

SEARCH FOR ANTECEDENTS OF ORGANISATIONAL COMMITMENT: A STRUCTURAL EQUATION MODEL

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Abstract *In the present article, a search for antecedents of organisational commitment in quality of work life, self-efficacy, and job satisfaction among university teachers was made. Structural equation modeling (SEM) was used to assess the fit of the model that identified quality of work life, self-efficacy, and job satisfaction statistically significant correlates and antecedents of organisational commitment. Our models provided a good fit. Direct and indirect effects of exogenous variables on endogenous variables were estimated and resultant percent of variance accounted into organisational commitment was reported. Implications and suggestions for future research were proposed.*

These findings provide the knowledge for managers to set an eye on these psychological variables as valuable factors to enhance commitment of employees.

Keywords: *Quality of Work Life, Self-Efficacy, Job Satisfaction, Organisational Commitment, Structural Equation Modeling*

INTRODUCTION

For an organisation, it is necessary to understand the behaviour of employees, their expectations, skills, needs, and feelings. Employees in any organisation are very much unlike machines, which people operate. Nevertheless, employees can be taught, directed, and controlled. They differ from one another in certain aspects and at the same time, they are alike in others. The focus of present investigation was the teachers of higher academic institution. Teachers are an extremely important facet of any society for a number of reasons and their role in society is both significant and valuable. They play an extraordinary role in the lives of children for the formative years of their development and their importance is something that cannot be understated. Teachers are considered as a leader of the human capital and play a central role in societal development. They are considered pillars of society because they bear the responsibility of educating and training students upon whom our future trusts. In the university setting, teacher shoulders the three major responsibilities such as teaching role, research role, and service/ administrative role. Higher academic institutions play a very significant role for the progress and development of any nation. Further, it is contributing to the economic growth of country by producing skilled, talented and intellectual human workforce. In this perspective, quality of work life, self-efficacy belief, and satisfied and

committed teachers are the important success factors for any academic sector.

Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. Robbins (1989) considered QWL as a process through which an organisation responds to employees' needs by developing mechanisms which allow employees to participate in making the decisions that determine their work lives. On the other hand, Newstom and Davis (1995) stated QWL on the account of human growth, exciting workplace, creativity and innovativeness, with concern for individual and democratisation of the workplace.

Researchers have studied self-efficacy from several perspectives, noting various paths in the development of self-efficacy; the dynamics of self-efficacy, and lack thereof. In many researches, interactions between self-efficacy and personality characteristics are examined. Brannon and Feist (2007) considered self-efficacy as people's confidence that they can perform necessary behaviour to produce desired outcomes in any particular situation.

The concept of job satisfaction has a very rich history and most broadly investigated issue in industrial/ organisational psychology. Bernstein and Nash (2008) identified three central components of employees' job satisfaction such as cognitive, emotional, and behavioural components.

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Cognitive component refers to beliefs about employees' job, such as a feeling that employees' job is demanding and challenging. Emotional component refers to feelings concerning the job, for instance, boredom, anxiety, or excitement. Behavioural component constitutes employees' actions with respect to their work, which may contain being tardy, staying late, or pretending to be ill in order to avoid work.

Mowday, Steers, and Porter (1979) described organisational commitment as the relative strength of an individual's identification with and involvement in a particular organisation. Meyer and Allen (1997) defined organisational commitment as a psychological state that characterises organisational members' relationship with the organisation and implications for the decision to continue or discontinue membership in the organisation.

SIGNIFICANCE OF THE STUDY

Misra and Khan (2008) found that overall QWL, work itself, employee participation, physical working conditions, intergroup relations, employee relations, trust, and recognition emerged as significant predictors of organisational commitment. Parvar, Allameh, and Ansari (2013) found the significant and positive direct effect of safe and healthy environment, constitutionalism, social relevance and overall QWL on organisational commitment. Gupta (2014) reported the significant positive relationship between QWL and organisational commitment of manufacturing sector employees. Khan (2015) found the significant positive relationship between QWL and organisational commitment among clerical staff in academic setting. In a cross sectional survey, Omugo, Onuoha, and Akhigbe (2016) found the positive association between QWL and organisational commitment.

