

RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT AND ORGANIZATIONAL PRODUCTIVITY: THE CASE OF AMSCORP CALL CENTER, IBA, ZAMBALES

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ABSTRACT : This study assessed the perception of employee commitment in terms of affective commitment, continuance commitment, and normative commitment as well as the organizational productivity in terms of adaptation, goal attainment, integrity and latency of employees of AMSCORP Call Center in Iba, Zambales to test if there is a significant relationship among these variables. Descriptive and inferential method of researched was used. For this purpose, survey questionnaires were used to facilitate the survey. Out of the 100 workforce, only 75 employees of AMSCORP Call Center in Iba, Zambales were considered as respondents. Weighted mean was used for the purpose of summarizing, interpreting and identifying the trends and patterns of the data gathered from the survey. Pearson's Product Moment Correlation was employed to establish the relationship between the employee commitment of the respondents and their organizational productivity. Results of the survey revealed that employees of AMSCORP Call Center in terms of employee commitment, they strongly agree towards affective and continuance commitment but agree on the normative commitment. In terms of organizational productivity, the respondents strongly agree on the adaptation and goal attainment, however agree on integrity and latency. The respondents have significant relationship between the employees' commitment and organizational productivity. Therefore it is recommended that the management of AMSCORP Call center, through their human resource management, may consider to continue nurturing the affective commitment of employees through treating them that they are part of the company, continue to value the work-related accomplishments of the employees by giving recognition and rewards so that the employees would be committed to continue working in their company, and to continue adapt in the changing business environment by taking actions proactively, setting target and achievable goals, showing integrity and concern to employees in every decision to make, may continue the strong culture of shared values within the company. Finally, future researches with a more in-depth approach to incorporate other variables affecting the employees.

KEY WORDS: *employee commitment, organizational productivity, Employees*

I. INTRODUCTION

In today's competitive world, every organization is faced with new challenges regarding sustained productivity and creating committed workforce. Hence, it is important to understand the concept of commitment and its feasible outcome (Dixit and Bhati, 2012). It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams and have to prove their worth. People are the most important drivers of a company competitive advantage (Maugo, 2013). People management is an important aspect of organizational processes. This emanate from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employee as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to the firm's development (Kabir and Parvin, 2011).

To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees.

Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates (Kabir and Parvin, 2011). The workforces today are filled with various mindsets. Over

the past few years, there have been numerous supports on human capital development, lifelong learning and continuous attention on soft skill development.

Nevertheless, many a times, issues are only attended to at the surface level but not the roots of the cause. Human beings are highly associated with emotion and intelligence. Therefore, the requirement to fulfill need hierarch is rather an important aspect especially on satisfaction and motivation (Yukthamarani et al, 2013).

Employee commitment always plays a very key role in improving the organizational performance. The organizational performance can be measured through a lot of ways for example, company employee turnover, return on equity etc., Employee commitment can be enhanced through their involvement in assessment construction and providing them with the chance for better insight on the whole procedure of the organization performance measurement. (Dost and Ahmed, 2011). Igella (2014) recommended that the research should be carried out in another sector in order to broaden the understanding of the term commitment in relation to that sector. The reason for carrying out further research in that direction is that the factors that may strongly influence employee commitment in the service industry could differ in the production industry. Being able to understand these factors in the production industry as well would be very helpful in shedding light on other organization.

II. LITERATURE REVIEW

Nowadays, more and more people are committed to studying organizational commitment, which is of great significance of organization theory and management practice (Alkahtani, 2015). There are many theories about organizational commitment, which have been proved to be related to employee characteristics such as age, sex, education, achievement needs, and term of office (Koch and Steers, 1978; Hrebiniak and Aluno 1972; Angle and Perry, 1981), which reflect on the side that the commitment employees performed better than the employees who did not commit themselves (Mowday, Porter, and Dubin, 1974).

