

Organizational Commitment and Empowerment- An Empirical Study of IT industry in NCR

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Abstract:

This paper investigates the relationship between organizational commitment, empowerment and demographic variables. Data were collected using two structured questionnaires containing a five point Likert scale, Organizational Commitment Scale by Allen and Meyer (1991) and Empowerment (ES) by Spreitzer (1995). The study sample consisted of 150 employees. For the purpose of data analysis, correlation and multiple- regression were applied. The findings of the research revealed that age and income significantly correlated with organizational commitment, while empowerment is positively and significantly correlated with age, marital status, education, and work experience of the employees. The study found that affective and normative commitment was the significant predictor of empowerment. Implication, limitation and suggestion for future research are also discussed.

Key words: Demographic variables, Organizational Commitment and Empowerment

INTRODUCTION

In India, during this last decade of the twentieth century, there have been profound changes in the corporate industrial atmosphere. The corporations require new skills to face the uncertainties of the new atmosphere. The Indian IT industry is realizing that technology, large-scale operations, IT infrastructure and capital are entry criteria and not competitive tools any more. The edge of competition will come from the company's ability to use the entrepreneurial energies of its people, create and innovate. These energies will be realized only if the managers feel psychologically empowered and committed to the organizations. HRM departments of Indian Corporates are under severe pressure to bring about the professionalized large-scale changes in their organizations in order to cope with the new challenges brought about by the economic liberalization (Rao et al., 2001 and Som, 2002). There has been evidence of a general need among the managerial cadre to build the capabilities, competencies, resources, strategies to respond proactively to the environmental pressures caused by the economic liberalization. These are possible only when the managers of India feel psychologically empowered and committed to their organization.

The economic revolution in India from a capital and technology intensive based companies centric organizations started in the early 1990s as the multinationals set up shops in India and brought their global HR practices. However, the real push came after the 1996 when the economy got mired in the slowdown and globalization began to take its toll on the domestic industry. As technologically and financially sound companies started downhill journey after 1996, the realization came that the competitive advantage can be gained only through the good people and skill development. This was how HR people were involved in the policy making. Indian managers, post-liberalization period is in need of an empowered

approach and some organizations in India claim that they have an empowered climate. Hence, there arises the need to measure the amount of empowerment and organizational commitment that managers feel in the post-liberalization context; also whether empowerment is necessary for them to feel committed.

Organizational Commitment

The concept of organizational commitment has generated a great deal of awareness and interest amongst the researchers over the past few decades. The concept's popularity is increasing in every profession due to the realization coming forth that organizational commitment has an impact on employees and organizational outcomes (Porter, Steers, Mowday & Boulian, 1974; Meyer, et.al., 1989; Mathieu & Zajac, 1990 and Suliman, et.al., 2000). Many researchers have acknowledged that committed workforce performs better (Morrow, 1993; Legge, 1995 and Guest, 1997) and link organizational commitment to greater organizational effectiveness (Scholl, 1981), superior long term performance (Jaros, et.al., 1993), lower turnover and absenteeism rates (Idowu, 2005 and Salami, 2008), increased job and extra-role performance (Salami, 2008).

Organizational commitment is considered as a psychological state that binds a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Meyer and Allen (1997) sub-divided organizational commitment into three dimensions, namely affective commitment, continuance commitment and normative commitment. Based on the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). Affective commitment is related to the employee's sense of belonging, attachment and loyalty to the organization (Mueller, et.al., 1992). Employees with a strong affective commitment remain in the organization as they

feel they want to, those with strong continuance commitment because they feel they need to and those with strong normative commitment feel they ought to (Adeyemo, 1999; Meyer, et.al., 1993 and Yavuz, 2010). Therefore, there are arguments among researchers that these components are differentially linked to variables as antecedents and consequents (Meyer, Allen, and Smith, 1993 and Abdul-Kadir & Orkun, 2009). The three-component model has received considerable interest from organizational researchers and has been tested in a variety of empirical settings (Snape & Redman 2003 and Westwood & Crawford 2005).

