

A Review of the Meddling Factors Affecting Employees' Organizational Commitment at Work Place

¹Tina Khandelwal, ²Dr. Sheetal Sharma

¹Assistant Professor, Institute of Co-operative & Corporate Management, Research & Training, Lucknow, India

²Dean- Academic & Professor-HR & OB, IILM AHL, Lucknow, India

Abstract: Organizational Commitment (OC) has been researched by many authors with different perspectives and multiple dimensions. Organizational commitment is a superior concept as it is an indicator of employee attendance, organizational citizenship behaviour, organization effectiveness, better performance and much more. Low level of OC results into increased employee stress, work-family conflict, withdrawal cognition and employee turnover. This paper is an attempt to compile the major contributions in chronological order to comprehend how OC affects the individual performance at the work place. An extensive review of available literature was conducted to get familiarized to various mediating factors hitherto been considered pertaining to employee's organizational commitment. This paper is an endeavour to provide a conceptual framework of Organizational commitment and the meddling factors for improvising the overall work dynamics.

Keywords: Organizational commitment, Person- Environment fit (P-E fit), Perceived organization politics (POP), Breach of Psychological contract, Availability of Job Options.

1. INTRODUCTION

Organizational Commitment is a work attitude that is directly related to employee participation and intention to remain with the organization and is clearly linked to job performance as discussed in a study by (Mathieu, J.E. and D. Zajac, 1990). When an employee strongly wishes to be a member in a specific organization, he is ready to put in additional endeavours for the organization and he completely believes and concurs to the assumptions, values, and objectives of the particular organization, he is a committed employee. The concept of Organizational commitment (OC) evolved fifty years back starting with Side-bet theory of Becker in 1960 followed by affective dependence theory that was proposed by Porter in 1974. Finally the leading approach was suggested by O'Reilly and Chatman (1986) and established by Allen and Meyer (1984, 1990) astricomponent model of OC which classified commitment into three distinguished scales, namely, affective, normative and continuance commitment. Further researches presented theories that explained OC in a new way as in Cohen's Two- dimension (2007) and Somers Combined theory (2009) that has strong bearing on the status of present concept of OC today. Lately social researchers have become very keen in the notion of organizational commitment. They are focussing on devising the theories to explain this idea and conducting empirical researches to find unique causal factors associated with it. The significance of research in this area has stemmed mainly from the need to set a relationship between antecedents of organizational commitment and organizational outcomes in order to build and sustain a committed workforce that contributes positively towards OC.

2. LITERATURE REVIEW

Organizational Commitment (OC): Commitment was defined way back by Becker (1960) as a mechanism producing consistent human behaviour that comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Side bets results when individual participates in social units. A deeper insight of commitment can be obtained by analysing the chain of values that form the parameters inside which side bets are formed. Here, it was proximally linked to various objects, unrelated to the work, an individual stands to lose, that are precious for him, if one

withdraws from the activity they are engaged in or try to live up to an image or under social pressures stay put in the present course of action. Organizational Commitment was emanating from factors known and realised by the individual and also originating from the factors he was stranger to but involved as being a member of social unit. It clearly suggests that a contemporary maverick employee would not care about it so will lack commitment and hence go for job hop too often. Becker (1960) proposed Side Bet Theory and presented five side-bet categories that were expectations of others, self-presentation concerns, bureaucratic arrangements, individual adjustments, and non-work concerns.

The construct OC has been perceived in various forms by researchers (Grusky, 1966; Kanter, 1968; Brown, 1969; Buchanan, 1974; Hall, Schneider, & Nygren, 1970; Sheldon, 1971; Hrebiniak & Alutto, 1972; Salancik, 1977; Weiner & Gechman, 1977), from which we can draw clear patterns. Mostly they focussed on its overt behavioural expression. It shows sacrificing the other options as there is more to lose if leave the corporate. Others identified it in attitudinal mode, for instance it is seen where the identity of the person is linked to the organization (Sheldon, 1971) or it exists when the goals of the organization and those of the individual become increasingly integrated or congruent (Hall et al., 1970). Therefore individual is committed when his and organizational goals are aligned or he thinks that organization defines him. Steers (1977) defined Organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization.