In this generation, the organization desires to find many ways to increase their performance. One of the ways to increase the employee performance by the job characteristics need to contribute by employee motivation, satisfaction and commitment of the employees (Ngari, 2018). Therefore, the organization needs to focus on their human resource, knowledge management and information system resources for recognition in their fundamental process for the success towards competitor (Altamony, 2012).

The globalization of enterprise activities makes organizational commitment more and more important to the enterprise (Alkahtani, 2015). Because of the rapid promotion of the process of enterprise globalization, enterprise cannot ignore the interaction and loyalty to different employees and managers (Kobrin, 1987). International human resource experts are very concerned about the development of organizational commitment. Organizational commitment has become an important research topic in the field of human resources. *The common points about the definition of organizational commitment can be interpreted as affective, continuous and normative commitment (Meyer and Allen, 1991). These three commitments all express a psychological state, also have an impact on the relationship between employees and organization and the retention of organizational members.* Affective commitment includes four categories, (Monday et al, 1982) personal characteristics, job-related characteristics, and work-experience.

First, from the perspective of personal characteristics, employees are willing to make promises for many reasons, such as personal professional ethics, personal responsibilities, personal to work interests. All of these can be used to prove that employees are different in their willingness to make promises.

Second, the structural characteristics are also related to employee commitment (Meyer and Allen, 1991). Although most researchers less directly examine the relationship between organizational structure and individual commitment (Glisson & Duric 1988), the relationship between organizational structure and personal commitment is indirect. The relationship between employee and subjective, the clarity of the role of employees in the organization are related to the organizational structure, so the organizational structure can indirectly affect the employee's feelings, thus affecting employees' affective commitment.

Third, job-related characteristics are also one of the factors that affect individual commitment (Meyer and Allen, 1991; Joiner and Bakalis, 2006). Support from supervisors, support from colleagues, and access to resources are job-related features that affect individual commitment. Research shows that employee commitment is strongly influenced by the organizational support and that employees are more likely to return to supporting organizations in accordance with effective commitments (Eisenberg et al, 1986). Similarly, the friendly relationship with colleagues has the same impact on employees' effective commitments, which can make employees has strong effective commitment.

Continuance commitments are the requirements of individuals for continuous work of the organization (Allen and Meyer, 1991), such commitments are generally based on benefits. Continuance commitment to the reaction is the individual's perception of the costs of leaving the organization, and anything that can increase costs can be seen as an prerequisite for continuance commitment (ibid). This means that the longer the work is

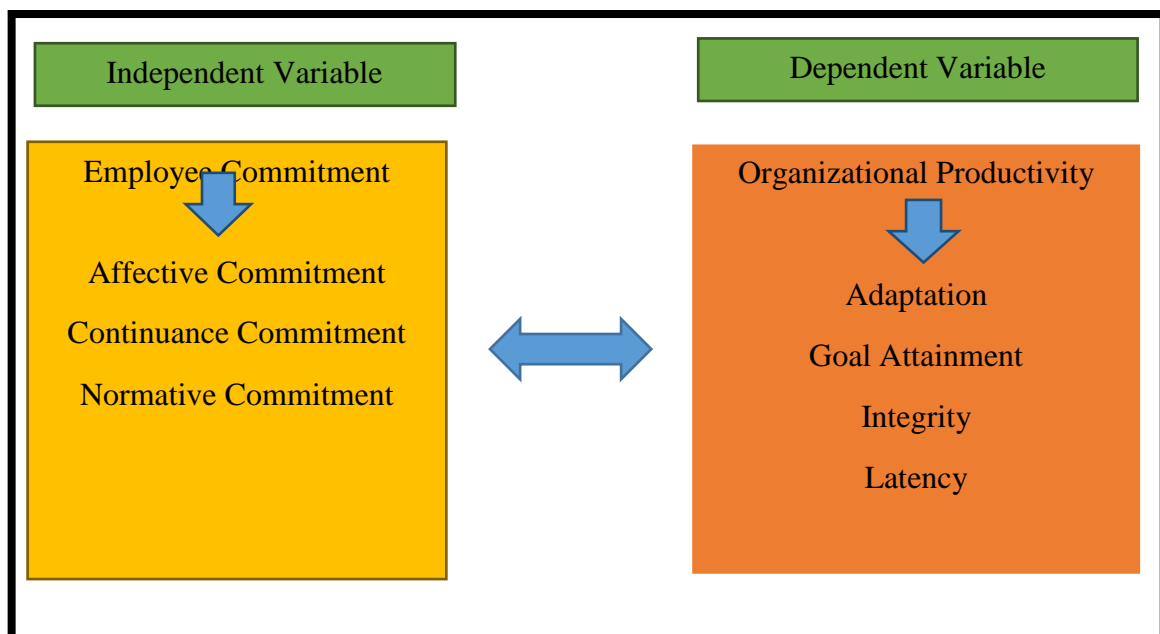
done in the organization, the more benefits it will receive, the more specific skills will be acquired, and the formation of personal relationships and a high degree of seniority in the organization.