Literature relevant to organizational commitment indicates a number of variables that are related to organizational commitment. Some researchers found that a positive correlation between organizational commitment and employee performance (Meyer, et.al., 1989; and Suliman & Lles, 2000), organizational outcomes as job satisfaction (Mowday, et.al., 1982 and Bateman & Strasser, 1984), motivation and attendance, (Mowday, Steer & Porter, 1984 and Mathieu & Zajac, 1990). Further, Luchak and Gellatly (2007) found a positive relationship between affective commitment and three commonly studied work outcomes (turnover cognitions, absenteeism, and job performance). And others found that a negative relationship between organizational commitment and outcomes such as absenteeism and labor turnover (Clegg, 1983 and Cotton & Tuttle, 1986). However, Adenguga¹, Adenuga & Ayodele (2013) found that the three dimensions of organizational commitment determined the turnover intentions of employees in private universities, affective commitment is more important in determining employees turnover intention. Rawat (2012) concluded that empowerment and affective and normative commitment had positive, and while continuance commitment showed an inverse relationship to empowerment. The studies linking organizational commitment with the demographics were also seen. Durna and Eren (2005) on

Turkish education sector employees reported a significant relationship between affective and normative commitment and certain demographic factors, while no linkage was found between these factors and continuance commitment. Another study found that tenure had a very strong moderating effect on the commitment and performance correlation (Wright and Bonett, 2002). Whereas, Huang, (2004); King, (2002) and Brookover, (2002) found no significant relationship between length of employment and organizational commitment. According to Luthans, McCaul & Dodd, (1985); Morrow, (1993); Abdulla & Shaw, (1999) and Salami, (2008) demographic variables such as age, gender, educational level, job position and monthly income had been associated with organizational commitment. Also, in support of these findings Morrow, (1993); Mannheim et al., (1997) and Salami, (2008) reported that educational status, job type and tenure were good predictors of organizational commitment. However, Mathieu & Zajac, (1990) and Weidmer, (2006) found that demographic factors were not a significant predictor of organizational commitment.

Empowerment

An empowered and committed workforce is widely claimed to be essential for the effective functioning of the modern organizations. Technological savvy modern organization structures are fragmented with individual discontentment, stifled creativity and psychological attachment of individuals with workplace. Empowerment is a perceived as a solution to highly regulated workplaces where alienated workforce has been observed. Empowerment is a motivational process of being enabled.

In the organization empowerment reflects the active work orientation in which an individual wishes and feels able to shape his or her work role or context. Psychological empowerment is part of the motivational approach towards empowerment (Koh & Lee, 2001). Elements of the work

environment affected these task assessments, which in turn affected whether the individual acted in an empowered manner. The four task assessments of Thomas and Velthouse (1990) were meaningfulness, competence, choice and impact. They defined impact as the degree to which behavior is seen as making a difference in terms of accomplishing the purpose of the task. Competence dimension is the degree to which a person can perform the task activities, skillfully when she or he tries. Meaningfulness dimension involves the individual's intrinsic caring about a given task and choice involves the causal responsibility for a person's action (Thomas & Velthouse, 1990). Spreitzer (1995) built on the work of Thomas and Velthouse (1990) by validating a measure of empowerment. It is defined as increased task motivation manifested in four cognitions: meaning, competence, self-determination and impact.

Meaning reflects the degree to which an individual believes in and cares about work goals and purpose. Competence refers to the self-efficacy specific to work and is rooted in the individual's belief in his or her knowledge and capability to perform task activities with skill and success. Self-determination represents the degree to which an individual feels causal responsibility to the work related actions, in the sense of having a choice in initiating and regulating actions. Impact dimension is the experience of having an influence on strategic, operating or administrative outcomes at work to make a difference. Together, these four concepts combine additively to give the construct of empowerment. Empowered employees are assumed to feel increased the intrinsic work motivation and have a more proactive rather than a passive orientation to their work roles. The authors have proposed that empowerment reflects the dynamic ebb and flow of perceptions people's and attitudes about their work environment (both local and broader organizational perspective) in relation to themselves. This perception will have an impact on the level of

the commitment of employees toward their work in organization.