According to Mowday, Steers and Porter (1979) Organizational commitment is characterized by at least three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization. They condensed previous researches for creating and validating a measure of employee organization commitment and developed an instrument called 15-item OCQ Organizational Commitment Questionnaire (OCQ).

Amernic and Aranya N (1983) empirically tested two major theoretical approaches on organizational commitment (a) the exchange approach and (b) the investment approach. Their result supported the former. They explained it with exchange theory which states that individual's organizational commitment depends on one's perception regarding the extent of reward utilities commensurate or is over input utilities. The investment approach is based on the time implying that the longer a person has been with an organization, the more that person wants to stay due to resultant credits such as retirement and tenure benefits or social attachments generated by the association with members of the organization.

Allen and Meyer (1990) conducted two studies to test aspects of a three-component model of commitment which integrates all other conceptualizations. The *affective component of organizational commitment*, proposed by the model, refers to employees' emotional attachment to, identification with, and involvement in, the organization. The *continuance component* refers to commitment based on the costs that employees associate with leaving the organization. Finally, the *normative component* refers to employees' feelings of obligation to remain with the organization. They developed independent measures comprising 24 items to assess three components of commitment Affective Commitment Scale (ACS), Normative Commitment Scale (NCS), Continuance Commitment Scale (CCS) reflecting distinct psychological states.

Meyer et al. (2002) found that three forms of commitment are related but are different from each other and also from job satisfaction, job involvement, and occupational commitment. Meyer & Herscovitch (2001) proposed that the three components of commitment—AC, NC, and CC—merge to form a commitment profile. They found that different behaviour exists among identified eight profile groups. They further added that profile featuring strong AC along with weak NC and CC is the best for retaining and excellent work performance. Meyer J.P. et al. (2012) in their study found that when strong CC is combined with strong AC and NC, it resulted in greater autonomous regulation, need satisfaction, organizational citizenship behaviour and well-being in employees.

Meyer and Allen (1984, 1991) revealed that the measure of continuance commitment was found to correlate with variables similar to side bets. Powell and Meyer (2004) tested Becker's side-bet within the structural frame of Meyer and Allen's three-component model of organizational commitment and presented a satisfactory test model. The satisfying conditions and lack of alternatives that were antecedents to CC related to side bets with mediators as affective, continuance, and normative commitment and the outcome was turnover intention.

2.1. Factors affecting Organizational commitment:

The purpose of the review is to provide a theoretical framework of the variables affecting the Organizational commitment and also provide basis for future research in this direction. Based on the available researches, the constructs of OC are defined individually as under:

Person-Environment fit (P-E fit): A research study was conducted to address the congruence or similarity between the person and environment. They further classified it as supplementary fit and complementary fit. They defined that supplementary fit exists when the characteristics of person are similar to other employees in the environment. Complementary fit according to them can be perceived when weakness or need of the individual is offset by the strength of the environment, and vice versa (Muchinsky & Monahan, 1987). Complementary fit has been further broken down on grounds of whether needs belong to person or environment (Dawis & Lofquist, 1984; Edwards, 1991; French et al., 1982; and Kristof, 1996). The extent to which the needs of the person are fulfilled by intrinsic and extrinsic rewards in the environment is termed needs-supplies fit. The degree to which needs of the environment are fulfilled by capabilities of the person is called demands-abilities fit (French et al., 1982; Kristof, 1996; McGrath, 1976).