The continuance commitment is also affected by the number or size of the organization's investments. When organizations increase the number or size of investments, the attractiveness of other alternatives to the market will decline, the organization's attractiveness to employees will increase, and employee commitment will increase. Finally, job satisfaction has also become a factor that affects employees' continuance commitment. When employees are more satisfied with their work, it means that the higher the employee's departure cost, the employee will give a continuance commitment and continue to work in the organization.

The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 199), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). After two decades, some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer et al, 2002).

III. THEORETICAL FRAMEWORK

To implement the study following dependent and independent variables are shown in the theoretical framework. The employee commitment is the independent variable and organizational productivity is the dependent variable. These two variables have been chosen to see the relationship between these variables i.e. to see the impact of employee commitment to organizational productivity. The theoretical framework can also be seen from the following diagram.



IV. METHODOLOGY

This study used descriptive and inferential method of research. This research design described the employee commitment and organizational productivity of call center employees of AMSCORP Iba, Zambales. This also determined the relationship between employee commitment and organizational productivity using correlational on analysis.

There were 75 workforce of AMSCORP Call Center in Iba, Zambales were considered as the respondents of this research. They were considered as the primary sources of information necessary to realize the objectives of this research. For this purpose, the study was modified the survey instruments designed by www.worldscientific.com to suit the context and the respondents of the study. The survey instruments were composed of three (3) parts. These included Part I the profile of the respondents; Part II employee's commitment, and Part III perceived organizational productivity using a four (4) point scale with 1= Strongly Disagree to 4= Strongly Agree. Cronbach alpha testing was utilized to ensure the reliability of the survey instruments.

Weighted mean was used for the purpose of summarizing, interpreting and identifying the trends and patterns of data gathered from the survey. Pearson's Product Moment Correlation was employed to establish the relationship between the employee commitment of the respondents and their organizational productivity. Referring to Cohen (1988), r ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r from 0.30 to 0.49 may be regarded as indicating moderate degree of correlation and r from 0.50 to 1.00 may be regarded as high degree of correlation. Linear regression was also used to determine the magnitude of independent variables namely affective, continuance and normative commitment of the respondents to the job. The applications and functions of these statistical tools for analysis were made easier through the aid of the Statistical Packages for the Social Sciences (SPSS).

V. RESULTS AND DISCUSSION

1. Perception of the Respondents Towards Affective Commitment

Generally, employees of AMSCORP Call Center were found to have Strongly Agree to the affective commitment ($M=3.32$)(Table 1). This result shows that respondents has affective commitment in their organization which supports the findings of previous researches stating the employees are willing to make promises for many reasons, such as personal ethics, personal responsibilities, and personal to work interests.

Specifically, the respondents (AMSCORP Call Center) feel a strong sense of belonging to the organization ($M=3.39$) since they feel that as if the organization's problem is their own ($M=3.33$) to which they were emotionally attached ($M=3.32$) and them as part of the family ($M=3.31$). This manifests that the respondents feel a strong affection towards their organization and that they are willing to remain part of the organization regardless of any situation.

