



## ASSESSING THE DIMENSIONS OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT: IMPLCATIONS FOR WORK RELATED ATTITUDES

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### ABSTRACT

*The influence of dimensions of organizational culture on organizational commitment was investigated in this paper. A convenient sample made up of Two hundred (200) participants was randomly selected from private and public institutions in Uyo, Akwa Ibom State. They were 113 males and 87 females whose age range between 20 and 63 years with a mean age of 35.4 years. The design adopted was a survey design. The predictor variable of interest in the study was organizational culture, and the dependent variable of interest was organizational commitment. A simple regression analysis was used to test the three hypotheses in this study. Hypothesis I which stated that “there will be a statistically significant influence of organizational culture on organizational commitment” was accepted. Hypothesis II which stated that “there will be a statistically significant influence of culture mission on affective commitment was confirmed, thus the hypothesis also accepted. However, hypothesis III which stated that “there will be a statistically significant influence of culture adaptability in continuance commitment was not confirmed. The results were discussed in relation to the theories and previous findings on organizational commitment. Implications of the study were discussed, it was, however, suggested that a more holistic and multi-level analysis be adopted by researchers investigating the relationships between organizational culture and employees’ commitment profiles.*

**Keywords:** *organizational culture, organizational commitment, culture consistency, normative commitment, culture mission*

### INTRODUCTION

Interest in organizational commitment is not new (Gonzalez & Guillen, 2008). Several decades of research have been devoted to this field. Among the reasons that may explain this substantial attention in past research is due to its significant impact on work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions.

Beyond this general sense, organizational scientists (Meyer, 1997; Meyer & Herscovith; 2001) have developed many nuance definitions of organizational commitment, for instance, Muchinsky (2000) referred to it as the extent to which an employee feels a sense of allegiance to his or her employer. There were also numerous scales developed to measure organizational commitment, (Mowday, Steers and Porter (1979). Furthermore, Durham, Grube and Castaneda (1994) proposed a model to integrate numerous definitions of commitment that had proliferated in the literature. Meyer & Allen (1990, 1991) proposed a three-component model of commitment; prior research indicated that there are three “mind sets” which can characterize an employee’s commitment to the organization, viz: affective, continuance and normative commitments.

The view espoused above, however, suggests that these components are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels/degrees of intensity. This idea led Meyer & Herscovitch (2001) to argue that at any point in time, an employee has a “commitment profile” that reflects high or low levels of all three of these mind-sets, and that different profiles impacts on workplace behaviour such as job performance, absenteeism, and the chance that the organization member will quit.

A sizable literature has looked into the relationships of organizational culture and organizational commitment. Despite the efforts by organizations and the interest by researchers exploring work – related attitudes, existing research has not exhaustively investigated the complex interplay of the relationships of culture components (mission,



adaptability, consistency and involvement) as vital factors of interest that may be linked with commitment among organizational members. Culture is one of the determinants of human behaviour, today's organizations have to cope with the dynamic nature of culture. As a result, management within organizations adopts organizational culture (e.g. modifying an organization's structure, goals, technology, work, task etc.) as a means of dealing with the changing environment. Human beings are the most important determinants of the success or failure of the institutionalization process. Consequently, attention should be paid to the components of culture that influences the individual's attitude to be committed to their organization. One factor that is believed to affect individuals' level of commitment to their organization is the organizational culture. One could argue that the more favourable the culture of an organization the more likely that the employees will be committed and embrace their organization, than those who perceive the organizational culture to be unfavourable.

Just as social psychologists have asserted that there exist individual differences as a result of biological, social, economical and environmental factors that have a way of influencing every individual, these same individuals make up organizations. By extension, since individual differences exist in all human endeavour, organization will not be an exemption. Individuals in any organization determine the cultural practice in that organization. Hence the individuals' in organizations may influence the culture in that organization. Cultural practices that exist in any organization include the norms, values, beliefs, leadership style, work team, communication system, interpersonal relationship, and control system, etc. The effect of these practices on employees' commitment in an organization will be examined to see if significant differences exist. In addition, the effect of culture as a predictor of organizational commitment is also considered. Creating the right culture in which employees are committed to their work could be viewed as an exercise in improving communication with employees, participation in decision making, increasing the quality and amount of employee contribution and making improvement in the quality of involvement in work teams (Egwu, 1988).