According to Caplan, D. R. (2011) P-E fit can be viewed from the perspectives of the employee's needs (*needs-supplies fit*) as well as the job-environment's demands (*demands-abilities fit*). It found that they jointly determine worker well-being. Hult Carl (2005) revealed that in P- E Fit context, interesting work and career advancement was associated with high commitment in employees. Greguras, G. J. et al. (2009) found that the satisfaction of the psychological needs for autonomy, relatedness, and competence mediated the relations between different types of PE fit. Chen Yu -Wan (2010) proposed that interaction of fit (P-E) and organizational culture is positively correlated to job satisfaction and organizational commitment

In line with the above researches, Kristof, A.L. (1996) further added Person-Organization Fit (P-O Fit) as the compatibility between people and organizations. According to Chatman, J. (1989) the most frequently used in this measurement is the congruence between individual and organizational values. Job satisfaction is a general attitude that the employee has towards their job and is directly tied to individual needs including challenging work, equitable rewards and a supportive work environment and colleagues (Ostroff, C., 1992). It is also related to P-J fit, one of the components of the P-O fit (Kristof, A.L., 1996) which all together affect organizational commitment. Seong J. (2012) further added that P-O fit acts as a mediator between work status and organizational commitment. P-O fit considerably reduced the effect of work status on organizational commitment. Among men, regular workers are more committed; while there is no difference detected among women so far as regular and non-regular workers are concerned.

Breach of Psychological contract: According to Schein (1980), the psychological contract may be defined as an unwritten set of expectations operating at all times between every member of an organization and the various managers and others in that organization. Rousseau (1990, 1995) opined that contracts involve promissory and reciprocal obligations categorised as relational and transactional psychological contract. A transactional psychological contract is characterised by employer obligations that might be considered to be economic in nature for instance to provide high performance based pay characterised as having high competitive wage rates and an absence of long term commitment. A relational contract, on the other hand, is characterised on the employees' side by perceived obligations to their employer of loyalty, and on the employer's by an obligation to provide job security. Employees having former will have long term high commitment than the latter. Relational is found in permanent workforce while transactional is seen in temps.

Cassar V and Briner R. (2011) proposed that *violation* is intense emotional reaction which mediates in the relationship between breach of psychological contract and both affective and continuance commitment and it is moderated by *exchange imbalance (EXI)*. The tendency to think company is unfair in its dealings is high EXI of employees that result in less reaction and increases CC on breach than tendency to think company is fair i.e. low EXI. Bashir S. Nasir M. (2013) introduced *organizational cynicism* subsequent to development of violation that results in increase in union commitment of employees and lowers OC. Organizational cynicism implies that organization lacks honesty and truthfulness in performing impartial, righteous, moral and sincere act. They explain it by Frustration aggression theory that proposes aggressive behaviour is preceded by frustration (Dollard et al., 1939). W.H. Thomas and Feldman D (2008) introduced concept of *Contract Replicability*. They elaborate when individual perceive that their current psychological contract would be readily attainable in other firms, commitment to current employers will be weak else it will be strong even if some expectations have gone unmet.

RoyaAnvari et al. (2014) contributed through the study that fulfilment of psychological contract mediates the significant relationship between strategic compensation practices and affective organizational commitment, as psychological contract gets fulfilled. It also leads to knowledge sharing. Strategic compensation refers to the provision of intrinsic and extrinsic compensation that are perceived by employees as fair.

Perception of organization Politics: Mintzberg’s (1983) regards organizational politics as individual or group behavior that is informal, apparently of local importance i.e. parochial, typically estranging to others, and technically, illegal—not having sanction of official authority, or have propriety, nor genuine expertise (although it may employ one of them.). *Political skill* is defined as the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhances one’s personal and or organizational objectives. According to Ferris et al. (2005) political skill consists of four aspects: social astuteness, interpersonal influence, networking ability, and apparent or superficial sincerity. According to the LMX theory, the quality of the relationship between supervisors and subordinates is based on membership in the in-group or out-group since leaders treat each member differently. Kimura Takuma (2013) found that *leader member exchange* and political skill moderates the relationship between Perceived organization politics (POP) and AC.

Utami Ami F., Bangun R.Yuni et al. (2014) found *Trust* to be the mediating variable between POP & OC. They found that the higher the employee’s POP the lower the employee’s OC and trust. Emotional intelligence (E.I.) moderated the relationship (Meyer et al. (2002). Trust may be defined as a person expectation or beliefs about future actions that will be beneficial or favourable for his or her interest (Robinson, 1996). In a leading research EI was characterised by the ability to check and regulate self and others’ emotions, to distinguish between them, and guide one’s thinking and actions based on this information (Salovey & Mayer, 1990).