Relevant Literature to empowerment indicates a number of variables that are related to empowerment. Some researchers found that age, education and job experience had significant correlation on empowerment (Lin, 2002; Dimitriadis, 2005; Bordin & Bartram, 2007 and Wang & Zhang, 2012). However, gender, marital status, designation and income had no significant difference in empowerment. Spreitzer (1996) identified a positive relationship between age and perceived competence. Lockwood, et.al., (2012) concluded that there is no difference between age and empowerment. Koberg, et al., (1999) stated that age has no significant influence on empowerment. Joo & Shim (2010) revealed that marital status and designation had no significant impact on the level of empowerment.

LITERATURE REVIEW

Ali & Yangaiya (2015) study proved that teacher empowerment considerably mediated the relationship between distributed leadership and teachers' commitment (standardized coefficient .26). *Rana & Singh (2015)* examined the relationship between employee empowerment and their organizational commitment. Analyses revealed a significant positive relationship between employee's commitment and empowerment dimensions: meaning, competence, self-determination and impact. *Abidi & Sepehrnia (2015)* studied the influence of demographic characteristics on employee empowerment in Iranian company. For measuring empowerment: competency, meaning, self-determination trust and impact dimensions were used. Demographic characteristics included were age, gender, educational level and job experience. The results indicated that demographic characteristics and competency, meaning, self-determination, trust and impact affect empowerment

significantly and positively. *Bani, Yasoureini & Mesgarpour (2014)* empirically investigated the relationship between employees' psychological empowerment and organizational commitment in revenue agency of the city of Semnan, Iran. The results indicated that there were positive and meaningful relationships between psychological empowerment and organizational commitment components. However, the survey does not support any relationship between Competency and organizational commitment. *Hashmi & Naqvi (2012)* in study conducted by banks in Pakistan examined the feeling of commitment of employees in the organization. It revealed that Psychological empowerment is a significant contributor in committing employees with the organization. Perception of meaningful tasks, autonomy in work, feeling of skillfulness in performing tasks and perception of impacting work outcomes in employees lead to high level of commitment of employees with organization. *Jha (2011)* study confirms that the psychological empowerment influences affective and normative commitment positively. However, no relationship was found between psychological empowerment and continuance commitment. Organizations can be instrumental in the development of affective commitment to their employees. *Ahmad & Oranye (2010)* examined the relationships between nurses' empowerment, job satisfaction and organizational commitment in culturally and developmentally different societies. The results of the study revealed that although the Malaysian nurses felt more empowered and committed to their organization, the English nurses were more satisfied with their job. So it was concluded that empowerment do not generate the same results in all countries, and reflects empirical evidence from most cross cultural studies. *Crook (2010)* states that the key problems of African Public Services were understaffing and lack of organizational commitment. *Bordin & Casinir (2007)* findings of the study have shown that several factors were antecedents of psychological empowerment and that

empowerment can increase organizational commitment and job satisfaction. More importantly, the findings reveal that supervisory support is an important determinant of the effects of empowerment on job satisfaction. *Kazlauskaite, Buciuniene & Turauskas (2006)* stated that the levels of both organizational commitment and organizational empowerment in Lithuanian upscale hotels was rather low, while the correlation between them was rather strong. This implies that improvement of conditions that foster empowerment would lead to a higher level of employee organizational commitment, especially the level of affective commitment that is of greater importance for the organization, as in this case commitment rests on common values and stimulates emotional attachment to the organization. *Jyothi (2004)* quoted a study on the relation between human resource practices and employee commitment in hotels in the United Kingdom and stated that objective recruitment and selection strategies, structured training and development were strongly associated with highly committed employees. *Berg, Kalleberg & Appelbaum (2003)* examined whether a high commitment environment would positively impact work, family balance in part through its effect on organizational commitment. They found affective commitment did partially mediate the relationship between high commitment, organizational practices and work family balance.