It is believed that if attempt is made to understand the factors that determine organizational commitment, there is the likelihood that the overall objective of management philosophy of overall productivity would be achieved by consciously harnessing the human, capital and informational resources to the benefit of the entire society. Many researchers have emphasized the need to study the relationships between components of organizational commitment and job satisfaction and performance taking into consideration such variables as leadership style, gender and work experience (Al-Meer, 1989). There is also abundant research evidence in extant literature that have investigated the relationship between organizational commitment and many work related variables, but there is scanty evidence among researchers of those who have linked the components of culture with affective, continuance and normative commitment. The argument in this present research is that at any point in time different components of organizational culture can reflect high or low levels of all three of these mind-sets of commitment, and that different profiles impacts on workplace behaviour such as job performance, absenteeism, and the chance that the organizational members will be willing to invest their time and energy toward organizational overall wellbeing.

Organizational cultural practices have implications for organizational commitment of its members; however, inconsistent results are prevalent among many previous studies, thus making further investigation in this direction necessary. Thus, the broad objective of this study is to examine if the prevailing organizational culture in an organization impacts on organizational commitment among its employees. Specifically, however, the researcher seeks to ascertain the relationship between organizational culture and organizational commitment; second, examine the relationship between culture involvement and affective commitment. Thirdly, examine the relationship between culture adaptability and normative commitment.



Lok & Crawford (1999) examined the concept of organizational commitment in organizational literature. Acknowledging the complex and the multifaceted nature of antecedents involved in organizational commitment they observed it is still necessary to understand the dynamics of relationships between these variables. It was found that organizational subculture was more strongly related to commitment than was organizational culture. Satisfaction with the level of control over working environment had the greatest correlation with the level of commitment. The leadership style variable, consideration, was also relatively strongly related to commitment when compared with other variables. There was a small positive association between age and commitment. However, participants' level of education, years in position and years of experience failed to show any relationship with commitment.

Oswald, Mossholder and Harris (2006) studied managers' perceptions of their involvement in strategic planning. It was hypothesized in the study that perceptions of involvement would be positively related with their feelings of organizational commitment, job satisfaction, and job involvement. Further, it was also hypothesized that the relationship between strategic involvement, and these work – related attitudes would be enhanced to the extent that the managers' felt that a salient strategic vision was guiding the company. The researchers tested two hypotheses using a sample of upper level managers in a large corporation undergoing a major strategic transformation. With the exception of finding no evidence that vision salience moderated the positive relationship between strategic involvement and job involvement, both hypotheses were supported. With regard to managers' psychological attachment to the organization, the results suggest that there are advantages afforded by involving them in the strategy making process, and that these advantages are magnified to the extent that the involvement occurs within the context of a salient strategic vision.

To further buttress on the role which organizational culture plays in attracting the commitment of its members, and thereby achieving its mission. Litwin & Stringer (1968) observed that there is a link between organizational mission variables and positive employee behaviour. This was particularly noted among employees who have a clear understanding of their respective organizational mission manifesting greater commitment to strategic direction and intents, goals and objectives and the vision of the organization.

Penley & Gould (1988) explored the extent to which an adapted version of Etzioni's macro organizational model of involvement may serve as a single model of both affective and instrumental perspectives of organizational commitment. Moral commitment and alienative commitment are treated as affective forms of organizational attachment, and calculative commitment is treated as an instrumental form of organizational attachment. The study concludes that organizational commitment is multidimensional. It also concludes that employees report a mixture of commitment types. Evidence is offered in support of the affective character of moral and alienative commitment. Although the evidence is equivocal, there is support for the independence of the two dimensions of affective commitment: moral and alienative. Evidence is also offered for the differential association of the three dimensions of organizational commitment with related aspects of organizational behaviour. The research extends our understanding of organizational commitment by providing a place for both instrumental and affective forms of psychological attachment to organizations. It offers scales which may be used for future research, and it suggests research which may extend the adapted model as well as provide direction for practicing managers. During the early days in the study of organizational commitment, researchers were not united in their definition of the construct, thus, leading to misconceptions and wrong measurement of the construct, an individual researcher measures the construct based on their subjective definitions.