Other factors meddling in determining the level of commitment that was found under various studies conducted are presented in the table:

Table I: Scholar’s Interpretations on variables affecting Organizational Commitment at Work Place.

<u>S.No.</u>	<u>Variables</u>	<u>References from review of studies</u>	<u>Description</u>
1.	Role stress	(Cooper et al., 2001; Perrewe et al., 2002) Ackfeldt A.L. and Malhotra N. (2013)	The studies suggest that employees suffer psychological strain due to role stress and it influences their job and organizational commitment and outcomes. They studied managerial interventions on the link between role stress and organizational commitment relationship. They focused on each dimension of role stress: (ambiguity & conflict) and its influence on commitment. Study found <i>empowerment and professional development</i> as moderators on role stress-AC & CC relationships.
2.	HRM practices	Kun Qiao et al. (2008) Giauque et al. (2010) Sendogdu A.Aslan, et al. (2013)	They investigated the effect of HRM practices on organizational commitment in IT employees. They found that information sharing, training and development, recruitment and selection, and compensation management had positive effect on employee OC. The impacts of HRM practices upon the commitment of knowledge workers were studied. Results show that <i>organizational support, procedural justice and the reputation of the organization</i> may clearly influence OC, whereas decision-making, skills management or even the degree of satisfaction with pay do not have any effect on OC. The researchers found that high correlation exists between OC and human resource fit, behavior and attitude, team activities, interaction facilitation, incentives to meet objectives, training in multiple functions, communication of strategy, feedback on performance in manufacturing industry. Training on job skills did not have significant correlation with OC.

3.	Corporate climate	<p>Nahapiet and S. Ghoshal (1998)</p> <p>Permarupan Y.et al. (2013)</p> <p>Yamaguchi I. (2013)</p>	<p>The study found that organizational social capital in climate is strong mediator that enhances worker attitudes like job satisfaction and OC in teams.</p> <p>The study concluded that the corporate climate that endeavors to create <i>work passion</i> among employees enhances their organizational commitment.</p> <p>The study found that the organization having autonomous or distributed teams should emphasize on relational/cognitive social capital in its climate to increase OC.</p>
4.	Culture	<p>Harris and Mossholder (1996)</p> <p>Cohen (2000)</p> <p>Rashid M, et al. (2003)</p> <p>Meyer J.P. et al. (2010)</p> <p>Chan and Snape E. (2013)</p>	<p>The study examined individual-culture congruence under conditions of organizational change and they found that the commitment show wide fluctuations when there is anomaly between employees perceived and ideal culture.</p> <p>The study found that Hofstede’s cultural dimensions predict the types and components of commitment. Power distance was related to normative commitment. The uncertainty avoidance dimension was related to continuance commitment. It was also found that the collectivism dimension was related to the all three types of commitment (affective, continuance and normative).</p> <p>The study discussed the link between different types of culture (Competitive, Entrepreneurial, Bureaucratic, and Consensual) and types of commitment to enhance financial performance of organization. It presented that to motivate employees, managers should shape the culture that fits with work settings or employees.</p> <p>The study concluded that an organization which goes for a planned change in their strategy, structure, and culture strengthens the employees’ affective commitment and reduces turnover intentions as it takes care of employees’ pre- and post-change preferences for organizational culture.</p> <p>It discussed individual cultural values (individualism/ collectivism) and their impact on type of commitment and organizational citizenship behaviour. They further added that an employee can have double commitment i.e. towards union & organization.</p>
5.	Leadership	<p>DeGroot, Kiker et al. (2000)</p> <p>Steyrer J. et al. (2008)</p> <p>Kang, D.S., Stewart, J., Kim, H. (2011)</p> <p>Kima Woo Gon, Brymerb R.A. (2011)</p>	<p>The study concluded that Charismatic / transformational leadership leads to higher OC.</p> <p>The study established that apart from autonomous and self protective, most leadership dimensions of Globe lead to higher commitment resulting in superior performance of company. O.C leads to economic success of company.</p> <p>The study found that ethical organizational climate and LMX quality are a significant correlate of organizational and career commitment, whereas perceived external prestige is a predictor of organizational commitment but not career commitment.</p> <p>The study proposed that ethical leadership is related to job satisfaction, high affective commitment and lower turnover, putting in extra effort by employees. But job satisfaction solely cannot result in extra</p>