OBJECTIVES OF THE STUDY

The study was conducted for the fulfillment of the following objectives:

1. To study the relationship between organizational commitment and empowerment.
2. To investigate the relationship of demographic factors, (i.e. age, gender, marital status, education, designation and work experience) with organizational commitment and empowerment of employees.

3. To analyse the impact of organizational commitment on empowerment.

HYPOTHESES

H₀₁: There is no significant relationship between organizational commitment and empowerment **H₀₂:** There is no significant relationship between demographic variables with organizational commitment and empowerment of employees.

H₀₃: There is no significant impact of organizational commitment on empowerment.

METHODOLOGY

Research Design

On the basis of the NASSCOM report (2013-2014) of IT industry, a researcher contacted two industries that gave their consent for the participation in this study.

Sample

All executive and manager of the respective industries was made respondents for the purpose of the data collection of the specific study. The sample comprised 150 executives and manager of IT industry in Delhi (NCR) region.

Administration

Empowerment Scale (ES) and Organizational Commitment Scale (OCS) were administered on the employees of two IT industry located in Delhi (NCR) region. A total of 150 questionnaires were distributed out of which 147 were returned, giving a return rate of 98 percent and 145 were found to be usable for data analysis.

Instruments

The research instruments used in the present study were i) Organizational Commitment Scale & ii) Empowerment Scale.

1. Organizational Commitment Scale

The Organizational Commitment Scale by Allen and Meyer (1997) was used to measure the organizational commitment of the employees. The scale consisted of 18 items, 6 items each relating to three components of commitment- Affective, Continuance and Normative. The respondents indicated the extent to which each item reflected their commitment to their organization on a 5-point likert scale ranging from 5 strongly agree to 1 strongly disagree. A higher score indicated a higher level of commitment to the organization. The reliability of the organizational commitment scale by Cronbach's alpha is $\alpha = .791$, indicating the adequate reliability of the scale.

2. Empowerment Scale

The Empowerment Scale by Spreitzer (1995) was used to measure the empowerment of the employees. The scale consisted of 15 items relating to four dimensions of empowerment-Meaning, Competence, Self-determination and Impact. The respondents indicated the extent to which each item reflected their empowerment to their organization on a 5-point likert scale ranging from 5 strongly agree to 1 strongly disagree. A higher score indicated a higher level of empowerment to the organization. The reliability of the empowerment scale by Cronbach's alpha is $\alpha = .801$, indicating the adequate reliability of the scale.

DATA ANALYSIS & FINDINGS

The data collected were analyzed using Correlation and Multiple Regression analysis. The dependent variable was empowerment while the predictor variables were organizational

commitment and some demographic factors (age, gender, marital status, income, education and job experience).

Table 1: A Profile of the Respondents

Demographics	Criteria	Frequency	Percentage
Gender	Male	118	81.4
	Female	27	18.6
Age	25 or younger	20	13.8
	25 – 35 year	110	75.9
	35 – 45 year	12	8.3
	45 or older	3	2.1
Marital status	Unmarried	62	42.8
	Married	83	57.2
Education	Graduate	80	55.2
	Post – graduate	63	43.4
	Doctorate	2	1.4
Designation	Executive	74	51.0
	Manager	71	49.0
Income	25000-50000	87	60.0
	50000-75000	42	29.0
	75000-100000	11	7.6
	Above 100000	5	3.4
Experience	0-5 years	61	42.1
	5-10 years	67	46.2
	10-15 years	14	9.7
	Above 15 years	3	2.1

Table1 presents a demographic profile of the respondents. The majority of respondents were male81.4% and 57.2% were married with the age between 25 and 35 years. The majority of respondent’s qualifications was graduation. And had work experience between five to ten years.

Table 2: Mean, standard deviation and correlations of organizational commitment, empowerment and demographic variables.

