST OF TABLES</b>	xii
<b>LIST OF FIGURES</b>	xvii
 <b>CHAPTER 1: INTRODUCTION</b>	
1.1 Introduction	<b>1</b>
1.2 Significance of the Study	<b>1</b>
 <b>CHAPTER 2: LITERATURE REVIEW</b>	
2.1 Introduction	6
2.2 Organizational Commitment	6
2.3 Correlates and Antecedents of Organizational Commitment	16
2.4 Organizational Climate	24
2.5 Dimensions of Organizational Climate	33
2.6 Differences in Perceived Climate within Organizations	37

2.7 Organizational Commitment and Organizational Climate	41
---	----

### **CHAPTER 3: RESEARCH FRAMEWORK**

3.1 Introduction	43
3.2 Definition of Variables	45
3.2.1 Dependent Variable	45
-Organizational Commitment	
3.2.2 Independent Variables	46
-Dimensions of Organizational Climate	
3.3 Research Questions	48
3.4 Research Objectives	49
3.5 Research Objectives Explained	51

### **CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY**

4.1 Type of Study	59
4.2 Sources of Data	60
4.2.1 Unit of Analysis	60
4.2.2 Population Frame	61

4.2.3 Sample and Sampling Technique	63
4.3 Development of Instruments	63
4.3.1 Description of Instruments	63
4.3.2 Reliability of Translated Questionnaires	67
4.3.3 Findings of Pilot Study	70
4.4 Data Collection and Administration	72
4.5 Data Analysis Methods	74

## **CHAPTER 5: PRESENTATION AND ANALYSIS OF RESULTS**

5.1 Data Analysis	77
5.1.1 Reliability Analysis of Measures based on a Population Study	77
5.1.2 Frequency Distribution describing the Population	79
5.1.3 Descriptive Statistics	84
5.1.4 Cross Tabulations of Selected Personal Variables	95
<b>5.1.5 Findings Pertaining to Research Objectives</b>	<b>100</b>

**CHAPTER 6: DISCUSSION OF RESULTS**

**AND CONCLUSIONS**

**6.1 Discussion of Results 110**

**6.2 Conclusions 123**

**BIBLIOGRAPHY 126**

**APPENDIX A - Questionnaires 132**

**APPENDIX B - Coding system of demographic  
variables 149**

## LIST OF TABLES

	<b><u>Page</u></b>
Table 1.1: Tenure statistics of executives and supervisors	3
Table 4.1: Executive designations by rank	61
Table 4.2: Breakdown of executives and supervisors by organizational level and division/department	62
Table 4.3: Reliability study by Koys and <b>DeCottis</b> (1991)	66
Table 4.4: Description of respondents for pilot study according to organizational level and department/division	<b>69</b>
Table 4.5: Results of pilot study with respect to item-total correlation and alpha coefficient for translated Organizational Climate questionnaire	71
Table 5.1: Coefficient alpha and corrected item-total correlation for Climate questionnaire based on the responses of the whole population	78
Table 5.2 (a): Profile of respondents according to age	<b>79</b>

Table 5.2 <b>(b)</b> : Profile of respondents according to educational attainment	80
Table 5.2 (c): Profile of respondents according to organizational level	81
Table 5.2 (d): Profile of respondents according to tenure	82
Table 5.2 (e): Profile of respondents according to gender	82
Table 5.2 <b>(f)</b> : Profile of respondents according to marital status	83
Table 5.2 (g): Profile of respondents according to state of origin	83
Table 5.3: Descriptive statistics for the total population	84
Table 5.4(a): Descriptive statistics of the different age group classifications	88
Table <b>5.4(b)</b> : Descriptive statistics of the different organizational level classifications	89
Table 5.4(c): Descriptive statistics for different periods of tenure	90
Table 5.4(d): Descriptive statistics according to different educational levels attained	91
Table 5.4(e): Descriptive statistics according to gender	92
Table <b>5.4(f)</b> : Descriptive statistics according to marital status	93