		Leroy H., Palanski M. E., Simons T. (2012) Zehira C., et al. (2012)	effort on the part of employees. The study analysed service industry teams and concluded that genuine leadership behavior is an antecedent to perceptions of leader behavioural integrity, that influences followers affective organizational commitment and their performance. Transformational (TL) and Laissez Faire leadership enhances organization and supervisory commitment and then this leads to organizational performance. Transactional was found not related.
6.	Organizational Justice	Gumusluoglu L., et al. (2013) Yucel I., McMillan A. et al. (2014)	The study found that TL influences employees OC partially through procedural justice and their supervisory commitment partially through interactional justice. TL enhances perceptions of procedural justice and organizational commitment when the span of control is quite narrow, otherwise can affect supervisory commitment. The study suggested existence of a non linear relationship between CEO transformational leadership and top executives OC mediated by AC. Moderate TL leads to low NC and lowest AC.
7.	Corporate social responsibility (CSR)	TurkerDuygu (2009) Hoeven,C. L., Verhoeven, W. M.(2013) FarooqOmeret al. (2013)	The study suggested that CSR affects the OC of employees based on the social identity theory (SIT). CSR to social and non-social stake holders, employees, and customers were the significant predictors of organizational commitment. The study focused on the effects of CSR communication on internal stakeholders i.e. employees and customers which can be explained by social exchange theory. The organization high on it increases the commitment level of employees. The study presented that CSR-AC link is fully mediated by Organizational trust and Organizational identification. It is indicated that AC is not a direct outcome of CSR.
8.	Personality	Tziner et al. (2008) (Panaccio,A., Vandenberghe, C. 2012; Spagnoli Paola, 2012).	They studied the relation between Big 5 traits of personality and organizational commitment. They found that agreeableness; openness to experience and conscientiousness were significantly associated OC. The study concluded that extroversion is a significant determinant of AC and that agreeableness is a significant antecedent of NC. They added that agreeableness was negatively associated with CC. They also presented that neuroticism was negatively linked to AC, and positively related to CC. The study established that personality factors mediated job satisfaction and OC.
9.	Level of career growth	Wang Q. et al. (2014)	They presented that employees undergoing high career growth within their employment show high levels of OC. AC acts as a mediator between the link of career growth and voice behavior. As per the Psychological attachment theory, an employees' decision to speak up rests on his identification with organization and psychological safety, and organizational commitment.

10.	Workplace Loneliness	Ayazlar G., Güzel (2014)	The study proposed that loneliness in the workplace reduces employees' organizational commitment. The dimensions of loneliness is emotional deprivation and social companionship. Research concluded that social companionships, significantly and the emotional quality of relationships slightly, affected AC directly. CC was also found directly related to social companionship.
11.	Central Life Interest	Dubin, R., Champoux, E. J. and Porter, L. W. (1975)	The study found that workers with a central life interest (CLI) in work have a high level of commitment to their organization and a higher level of attraction to individual features of their organization than workers with other CLI orientations and vice versa.
12.	Organizational Learning (OL)	(Ulrich, 1998; Atak M., Erturgut R., 2010).	The study found that employees having higher commitment are seen to support the organization learning and further it. The findings of the research suggest to become learning organization require people who combine their emotional, intellectual and physical energy for the success of the organization and have high commitment
13.	Perceived Organization Support	Rhoades, L. and Eisenberger, R. (2002) Hochwarter, W.A., Kacmar, C., et al (2003) Panaccio, A. Vandenberghe C. (2009)	The study indicated that POS resulted in employees' outcome for instance job satisfaction and positive mood and the organizational outcomes i.e. affective commitment. Thus it acts as an antecedent and moderator for organizational commitment. The researchers argued that perceived organizational support (POS) moderates between perception of politics and work outcomes. The study showed affective OC to mediate a positive relationship between perceived organizational support and well-being.