Most of the studies cited were done in America, Europe and Asian countries. Therefore, their attitudes and work- related behaviours are based on their beliefs and work culture. Thus, data generated from such places cannot be generalized to Nigeria. This is



because we have different beliefs and value systems which might influence our work-related attitudes and behaviours. Thus, there is the need to investigate employee's organizational commitment in Nigeria. Furthermore, the absence of a general theory of organizational culture makes it difficult to assess how much or less organizational culture elements are represented in the reviewed studies.

Finally, literature on organizational culture also reveals that research emphasis is concentrated on private organizations to the detriment of public organizations. The bias for private organization is expressed in the use of the term "corporate culture" in most of the reported and reviewed studies. For a comprehensive knowledge on organizational culture, there should be a balanced coverage, both in research and writing on public and private organizations.

The major shortcoming of early approaches is that they did not at a point in time recognize that the organizational culture in an organization could result to different commitment profiles, in this study attempt is made to empirically show demonstrate that using holistic culture to determine how committed the employees will be would achieve but a little. From the foregoing, it is evident from the reviewed studies that there is a gap in the literature reviewed which has linked organizational culture to organizational commitment. In the light of this, the researcher in this study as a result of equivocal findings from previous researches formulated the following research questions: (1) does there exist any relationship between organizational culture and organizational commitment? (2) does culture involvement influence affective commitment? (3) does culture adaptability influence normative commitment?. On the basis of the above interest the researcher generated the following hypotheses:

1. There will be a significant influence of organizational culture on organizational commitment.
2. There will be a significant influence of culture mission on affective commitment.
3. There will be a significant influence of culture consistency on normative commitment.

## **METHOD**

### **Participants**

Two hundred participants were randomly selected from private institutions (Zenith Bank Plc, UBA Plc, Intercontinental and Champion Breweries) and public institutions (University of Uyo and the State Civil Service) in Uyo, Akwa Ibom State. The participants were 113 (56.5%) males and 87 (43.5%) females. One hundred and thirty one (65.5%) of the participants are senior employees and 69 (34.5%) were junior employees in their respective organizations. Fifty eight (29%) of the participants reported to have post primary education, 142(71%) participants have university education or its equivalent. The participants' age ranged between 20 to 63 years, while their mean age was 35.4 years.

### **Instruments**

The research instrument for this study is a questionnaire divided into three sections A, B and C. Section "A" consist of 5 demographic and structural items. The structural items were used basically as sources for tapping information relating to the participants gender, age, educational qualification, staff strength and staff status.

Section "B" comprises a 15 –item scale used to measure organizational commitment. The Organizational Commitment Scale (OCS) developed by Mowday, Steers and Porter (1979), the scale has eight dimensions which are structure, responsibility, reward, warmth, support/growth, standard, conflict and identity. The scale followed the Likert – type (1932) format of summated rating scale with 5 responses ranging from 1=Strongly disagree, 2=Disagree, 3=Undecided, 4=Agree, 5= Strongly Agree. To check respondents tendency for response set and response style the scores for the following four items (7,11,12,15) were





reversed during coding. The implication of this scaling pattern is that the lower the choice of response range for an item, the lower the degree of commitment, and the higher the score the higher the degree of commitment.

The validity and reliability claim for the organizational commitment scale was conducted in an evaluative study by Inyia (1999) among Bank employees and reported the following outcomes, split – half ( $r = 0.31$ ), full scale reliability  $r = 0.47$ . In this research, the fifteen items of this scale were face validated by two industrial psychologists. The researcher used the Allen and Meyer (1991) argument of a three component model argument of organizational commitment to classify the items into eight items (1,2,4,6,8,10,13,14) for the affective component of commitment, items (3,7,11,15) for the continuance commitment component and three items (5,9,12) for the normative component. The affective, continuance and normative components of organizational commitment respectively have internal consistency reliability estimate between 0.85 and 0.87 for affective commitment; 0.76 and 0.77 for continuance commitment, and 0.85 and 0.86 for normative commitment.