Table 5.4(g): Descriptive statistics according to state of origin	94
Table <b>5.5(a)</b> : Cross tabulation between age and tenure	95
Table <b>5.5(b)</b> : Cross tabulation between age and state of origin	96
Table 5.5(c): Cross tabulation between educational levels and tenure	96
Table 5.5(d): Cross tabulation between educational levels and state of origin	97
Table 5.5(e): Cross tabulation between organizational levels and tenure	97
Table <b>5.5(f)</b> : Cross tabulation between organization levels and state of origin	98
Table 5.5(g): Cross tabulation between educational levels and organizational levels	98
Table 5.6: Comparison of commitment levels between those who are above and below forty years of age	100
Table 5.7: Comparison of climate perceptions between those who are above and below forty years of age	101



Table 5.8: Comparison of commitment levels between those of different educational levels	102
Table 5.9: Comparison of climate perceptions between those of different educational levels	104
Table 5.10: Comparison of commitment levels between those of different organizational levels	104
Table 5.11: Comparison of climate perceptions between those of different organizational levels	105
Table 5.12: Partial correlations' of the climate dimensions with organizational commitment for the population under study	107
Table 5.13 : Partial correlations' of the climate dimensions with organizational commitment for the different organizational levels	109
Table 6.1: Comparison of 'differences in means' of perceptions of organizational climate	123
Table A. 1: Items in the questionnaire tapping the variable	132
Table B. 1: Coding for age	149
Table B.2: Coding for education	149
Table B.3: Coding for marital status	149

Table B.4: Coding for gender	150
Table <b>B.5</b> : Coding for tenure	150
Table B.6: Coding for organizational level	150
Table B.7: Coding for state of origin	151

## **LIST OF FIGURES**

	<b>Page</b>
Figure 2.1: Steers model on the antecedents and outcomes of organizational commitment (Steers, 1977)	17
Figure 2.2: <b>DeCottis</b> and Summers model (1987)	36
Figure 3.1: Research Model	44

# **CHAPTER1**

## **INTRODUCTION**

### **1.1 Introduction**

This applied research attempts to throw light on the significance of selected dimensions of organizational climate on the level of organizational commitment within a cement manufacturing plant located in the state of Perlis. The relationship between the climate dimensions and commitment will be investigated utilizing organizational level as a moderator. The impact of age, level of educational attainment and organizational level on the climate dimensions as well as organizational commitment is also investigated. The population that was targeted for this study are those who belong to the managerial, executive and supervisory levels.

### **1.2 Simificance of the Study**

The impetus for this study arose out of the realization that the aggressive moves to establish a new cement factory within the state soon, coupled with the general perception of Perlis as an unattractive location by potential job seekers could result in increased turnover and labor shortage. Hence, a more analytical

The contents of  
the thesis is for  
internal user  
only

## BIBLIOGRAPHY

Allen, N. J. & Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 63, 1- 18

**Ashforth**, B. E. (1985). Climate Formation: Issues and Extensions. *Academy of Management Review*, 10 (4), 837-847.

**Asma**, A. (1994). The Influence of Ethnic Values on Managerial Practices in Malaysia. *Malaysian Management Review*, 29(3) 3-15

**Bateman**, T. S. & Strasser, S. (1984). **A Longitudinal** Analysis of the Antecedents of Organizational Commitment. *Academy of Management Journal*, 27, 95-1 12.

Becker, H. S. (1960). Notes on the Concept of Commitment. *American Journal of Sociology*, 66, 32-40.

Bruning, N. S. & Snyder, R. **A.(1983)**. Sex and Position as Predictors of Organizational Commitment. *Academy of Management Journal*, 26, 485-491.

Buchanan B. (1974). Building Organizational Commitment: The Socialization of Managers in Work Organizations. *Administrative Science Quarterly*. 19, 533-546.

Campbell, J.P., Dunnette, M.D., Lawler, E.E. III, & Weick, K.E. *Managerial Behavior, Performance and Effectiveness*. New York: McGraw-Hill, 1970.

DeCottis, T. A. & Koys, D. J. (1980). The Identification and Measurement of the Dimensions of Organizational Climate. *Proceedings: Academy of Management*, 171-185.