2.2 Conceptual Framework of the Organizational & employee outcome based on OC:

Organizational commitment also has organizational and employee outcomes that are discussed below:

Employee well being: Meyer J.P., Maltin, Elyse (2010) opined that OC can affect employees as they found positive links between affective commitment and employee well-being. Relations between continuance commitment and well-being were seen more fluctuating.

In another study a framework grounded on unification of the three-component model of commitment (Meyer & Allen, 1997) and Deci and Ryan's self-determination theory of motivation was applied to explain the variations. The core of SDT is discerning three psychological needs: autonomy, competence, and relatedness that are the basic vitals essential for psychological health. Thus the satisfaction of these needs determines employees' well-being (Ryan & Deci, 2000).

They referred intrinsic motivation along with integrated and identified regulation as autonomous regulation that forms basis of affective commitment and was found responsible for employee well being.

Organizational Citizenship Behaviour (OCB): Organ (1988) defines it as discretionary behavior not expressly recognized by the formal reward system and that assists in effective organizational functioning. WH Ng & Feldman (2011) proposed tenure that acts as a moderator displays a non linear pattern in the link between OC and OCB. Before 10 years of tenure, the strength of it gets increased as organizational tenure increases; subsequently the strength of this relationship decreases as tenure gets increased.

Hasani K. (2013) in his study concluded that there is positive correlation between Graham (1991) model of OCB (that identified three components: (1) Organizational obedience; (2) Organizational loyalty; and (3) Organizational partnerships) and the three elements of OC. Lavelle et al. (2009) in their study concluded that there is a positive relationship between OC and OCB and the OC mediates the positive relationship between procedural fairness and OCB.

Support to implementation of Organizational Change: Parish, T.J., Cadwallader, S. and Busch, P. (2008) studied the role of employee Commitment to Change, C2C, in the perceived success of the application of strategic initiatives. The model that was tested suggests that employee C2C, particularly Affective Commitment to change is crucial in successful implementation of change initiatives that incorporates selection of the apt strategies and its implementation (Zeithaml et al., 2005). Employees committed to change efforts are more likely to learn from the process. Loyal employees want to contribute to and see the results of their efforts, and they can do so through learning (Teare and Rayner, 2002). Noble and Mokwa (1999) considered two categories of antecedents of commitment to organizational change: strategy factors (fit with vision) and role factors (role autonomy) as well as relationship quality of leader member and employee motivation.

Knowledge Sharing: Knowledge sharing can be explained as a social exchange culture, involving the sharing of employee knowledge, experiences, and skills through the entire department or organization. Their study reported that organizational commitment positively influences knowledge sharing (Lin, 2007). Hislop (2003) in their study concluded that the employee attitude is the most crucial factor impacting knowledge sharing. Another research conducted adds that organizational members acquire new skills and knowledge when they engage in knowledge sharing. Another outcome of organizational commitment is the fact that it induces spread of learning of individual employee into the organization (Lewitt and March, 1998).

Loyalty: Inesona E. M., Benkeb E., Laszlob, J. (2013) in their study defined reasons of employee loyalty stems from commitment to managers and company, job conditions, personal benefits, service element and location, and career and status. An examination of the inter-relationships revealed that managers' treatment of employees and the positive benefits of social involvement in the workplace had a greater impact on employee loyalty than monetary rewards. Their argument is substantiated by Silva (2006) who also points out that OC and employee loyalty, are strongly related concepts.

A crucial aspect to this review also encompasses the varied kinds of commitment prevalent at the work place that is stated below.