Akhtar, Ghayas, and Adil (2013) found that self-efficacy was positively and significantly correlated with optimism as well as organisational commitment, while significant relationship was not found between optimism and organisational commitment. Further, self-efficacy alone emerged as significant predictor of organisational commitment. Law and Guo (2016) reported the significant positive association of self-efficacy with job satisfaction and organisational commitment. Zeb and Nawaz (2016) found the significant positive relationship between self-efficacy and organisational commitment and self-efficacy emerged as significant predictor of organisational commitment. Khan and Khan (2017) found that the age of teachers' moderate the relationship between self-efficacy and organisational commitment.

Warsi, Fatima, and Sahibzada (2009) found the significant positive relationship of work motivation, job satisfaction and organisational commitment. Suma and Lasha (2013) reported

that satisfaction with work-itself, quality of supervision, and pay satisfaction had significant positive impact on organisational commitment. Further, they reported high degree of organisational commitment and satisfaction with work itself, supervision, salary, coworkers, and opportunities for promotion. Ismail and AbdRazak (2016) found that job satisfaction, intrinsic satisfaction and extrinsic satisfaction were significantly related with organisational commitment.

The review of literature articulates to the fact that the present piece of work has never been studied in India and abroad undertaking the population of teachers. By taking this study, it will provide the direct, indirect, and total effects of QWL, self-efficacy and job satisfaction in resulting organisational commitment of teachers, especially working in higher academic institutions. Researchers assume that the findings of present study shall also help to policy makers to implement proper intervention to uphold the commitment of teachers.

Structural equation modelling (SEM) technique was used as it assists in both confirmatory and exploratory modeling towards theory testing and development. Starting with hypothesis represented in proposed causal model. The model being tested against obtained measurement data in determining how well the model fits the data. The output at times detects latent variables which may be hidden in the real sense not visible in the model but the results explicitly capture the unreliability of measurement which in theory allows structural relations between latent variables for being accurately estimated.

Empirical research in social sciences proceeds in variety of settings and contexts. Social phenomena are usually interrelated with numerous variables and control of variables is difficult at best. The current research is quantitative and statistically correlational and predictive in nature. The central characteristic of the design is to identify the antecedent variables among QWL, self-efficacy, job satisfaction, and latent variables in relation to the organisational commitment of university teachers.

SAMPLE

A representative sample of teachers was selected ensuring the quality and features of the population. In the present study, faculty members teaching in an Indian Central University (Aligarh Muslim University) was the target population. Based on the criterion developed by Carvalho (1984), a sample size of 200 respondents is sufficient for the research study. To ensure the true variance and minimising the error variance, systematic and random errors; the sample size for the present study was 300 teachers (150 male and 150 female) selected from different faculties using stratified random sampling. In stratified random sampling, the strata were formed based on teachers' working strength

in the faculty. In the sample, the mean age of the teachers was 45.28 years with 26 years as minimum and 64 years as maximum. The superannuation age in Indian Central Universities is 65 yrs. The mean teaching-experience of the teachers was 16.51 years with 2 years as minimum and 35 years as maximum. In terms of educational qualifications, there were 90 postgraduates and 210 Ph.D holders. In academic ranks, they were 134 assistant professors, 89 associate professors, and 77 professors.

DATA COLLECTION

Teachers were contacted individually. They were explained about the utility of the study and requested with due respect to extend their cooperation for success of the study. Great care was taken to address any misunderstanding about the purpose of the study and they were told that it is to be used only for research. They were requested to discuss when they feel any doubt in understanding and resultant response of the items, but not to leave any item un-attempted. They were assured of the confidentiality that their identity would not be disclosed at any stage. The order of the tools administration was quality of work life scale, self-efficacy scale, job satisfaction scale, organisation commitment scale, and at last personal data sheet.