**DeCottis**, T. A. & Summers, T. P. (1987). A Path Analysis of the Model of the Antecedents and Consequences of Organizational Commitment. *Human Relations*, 40 (7), 445-470.

Dunham, R. B., Grube, J.A. & Castaneda, M. B. (1994). Organizational Commitment: The Utility of an Integrative Definition. *Journal of Applied Psychology*, 79 (1), 370-3 80.

Etzioni, A. (1961). Compliance Structures in Etzioni, A. & Lehman, E. W. (Ed.), *A Sociological Reader of Complex Organizations*, (pp. 87-99), Holt, Reinhart and Winston (1979).

Festinger, L. (1954). A Theory of Social Comparison Processes. *Human Relations*, 7, 117-140.

Forehand, G. and von Gilmer, B. (1964). 'Environment Variations in Studies of Organizational Behavior', *Psychological Bulletin*, 62: 362 -381.

Furnham, A. (1992) 'Corporate Assessment: A New Multi-dimensional and International Instrument to Audit Employee Perception', *International Journal of Commerce and Management*, 1: 39-57.

Furnham, A. & Gunter, B. (1993). *Corporate Assessment, Auditing a Company 's Personality*. Routledge.

Gavin, J.F. (1975). Organizational Climate as a Function of Personal and Organizational Variables. *Journal of Applied Psychology*, 60(1), 135-139.

Glick, W. H. (1985). Conceptualizing and Measuring Organizational and Psychological Climate: Pitfalls in Multilevel Research. *Academy of Management Review*, 10(3), 601-616.

Gordon, G. & Cummins, W. (1979). *Managing Management Climate*, New York D.C. Heath.

Grusky, O. (1966). Career Mobility and Organizational Commitment. *Administrative Science Quarterly*, 10, 488-503.

Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind*. McGraw-Hill Book Company.

Hrebiniak, L. G. & Alutto, J. A. (1972). Personal and Role-Related Factors in the Development of Organizational Commitment. *Administrative Science Quarterly*, 17, 555-572.

James, L. R., Joyce W. F. & Slocum(Jr.) J. W. (1988). Comment: Organizations Do Not Cognize. *Academy of Management Review*, 13(1), 129-132.

Johnston, H. R. (1976). A New Conceptualization of Source of Organizational Climate. *Administrative Science Quarterly*, 21, 95-103.

Joyce, W. F. & Slocum(Jr.), J. W. (1984). Collective Climates: Agreement as a Basis for Defining Aggregate Climate in Organization. *Academy of Management Journal*, 27(4), 721-742.

Kanter, R. M., (1968). Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communities. *American Sociological Review*, 33 (4), 499-517.

Katz, D. & Kahn, R.L. (1966). *The Social Psychology of Organizations*, Wiley International Edition.

Koys, D.J. & DeCottis, T.A. (1991). Inductive Measures of Psychological Climate. *Human Relations*, 44(3), 265-285.

Litwin, G. & Stringer, R. (1968). *Motivation and Organizational Climate*, Boston: Harvard University.

Malaysia. *Economic Report*, (95/96), Ministry of Finance publication.

Mathieu, J.E. & 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. & Allen, N.J. (1984). Testing the "Side-Bet Theory" of Organizational Commitment: Some Methodological Considerations. *Journal of Applied Psychology*, 69(3), 372-378.

Moran, E. T. & Volkwein, J. F. (1992). The Cultural Approach to the Formation of Organizational Climate, *Human Relations*, 45(1), 19-47.

Morris J. H. & Sherman, J. D. (1981). Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24(3), 512-526.

Mottaz, C. J. (1988). Determinants of Organizational Commitment. *Human Relations*, 41(6), 467-482.