Section “C” comprises items used to assess organizational culture. The inventory that formed this section was developed by Denison and Young (1999). The inventory consists of four inclusive organizational culture traits. The four traits are involvement, consistency, adaptability and mission. Each of the traits has three dimensions. Involvement dimensions comprise empowerment, team-orientation and capacity development. Consistency dimension include core values, agreement and coordination and integration. Adaptability dimensions consist of creating change, customer focus, and organizational learning. Mission dimensions include strategic direction and intent, goals and objectives, and vision. Each of the dimensions has five items. Dennison, Young and Cho (2006) provided Cronbach coefficients alpha for the four sub scales of organizational culture scale (Involvement =.89; Consistency=.88; Adaptability=.87 and Mission=.92). The total number of items in this section totaled sixty. The scaling pattern for the section follows the Likert rating format with five responses 1=Strongly agree, 2=Disagree, 3= Undecided, 4=Agree, 5=Strongly agree. To check respondents response set and response style (response distortions) items number 15, 24, 29, 34, 39, 43, 50 and 58 were reversed. The two basic psychometric properties (validity and reliability) of the research instrument were met at the 0.05 levels of significance.

### **Procedure**

Research data were collected through responses elicited from respondents using the questionnaire method. The researcher sought the assistance of the personnel department in every organizational from which the participants for the research were drawn. The participants who filled questionnaire were those whose name appeared on the attendance register as odd number in any departments from which the sample for the study was drawn. With the assistance of the personnel department copies of the questionnaire were administered to the participants. The researcher also drew the attention of the participants on the instruction on how to fill the questionnaires. Few of the questionnaires were responded to and could be retrieved as at the first day of administration.

### **Design**

This study was a survey of the influence of organizational culture on organizational commitment. This variable is subjective in nature, and therefore a better way of determining its influence on organizational commitment is to use self report of the participants as the main instrument of data collection. The researcher did not manipulate any of the variables of interest in this research. The participants only responded to the items of the instruments used on the questionnaire. The predictor variable in this study is organizational culture; this study variable has four dimensions namely; mission, involvement, adaptability, and consistency, the criterion variable (organizational commitment) has three criteria namely,



affective, continuance, and normative. The design was judged suitable since the study involve questionnaire as the main instrument of data collection.

### Statistics

The simple regression analysis was used to test the three hypotheses. The justification for using this statistics was because the researcher is interested in the relationships among the variables of interest in this study.

### RESULTS

The data collected in this study were statistically analysed using correlational analysis based on the sample used in this research.

**Table I: Summary of Mean (X), Standard Deviation (sd) and inter-correlations among the variables of interest**

Variable	N	Mean	Sd	1	2	3	4	5	6	7	8
1. NORCOM	200	6.86	1.99	-							
2. CONCOM	200	8.85	2.23	.159*	-						
3. AFFCOM	200	25.94	3.90	.276**	.017	-					
4. ORGCOM	200	45.40	6.11	.651**	.453**	.781**	-				
5. CULMiss	200	51.08	8.09	.225**	-.045	.373**	.346**	-			
6. CULadapt	200	46.18	8.24	.066	.001	.286**	.241**	.601**	-		
7. CULconst	200	46.37	6.24	.176*	-.120	.346**	.267**	.630**	.506**	-	
8. CULinvol	200	51.43	7.27	.240**	.003	.536**	.441**	.481**	.393**	.498**	-
9. ORGCul	200	153.36	18.74	.207**	-.041	.482**	.401**	.721**	.819**	.810**	

Note: \* means significant at  $p < .05$ ; \*\* means significant at  $p < .01$ ; NORCom=mean of normative commitment; CONCom= means of continuance commitment; AFFCom=mean of affective commitment; ORGCom=mean of organizational commitment; CULMiss=mean of mission; CULAdapt= mean of adaptability; CULConst= mean of consistency; CULInvt= mean of involvement; ORGCul= mean of organizational culture.