Becker, Billings (1993) differentiated between commitment to the immediate superior or work group (local commitment) and that to top management and the organization as a whole (global commitment). They suggested that commitment to top management is the best predictor of overall OC.

Becker T. et al. (2013) suggested that team work is crucial to organizational success and commitment to teams is an important predictor of team-related behaviors. They presented a model explaining how certain events and dispositions produce vacillations in affective reactions which, in turn, are likely to create within-person variation in affective commitment to teams. Commitment to teams is likely to fluctuate more and often, than commitment to distal foci because change often happens at the level of teams. Nature and status of within-person variation in teams is a moderator of commitment level and behavior in teams (Hunt and Morgan, 1994).

Colarelli, et al. (1990) in their study found that dimensions of occupational commitment are pertinent to job performance. Blau et al. (2006) added that occupational commitment results in employee retention. Sheldon S. (2011) in their study demonstrated that affective occupational commitment was positively correlated with assigned importance of working in an organization offering good opportunities for professional development, training and advancement, even if the position is of limited duration or with unsatisfactory pay.

3. METHOD

This paper is based on the secondary data using library search and exploring books and dissertation for accessing and examining domestic and international databases of researches conducted hitherto, beginning with the introduction of all construct that has been used as the meddling factor in studies associated with organizational commitment.

4. DISCUSSION

From the literature review we have drawn the conceptual framework that consist of a collection of the concept, construct and main variables that influence organizational commitment at the workplace. Out of which significant models and relationships are extracted that have been tested and established with various empirical researches that are now illustrated below. A + (positive) sign indicates presence of particular state and – (negative) sign indicates unfavourable / low level of it.

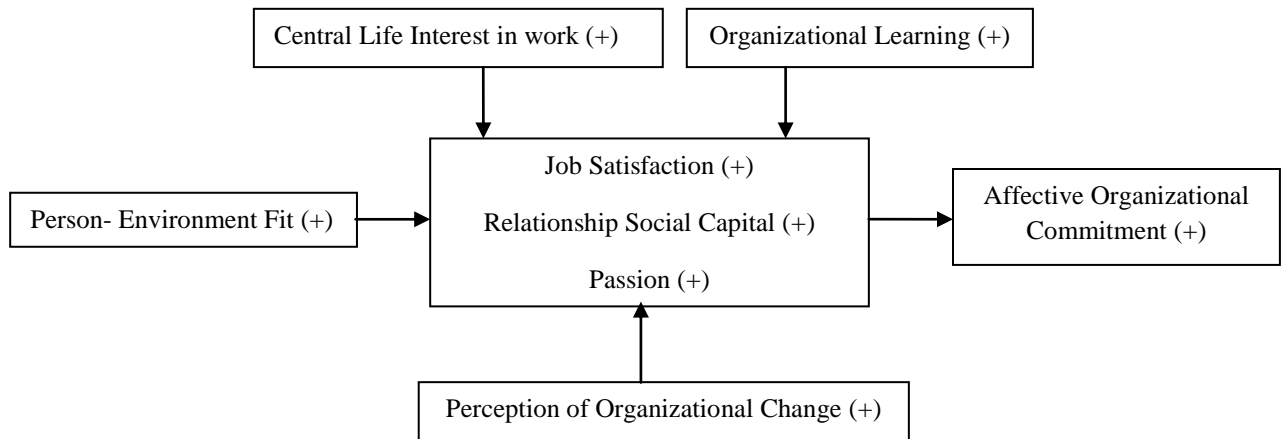


Figure.1 The Impact of Person- Environment Fit on Affective Organizational Commitment