Table 1. Perception of the Respondents Toward Affective Commitment

Test Statements	Mean Scores
I am very happy to spend the rest of my career in this organization.	3.31
I really feel as if this organization's problem is my own	3.33
I feel like "part of my family" at this organization	3.31
I feel "emotionally attached" at this organization.	3.32
This organization has a great deal of personal meaning for me.	3.29
I feel a strong sense of belonging to this organization.	3.39
Total Mean Score	3.32

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

2. Perception of the Respondents towards Continuance Commitment

Continuance commitments are the requirements of individuals for the continuous work of the organization (Allen and Meyer, 1991). Information pertaining to the perception of respondents towards continuance commitment is presented in Table 2. The data revealed that employees of AMSCORP strongly agree for continuance commitment ($M=3.29$). Respondents indicate that staying in their job in the organization is a matter of necessity as much as desire ($M=3.44$) since leaving the job would be the scarcity of the available alternatives elsewhere ($M=3.35$); leaving would require considerable personal sacrifice ($M=3.35$). Hence, it can be stated that the loyalty of the respondents does not stem from the material considerations arising from their work in the organization.

Table 2. Perception of the Respondents Toward Continuance Commitment

Test Statements	Mean Scores
It would be very hard for me to leave my job at this organization	3.15
Too much of my life would be disrupted if I leave my organization	3.17
Right now, staying with my job at this organization is a matter of necessity as much as desire	3.44
I believe I have too few options leaving this organization	3.28
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	3.35
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.35
Total Mean Score	3.29

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

3. Perception of the Respondents towards Normative Commitment

In the case of normative commitment (Table 3), respondents generally agree (M=3.13). Bergman (2006) believe that commitment is the connection between individuals and organizations. They agree that organizations deserve their loyalty (M=3.21); likewise, they also agree that they would not leave the organization right now because of sense of obligation (M=3.17); and they feel guilty if they leave the organization now (M=3.16). The results show that the respondents have normative commitment that their organization deserves their loyalty, which according to Meyer and Allen (1991) employees will be willing to make normative commitments when they can be rewarded by following social norms.

Table 3. Perception of the Respondents Toward Normative Commitment

Test Statements	Mean Scores
I feel any obligation to remain with my organization.	3.05
Even if it were for my advantage, I do not feel it would be right to leave.	3.04
I would feel guilty if I left this organization now.	3.16
This organization deserves my loyalty.	3.21
I would not leave my organization right now because of my sense of obligation to it.	3.17
I owe a great deal to this organization.	3.15
Total Mean Score	3.13

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

4. Overall Employee Commitment of employees of AMSCORP Call Center in Iba, Zambales.

Table 4 contains the information pertaining to overall employee commitment of AMSCORP Call Center in Iba, Zambales. Among the three dimensions of employee commitment, the employees found to have strongly agree with affective commitment (M=3.32); likewise, strongly agree for continuance commitment (M=3.29); and agree on normative commitment (M=3.13)

Table 4. Overall Level of Commitment

Test Statements	Mean Scores
Affective Commitment	3.32
Continuance Commitment	3.29
Normative Commitment	3.13
Total Mean Score	3.25

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

5. Perception of the Respondents towards the Organizational Productivity in terms of Adaptation.

Table 5 shows the perception of the respondents towards the organizational productivity in terms of adaptations. The respondents perceived adaptation as strongly agree (M=3.26). They likewise strongly agree that the tools and equipment employee need to do their job are readily available with the highest weighted mean (M=3.31).

Table 5. Perception of the Respondents towards the Organizational Productivity in terms of Adaptation

Test Statements	Mean Score
This organization effectively identifies and acquires external resources to meet its goals.	3.25
This organization effectively use organizational resources.	3.23
The members of this organization shares external information.	3.23
The tools and equipment I need to do my job are readily available.	3.31
This organization continuously track how the competitors improve their products, services and operations.	3.27
Total Mean Score:	3.26

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

The results indicated that the organization adapted the situation in its environment, providing the necessary tools and equipment to employees as well as tracking the actions of its competitors. Adaptation exhibit learning capabilities that produce stronger performance (Walter, Lechner, & Kellermans, 2016).