S.no.	Variables	1	2	3	4	5	6	7	8	9
1	Age	1								
2	Gender	.048	1							
3	Marital Status	.456**	-.055	1						
4	Education	.622**	.048	.233**	1					
5	Designation	.505**	.151	.424**	.452**	1				
6	Income	.665**	-.045	.463**	.765**	.608**	1			
7	Experience	.389**	.128	.477**	.363**	.448**	.453**	1		
8	Organizational commitment	.210**	.004	.154	.119	.078	.181**	.035	1	

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9	Empowerment	.265**	-.051	.280**	.235**	.0121	.094	.237**	.633**	1
10	Mean	3.42	1.52	1.72	2.43	2.67	2.82	3.07	97.50	74.01
11	Standard deviation	1.289	.501	.452	.562	.993	1.084	1.284	6.136	7.009

Table 2 shows the relationship between organizational commitment, empowerment and demographic variables. The results show significant relationship between organizational commitment and empowerment. It can be inferred that the organizational commitment of employees had positive relationship with empowerment. Organizational commitment showed significant relationship with age and income. Whereas, gender, marital status, education, designation and work experience had no significant relationship with organizational commitment. Empowerment was positively and significantly correlated with age, marital status, education and work experience of employees.

Table 3: Correlation between organizational commitment and empowerment

Variable	Affective commitment	Continuance commitment	Normative commitment
Meaning	.344**	-.046	.239**
Competence	.132**	-.116	.009
Self-determination	.349**	-.037	.244**
Impact	.416**	.082	.339**

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

Table 3 shows the correlation between dimensions of organizational commitment and empowerment. The results show that affective commitment was significantly correlated with the meaning, competence, self-determination and impact of empowerment variable. The normative commitment was significantly correlated with the meaning, self-determination and impact of empowerment whereas, competence dimension did not reveal any significant relationship with normative commitment.

Table 4: Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.505	.495	7.15647
a. Predictors: (Constant), Affective, Continuance, Normative				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7375.728	3	2458.576	48.005	.000 ^b
	Residual	7221.334	141	51.215		
	Total	14597.062	144			
a. Dependent Variable: Empowerment						
b. Predictors: (Constant), Affective, Continuance, Normative						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.774	4.125		6.249	.000
	Affective	1.355	.252	.424	5.383	.000
	Continuance	-.106	.264	-.032	-.401	.689
	Normative	2.165	.377	.419	5.749	.000
a. Dependent Variable: Empowerment						

Table 4 presents the results of multiple regression analysis, where the three forms of organizational commitment was regressed on empowerment. In order to investigate the effects and magnitude of more than one dimension of organizational commitment (predictor) on empowerment (criterion variables) regression analysis was performed. The multiple regression results are presented in table 4. As is evident from the table 4 except for continuance commitment all other commitment dimensions (affective, normative) significantly influenced empowerment.

DISCUSSION

The study has examined the relationship between organizational commitment and empowerment of employees.

The results of the study reveal that there exist a significant relationship between organizational commitment and empowerment. The findings of correlation analysis revealed that age and income showed a significant positive relationship with organizational commitment. With the increase in age of employees, organizational commitment also increases. This finding is consistent with the finding of a number of previous researchers where with the increase in age organizational commitment also increased (Morrow, 1993; Abdulla & Shaw, 1999; Balay, 2007 and Samuel O. Salami, 2008). Similarly, income also influenced the employee's organizational commitment. It implies that employees who have high income are more committed towards their job in organization. Whereas, gender, marital status, education, designation and work experience were found not significantly correlated to organizational commitment. However, in studies carried out by Mathieu & Zajac, (1990) and Weidmer, (2006) it was seen that demographic factors were not a significant predictor of organizational commitment.