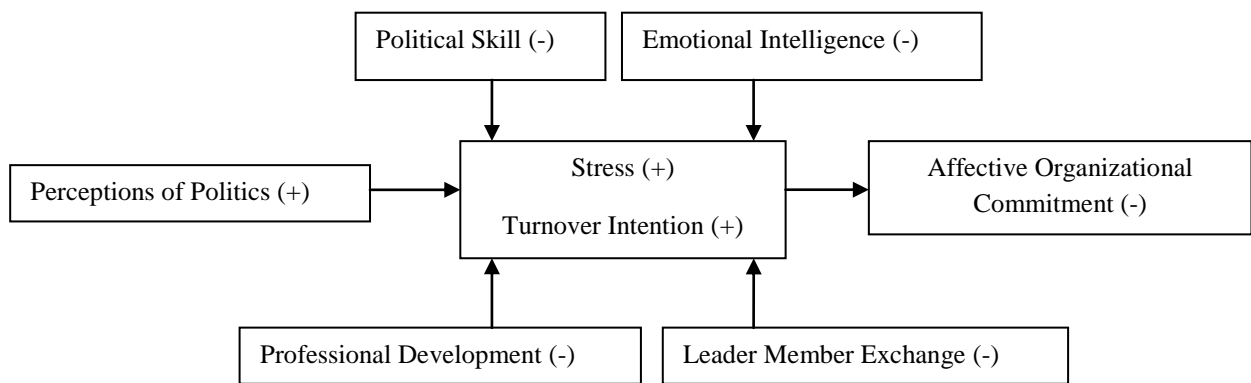


Figure.2 The Impact of Perception of Politics on Affective Organizational Commitment

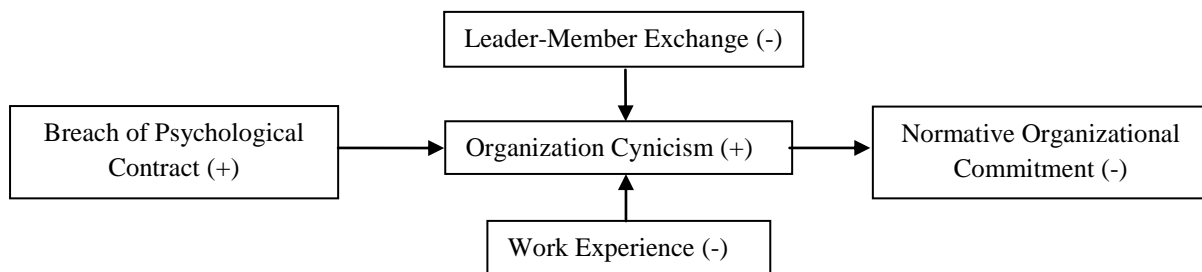


Figure.3 The Impact of Breach of Psychological Contract on Normative Organizational Commitment

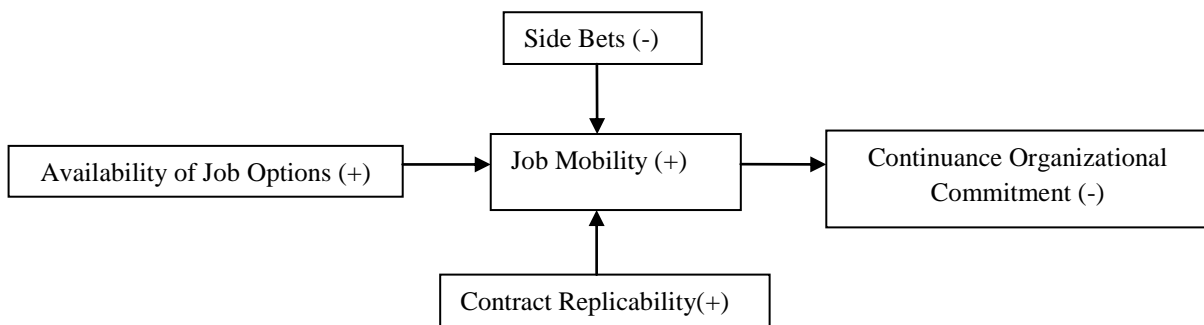


Figure.4 The Impact of Availability of Job Options on Continuance Organizational Commitment

5. CONCLUSION

In this paper sincere endeavours are made to compile the essence of researches and studies held till now that are associated with organizational commitment and investigating the mediating factors of organizational commitment. There is still enough scope to further find some micro or sub factors which can shed light in specific industrial sector that affect the employees' organizational commitment.

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