The result presented in Table I revealed that participants who show affective commitment to their organization had a higher ( $X=25.94$ ) mean score, followed by participants who show continuance commitment who scored ( $X=8.85$ ) mean score, while participants with normative commitment scored the least mean score ( $X=6.86$ ). From the results obtained in table one it has been revealed that there is a significant positive correlations between normative and other dimensions of commitment the inter- correlations indicated the following relationships (continuance-  $r = .159^*$ ; affective  $-r = .276^{**}$ ; organizational commitment  $-r = .651^{**}$ ; mission  $-r = .225^{**}$ ; consistency  $-r = .176^*$ ; involvement  $-r = .240^{**}$ ; and organizational culture-  $r = .207^{**}$ ); except that there was a non significant relationship with adaptability ( $r = .066$ ). There was also positive significant relationship between continuance commitment and organizational commitment ( $r = .453^{**}$ ), there were also low and non significant relationships between continuance with affective ( $r = .017$ ), adaptability ( $r = .001$ ), involvement ( $r = .003$ ), and a non significant inverse relationship with the following variables (mission ( $r = -.045$ ), consistency ( $r = -.120$ ), organizational culture ( $r = -.041$ ). Similarly, the inter correlations revealed that affective commitment had significant relationship with organizational commitment ( $r = .781^{**}$ ), mission ( $r = .373^{**}$ ), adaptability ( $r = .286^{**}$ ), consistency ( $r = .346^{**}$ ), involvement=  $.536^{**}$ , and organizational culture ( $r = .482^{**}$ ). Organizational commitment had the following significant positive relationship with the following variables (mission  $r = .346^{**}$ , adaptability-  $r = .241^{**}$ , consistency ( $r = .267^{**}$ ), involvement ( $r = .441^{**}$ ), and organizational culture ( $r = .401^{**}$ ). There were also a significant correlation between mission and (adaptability ( $r = .601^{**}$ ), consistency ( $r = .630^{**}$ ), involvement ( $r = .481^{**}$ ), and organizational culture ( $r = .721^{**}$ ). It was revealed that adaptability significantly correlated with consistency ( $r = .506^{**}$ ), involvement ( $r = .393^{**}$ ), and organizational culture ( $r = .819^{**}$ ). Involvement had a significantly positive relationship with (involvement ( $r = .498^{**}$ ), and organizational culture ( $r = .810^{**}$ ), organizational culture also positively and significantly correlated with organizational commitment.

**Table II:** Summary of regression analysis showing the influence of organizational culture on organizational commitment

Model	R	R <sup>2</sup>	β	ΔR <sup>2</sup>	F	T	p
1	.40	.16	.40	.16	38.02	6.17	*

Note: \* $p < .01$  means that the hypothesis was statistically significant; critical value=1.96

Table II indicated that the first hypothesis that “there will be a statistically significant influence of organizational culture on organizational commitment” was statistically significant ( $R = .40$ ,  $B = .40$ ,  $p < .01$ ). The result showed that organizational culture statistically and significantly influenced organizational commitment; the analysis also revealed that organizational culture impacted on organizational commitment to about 16% magnitude. Thus, Hypothesis I is accepted.

**Table III:** Summary of regression analysis showing the influence of culture mission on affective commitment

Model	R	R <sup>2</sup>	β	ΔR <sup>2</sup>	F	T	p
1	.37	.14	.37	.13	31.93	5.65	*

Note: \* $p < .01$  means that the hypothesis was statistically significant; critical value=1.96

In Table III above, hypothesis two which states that “there will be a statistically significant influence of culture mission of affective commitment was also statistically significant ( $R = .37$ ,  $B = .37$ ,  $p < .01$ ). The result implies that culture mission of an organization significantly influence affective commitment among employees. Furthermore, the analysis reveals that culture mission of an organization impacted to about 14% magnitude of organizational commitment. Hypothesis II as predicted in this study was also accepted.

**Table IV:** Summary of regression analysis showing the influence of culture consistency on normative commitment

Model	R	R <sup>2</sup>	β	ΔR <sup>2</sup>	F	t	p
1	.12	.01	-.12	.01	2.91	-1.71	ns

Note:  $p > .05$  means that the hypothesis was not statistically significant; critical value=1.96

Table IV show the result of the hypothesis which states that “there will be a statistically significant influence of culture consistency on normative commitment”, this result indicated a non-statistically significant influence of culture consistency on normative commitment ( $R = .12$ ,  $B = -.12$ ,  $p > ns$ ). This result implies that culture consistency did not have any significant impact on normative commitment. Thus, the researcher rejects the alternative hypothesis, and accepts the null hypothesis that there is no statistically significant influence of culture consistency on normative commitment.