6. Perception of the Respondents towards the Organizational Productivity in terms of Goal Attainment.

Table 6 shows the perception of the respondents towards organizational productivity in terms of goal attainment. The employees of AMSCORP perceived goal attainment as strongly agree with (M=3.25). Senior leaders establish a clear direction for the company interpreted as strongly agree (M=3.29); likewise prioritized goals and senior management gives staff a clear picture of direction in which the company is headed were strongly agree.

Table 6. Perception of the Respondents towards the Organizational Productivity in terms of Goal Attainment

Test Statements	Mean Score
Senior Management gives staff a clear picture of the direction in which the company is headed.	3.25
I can see the link between work and company is felt by the members	3.23
The senior leaders establish a clear direction for the company.	3.29
The organization have plans to implement the organization's work.	3.21
We have prioritized our major goals.	3.27
Total Mean Score:	3.25

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

The results show that the organization sets target goals and that the senior leaders establish a clear direction for the company on what and how to achieve those goals. Blau and McKinley (1979) theorized that the normative function of organizational goals as the intellectual ethos or prevailing set of ideas concerning what architecture is and what it should accomplish.

7. Perception of Respondents towards Organizational Productivity in terms of Integrity

In the case of Integrity as to organizational productivity found in table 7, the respondents perceived as agree with (M=3.21). Among all the test statements only the company does a good job communicating about changes or decisions that affect employees have strongly agree with (M=3.25). The organization has established work groups, networks, and collaborative arrangements that help the organization adapt to change (M=3.21); there are established ways to share new organizational processes and procedures throughout the organizations (M=3.23); managers and leaders of the organization have the skills needed to guide the organizational change (M=3.19) respondents all agree.

Table 7. Perception of the Respondents towards the Organizational Productivity in terms of Integrity

Test Statements	Mean Score
This organization has established work groups, networks, and collaborative arrangements to help the organization adapt and change.	3.21
The company does a good job communicating about changes or decisions that affect employees.	3.25
There are established ways to share new organizational processes and procedures throughout the organization.	3.23
The managers and leaders of the organization have the skills needed to guide the organizational change.	3.19
This organization provide opportunities for employees to develop their knowledge, skills and capabilities.	3.19
Total Mean Score:	3.21

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

The results show that the organization has integrity in every decisions affecting their employees which is similar to the findings of Abun and Racoma (2017) that managers are the first one to live such value in their decisions because if they do not, then they run the risk of personal and corporate liability. Thus, a manager of high integrity must act according to moral principles and values that relate to other members of the organization (Becker, 1998).

8. Perception of Respondents towards Organizational Productivity in terms of Latency

The respondents perceived latency as agree (M=3.23). Test statements everyone support the company's values in day to day action (M=3.27); the organization has strong culture of shared values that guide the daily work activities (M=3.27); the organization has a strong culture of shared values that support individual and organizational development (M=3.27) are strongly agreed by the respondents.

Table 8. Perception of the Respondents towards the Organizational Productivity in terms of Latency

Test Statements	Mean Score
The organization has a strong culture of shared values that support individual and organizational development.	3.27
Everyone support the company's values in my day to day action.	3.27
This organization has a strong culture of shared values that guide the daily work activities.	3.27
The company's image is that high of a quality company	3.15
This organization believes that continuous changes are necessary.	3.23
Total Mean Score:	3.23

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

The results revealed that the organization has a strong culture of shared values that guide its activities and support individual and organizational development, which indicates that the organization has the ability to react quickly to changing business and operational conditions (Lopez-Tello, 2020). He further added that business latency is the time that your organization wastes from the moment when the unexpected event affecting future performance happens to the moment in which your organization acts on this information.