The positive and significant relationship of age, marital status, education and work experience was seen with the empowerment of employees. This finding implies that employees who were older and married were more empowered in their jobs than the younger employees and unmarried one. Experience had significant influence on empowerment. That is, employees who had more experience were more empowered towards their job. Employees' education level had significant influence on their empowerment. Previous research studies revealed that age, education and experience had an affect on employee empowerment (Lin, 2002; Dimitriadis, 2005; Bordin & Bartram, 2007; Wang & Zhang, 2012; Baijal, 2013 and Abidi & Sepehrnia, 2015). Whereas, other demographic variables, i.e. gender, designation and income had no significant relationship with the empowerment of employees in an organization. The findings of the study are in contradiction to the findings of

Lockwood, et.al. (2012). their study showed that there was no relationship with age and empowerment. Koberg, et.al. (1999) also stated that age had no significant influence on psychological empowerment. Yunlin (2002) study showed that age, experience, and status did not significantly influence empowerment.

The significant relationship of empowerment and organizational commitment was seen in the present study. Correlation analysis showed that dimension of organizational commitment, namely, affective commitment was significantly correlated with the empowerment dimensions, i.e, meaning, competence, self-determination and impact. Normative commitment showed a significant relationship with three dimensions of empowerment (meaning, self-determination and impact) whereas; competence dimensions had no significant relationship with normative commitment. However, continuance organizational commitment showed an insignificant relationship with empowerment in the current study. These results are in compliance with the findings of researchers that state a significant and positive relationship between affective commitment and empowerment (Lyndsay & Buitendach, 2011) and between normative commitment and empowerment (Saks, 2006 and Albdour & Altarawneh, 2014). Higher empowerment will result in a higher affective commitment as empowered employees are more likely to have a greater attachment to their organization (Schaufeli & Bakker, 2004). Similarly who has higher normative commitment is more empowered because empowerment is the extent to which an individual is psychologically present as a member of an organization (Saks, 2006).

The multiple regression results showed that empowerment was significantly predicted by an organizational commitment, namely the affective and normative commitment dimensions of organizational commitment. Whereas, continuance dimension had no significant impact on

empowerment. These results are supported by the findings of previous researches (Borghei, et. al., 2010; Rawat, 2011; Ahadi & Suandi, 2014 and Khalid & Tariq, 2014). Masoud, Najmesh, & Fatemeh, (2015) found that a significant relationship between organizational commitment and components of empowerment competence, meaningfulness, autonomy or self-determination, effectiveness and trust) and organizational commitment.

SUMMARY

The results of the paper showed that a significant relationship between organizational commitment and empowerment existed. The demographic profiles of the respondents revealed that the majority of the respondents were younger age and income of the employees showed a significant relationship with organizational commitment. Empowerment was positively and significantly correlated with demographic variables, i.e. age, marital status, education and work experience. Correlation analysis revealed that organizational commitment dimensions, i.e., affective commitment and normative commitment were significantly correlated with the four dimensions of empowerment: meaning, competence, self-determination and impact. Whereas, competence dimension of organizational commitment showed insignificant correlation with the normative commitment. Multiple regression analysis revealed that empowerment was significant predicted by affective and normative commitment in organization. Whereas, continuance dimension had no significant influence on empowerment.

LIMITATIONS OF THE RESEARCH

Some limitations of the research should be noted to put the findings into a broader context. The sample of employees in this study was small. The data were collected at one point in time

making it difficult to determine causality. Finally, all the respondents are only from Delhi (NCR) region. It is not clear the extent to which results would generalize to other samples of employees working in another area or state.

FUTURE IMPLICATIONS

Future research needs to involve a larger and a representative sample of employees drawn from different regions. In addition, a comparative study between various industries regarding these variables and employees is suggested. Further, organizational commitment and empowerment can also be studied further by relating them with other variables. The result gives enormous scope for the improvement of employee's organizational commitment and empowerment. The organizational authorities should identify the ways and means through which a facilitating work environment to the employees can be provided that would influence their work and commitment towards the organization and their profession. Also, it may be helpful to take the improvement initiatives regarding this relationship and to promote organizational commitment among the employees of IT industries. So, that the employees feel attached and obliged to their job and organization.

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