## DISCUSSION

The present study assessed the influence of dimensions of organizational culture on organizational commitment. Results regarding the influence of the organizational culture on organizational commitment revealed sufficient evidence to support the view that the various dimensions of organizational culture impacts differently on components of organizational commitment among employees.



As hypothesized the findings in this study found a statistically significant influence of organizational culture on organizational commitment. This finding received strong support as organizational culture was confirmed to have a significant influence on organizational commitment in the present research. The finding in this study showed that organizational culture significantly influenced organizational commitment among workers this result did not support the findings widely reported in literature (Lok & Crawford, 1999), which earlier observed that organizational subculture had a greater effect on organizational commitment than did organizational culture.

The hypothesized influence of culture mission on affective commitment was also confirmed in this study. The findings in the present research indicated that employees who perceived greater awareness of organizational mission exhibited emotional attachment, identification and involvement with their organization and its goals. There is evidence from past researches (Litwin & Stringer, 1968) which have found strong support for this finding, these researchers found a link between organizational mission variables and positive employee behaviour. This is particularly among employees who have a clear understanding of their respective organizational mission manifesting greater commitment to strategic direction and intents, goals and objectives and the vision of the organization.

Although the present study contributes significantly to literature on organizational commitment, no support was found for the hypothesized influence of culture consistency on normative commitment in this study. This non-significant relationship may be explained by other commitments such as marriage, family and religion and other values which are social influences that affect work values. It could also be that because normative commitment is a more recently defined type of commitment it does not have a lot of empirical research evidence, Meyer & Allen (1997). It is plausible, however, that since culture consistency is mainly defined in terms of organizational core values, agreement, coordination and integration, this non-significant result could be a result of organizational members not having a feeling of obligation toward their organization.

In this study, additional empirical substantiation has shown that to elicit commitment among employees, the organizational culture in which they function have serious implication for their allegiance to their organization. The findings in this study are interesting and have also amplified previous literatures cited in this study. The researcher suggests that a more holistic and multi-level analysis towards investigating the relationships between organizational culture and organizational commitment related research be adopted by researchers. The statistic used in this study is also a limitation, the research suggests the use of multiple regression in future research attempt to assess the variables in this study. Finally, organizations should also use participatory style to elicit a commitment profile among organizational members to achieve the overall vision and mission as explicitly stated in the organizational culture of their organization.

### **Implication of Findings**

The finding of this study is a significant step toward investigating the relevance of organizational culture, an organizational behaviour construct and its implications for commitment among employees. A number of implications therefore arise from the findings in this study. In the first place, the findings in this study is at variance with findings reported in past studies which has investigated the relationship between organizational culture and organizational commitment, this study discovered that the various dimensions of organizational culture elicits different commitment profiles among employees. The findings also implies that supervisors and managers should be attuned with their organizational culture, since it is what made them distinct from every other organization and use it to attract and retain employees that will be committed to organizational efficiency and effectiveness, and overall productivity.

In conclusion, the results of this research indicate that components of culture are significant predictors of organizational commitment. Further research is needed, however to





establish the generalizability of these findings. This research may have some implications for further research. First, new measures are needed that will adequately assess accurately the organizational profiles, that is, the affective, continuance and the normative tendencies among employees'. The apparent relevance of organizational commitment has given rise to a large number of studies that has proliferated the literature. Many of the studies have also studied organizational commitment and its numerous antecedents. The present study was an effort to further investigate whether organizational culture influences organizational commitment or not. Interestingly, the results of the hypotheses tested revealed statistically significant results. Overall, the findings in this study revealed that organizational culture influences organizational commitment, there is the need to further investigate this result as there are studies in extant literature with conflicting findings. Finally, employers and organizations should consider the recommendations offered in this study with a view to adopting them to re-position their organizations for increased effectiveness.

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