9. Overall Perception Towards Organizational Productivity

Table 5 contains the information pertaining to overall organizational productivity of AMSCORP Call Center in Iba, Zambales. Among the four dimensions of organizational productivity the employees found to have strongly agree with adaptation (M=3.26); likewise, strongly agree for goal attainment (M=3.25); agree on integrity (M=3.21); and also agree on latency (M=3.23)

Table 9. Perception Towards Organizational Productivity

Test Statements	Mean Scores
Adaptation	3.26
Goal Attainment	3.25
Integrity	3.21
Latency	3.23
Total Mean Score	3.25

Note: 3.25-4.00 Strongly Agree; 2.50-3.24 Agree; 1.75-2.49 Strongly Disagree; 1.00-1.74 Disagree

10. Correlation Analysis

The scores representing the affective, continuance, and normative commitment were correlated with their corresponding scores for organizational productivity (adaptation, goal attainment, integrity, latency) using Pearson r Product Moment Correlation as presented in Table 10.

Test of Relationship between Affective Commitment and Organizational Productivity

		Adaptation	Goal Attainment	Integrity	Latency
Affective Commitment	Pearson Correlation	0.430**	0.312**	0.355**	0.430**
	Sig. (2-tailed)	0.000	0.006	0.002	0.000
	N	75	75	75	75
Continuance Commitment	Pearson Correlation	0.308**	0.295**	0.360**	0.400**
	Sig. (2-tailed)	0.000	0.006	0.002	0.000
	N	75	75	75	75
Normative Commitment	Pearson Correlation	0.268*	0.342**	0.384**	0.375**
	Sig. (2-tailed)	0.020	0.003	0.001	0.001
	N	75	75	75	75

*Correlation is significant at the 0.05 level (2-tailed)

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

The computed value of $r=0.308$; $p=0.000$ for adaptation, $r=0.295$; $p=0.006$ for goal attainment, $r=0.360$; $p=0.002$ for integrity, and $r=0.400$; $p=0.000$ for latency denotes a low relationship between the continuance commitment of the employee and the organizational productivity. Therefore, there is a significant relationship between the employees' continuance commitment and organizational productivity.

The computed value $r=0.268$; $p=0.020$ for adaptation, $r=0.342$; $p=0.003$ for goal attainment, $r=0.384$; $p=0.001$ for integrity, and $r=0.375$; $p=0.001$ for latency denotes a low relationship as well between the normative commitment of the employee and the organizational productivity. Therefore, there is a significant relationship between the employees' continuance commitment and the organizational productivity.

The results show that there is a significant relationship between the employees' commitment and the organizational relationship which indicates that committed employees performed better than the employees who did not commit themselves in their organization (Mowday, Porter, &Dubin, 1974). Similarly, an employee performance is in line with commitment of the employees (Ngari, 2018).

VI. CONCLUSIONS AND RECOMMENDATIONS

This study concludes that employees of AMSCORP Call Center in Iba, Zambales strongly agree to their organization which stems from the affective and continuance commitment and agree on normative commitment. Furthermore, it is concluded that employees of this organization strongly agree on the adaptation and goal attainment of organizational productivity and agree on the integrity and latency factor. The extent of employee commitment through affective, continuance and normative commitment have a significant relationship to its organizational productivity's adaptation, goal attainment, integrity and latency. Specifically, affective and continuance commitment was found to be predictor on the organizational productivity.

This study humbly recommends that the management of AMSCORP Call center, through their human resource management, may consider to continue nurturing the affective commitment of employees through treating them that they are part of the company, continue to value the work-related accomplishments of the employees by giving recognition and rewards so that the employees would be committed to continue working in their company, and to continue adapt in the changing business environment by taking actions proactively, setting target and achievable goals, showing integrity and concern to employees in every decision to make, may continue the strong culture of shared values within the company. Finally, future researches with a more in-depth approach to incorporate other variables affecting the employees.

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