**Mowday, R. T., Porter, L. W. & Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*, Academic Press.**

Nunnally, J.C. (1978). *Psychometric Theory*. (2nd. ed.) **McGraw-Hill Book Company**

**O'Reilly III, C. A. & Caldwell, D. F. (1980). Job Choice: The Impact of Intrinsic and Extrinsic Factors on Subsequent Satisfaction and Commitment. *Journal of applied Psychology*, 65(5), 559-565.**

Paolillo, J.G.P. (1982). R & D Subsystem Climate As A Function Of Personal And Organizational Factors. *Journal of Management Studies*, 19(3) 327-334.

Payne, R. L. & Mansfield, R. (1973). Relationships of Perceptions of Organizational Climate to Organizational Structure, Context, and Hierarchical Position. *Administrative Science Quarterly*, 18, 5 15-526

Payne, R. & Pheysey, D. (1971) 'C.G. Stern's Organizational Climate Index', *Organizational Behavior and Human Performance*, 18: 45-62.

Pheysey, D.C., Payne R. L., Pugh, D. S. (197 1). Influence of Structure at Organizational and Group Levels. *Administrative Science Quarterly*, (16), 61-73.

Powell, G. N. & Butterfield, D. A. (1978). The Case for Subsystem Climates in Organizations. *Academy of Management Review*, 3, 151-157.

Raja Azimah, R.O.A. & Poon (June), M.L. (1988). Climate Dimensions of a Manufacturing Company - A Pilot Study. *Malaysian Management Review*, 23(3), 39-46.

Razali, M.Z. (1996). Moderating Effects on the Relationship between Participation in Decision-Making and Organizational Commitment. *Singapore Management Review*, 18(2), 65-82.

**Reichers, A.E. (1985). A Review and Reconceptualization of Organizational Commitment. *Academy of Management Review*, 10(3), 465-476.**

**Roscoe, J.T. (1975).** *Fundamental Research Statistics for the Behavioral Sciences*, (2nd ed.) New York: Holt, **Reinhart** and Winston.

Rousseau, D. (1988) 'The Construction of Climate in Organizational Research', in L.C. Cooper and I. Robertson (eds) *International Review of Industrial and Organizational Psychology*, Chichester: Wiley: **139- 158**.

Salancik, G. R. (1977). Commitment is Too Easy. *Organizational Dynamics*, Summer, 62-80.

Schneider, B . (1972). Organizational Climate: Individual Preferences and Organizational Realities. *Journal of Applied Psychology*, **56(3)**, 211-217.

Schneider, B. (1975). Organizational Climates: An Essay. *Personnel Psychology*, **28**, **447-479**.

Schneider, B. & Hall, D. T. (1972). Toward Specifying the Concept of Work Climate: A Study of Roman Catholic Diocesan Priests. *Journal of Applied Psychology*, **56(6)**, **447-455**.

Schneider, B., & **Reichers**, A.E. (1983) On the Etiology of Climates. *Personnel Psychology*, **36**, 19-39.

Sekaran, U. (1992). *Research Methods for Business - A Skill Building Approach*, (2nd ed.) John Wiley and Sons Inc.

Sheldon, M. E. (1971). Investments and Involvements as Mechanisms Producing Commitment to the Organization. *Administrative Science Quarterly*, **16**, 143 - 150.

Sistrunk, F. (1973). Two Processes of Conformity Demonstrated by Interactions of Commitment, Set and Personality. *Journal of Social Psychology*, **89**, **63-72**.

Somers, M.J. (1995). Organizational Commitment, Turnover and Absenteeism: an Examination of Direct and Interaction Effects. *Journal of Organizational Behavior*, **16**, **49-58**.

Steers, R. M. (1977). Antecedents and Outcomes of Organizational Commitment. *Administrative Science Quarterly*, **22**, 46-56.

Stevens, J. M., Beyer, J. M. & Trice, H. M. (1978). Assessing Personal, Role, and Organizational Predictors of Managerial Commitment. *Academy of Management Journal*, **21(3)**, 380-396.

Stone, E.F. & Gueutal, H.G. (1985). An Empirical Derivation of the Dimensions along which Characteristics of Jobs are Perceived. *Academy of Management Journal*, **28**, 376-396.

Weiner, Y. (1982). Commitment in Organizations: A Normative View. *Academy of Management Review*, **7(3)**, 418-428.