Quality of Work Life Scale (QWLS)

Quality of work life scale developed and standardised by Ansari, Khan, and Khan (2016) on the target sample was used in this study. The scale comprises with 33 items on a 5-point Likert scale with anchors labeled (1=strongly disagree and 5=strongly agree). The minimum and maximum score of the scale ranges from 33 to 165. Cronbach's alpha of the scale was found to be 0.92. Intra dimension reliabilities were verifying and ranges from 0.46 to 0.88. Exploratory factor analysis (EFA) was carried out and eight factors emerged in the analysis and named as citizenship behaviour & recognition at work, confidence in management, working conditions, opportunity for growth & development, work relations, organisational climate, belongingness, and organisational transparency. The percent of variance accounted by factors varies from 3.10% to 29.54%. In summing up, all eight factors explained 57.71% of the total variance. Further, inter-factorial correlations found to be significant ($p < 0.001$).

General Self-Efficacy Scale

General self-efficacy scale of Schwarzer and Jerusalem (1995) was used. Initially, the scale was developed in German with 20 items but later on, it was translated in English and reduced to 10 items. Sud (2002) adopted the scale in Indian context and translated from English to Hindi.

This scale contained in four-point response categories such as (1) not at all true, (2) hardly true, (3) moderately true, and (4) exactly true. The minimum and maximum score of the scale ranges from 10 to 40. The reliability coefficient of the scale was ranging from 0.76 to 0.90. The psychometric properties of the scale were re-visited on the target sample. The Cronbach's alpha was found to be 0.71. Exploratory factor analysis explained 57.48% of the total variance. The confirmatory factor analysis (CFA) was conducted which confirmed the dimensionality.

Job Satisfaction Scale

Job satisfaction scale of Singh (1989) was used. The scale comprises with 20 items on a 5-point Likert scale with anchors labeled (1=highly dissatisfied and 5=highly satisfied). The minimum and maximum score of the scale ranges from 20 to 100. The standardised Cronbach's alpha was 0.96. The psychometric properties of the scale were re-visited on the target sample. The Cronbach's alpha was found to be 0.91. Exploratory factor analysis explained 49.65% of the total variance. The confirmatory factor analysis (CFA) was conducted which confirmed the dimensionality.

Organisational Commitment Scale

Organisational commitment scale of Shah and Ansari (2000) was used. This scale composed of three components which are affective, continuance, and normative commitment. It comprised 15 items and each component included 5 items. The responses were on a 7-point Likert scale with anchors labeled (1=strongly disagree and 7=strongly agree). The minimum and maximum score of the scale ranges from 15 to 105. The reliability coefficient of scale was 0.80 and the congruent validity 0.76. The psychometric properties of the scale were re-visited on the target sample. The Cronbach's alpha was found to be 0.88. Exploratory factor analysis explained 46.46% of the total variance. The confirmatory factor analysis (CFA) was conducted which confirmed the dimensionality.

OBJECTIVES OF THE STUDY

- To identify correlates and exogenous variables of organisational commitment.
- To examine the causal effect of critical exogenous variables on endogenous variable.

RESULTS AND DISCUSSION

The aim of present research was to discover the exogenous variables among considered variables. Simple, multiple, and partial correlations were examined to determine

the correlates of organisational commitment. Multiple linear regression analysis (MLRA) was conducted to identify significant exogenous variables of organisational commitment. Structural equation model (SEM) was developed to examine the proposed schema and resultant fit of the model. Six steps in the application of SEM introduced and are listed below:

- Development of causal scheme
- Establish a pattern of associations between the variables in the sequence
- Depict a path diagram
- Calculate path coefficients
- Test for ‘goodness of fit’ with basic model
- Interpretation of the results

Development of Causal Scheme

This technique allows us to state a theory in the form of a linear causal model. The most important variables on the basis of multiple regression analysis were sought, and all others were regarded as ‘residual’. This process assumed to be on the basis upon the results of past research and current theory.

Quality of work life (X1), self-efficacy (X2), and job satisfaction (X3) emerged as significant exogenous and will help in determining the subsequent organisational commitment (Y) endogenous. Inter-correlations between variables not influenced by other variables in the model are called exogenous variables, which refer to all variables prior to and outside the model. The remaining subset of

variables (which may consist of only one variable) is taken as criterion, and these are called endogenous. Age was found moderator of relationship between proposed predictors and criterion. Fig. 1 shows the linear statement or temporal order of the variables.

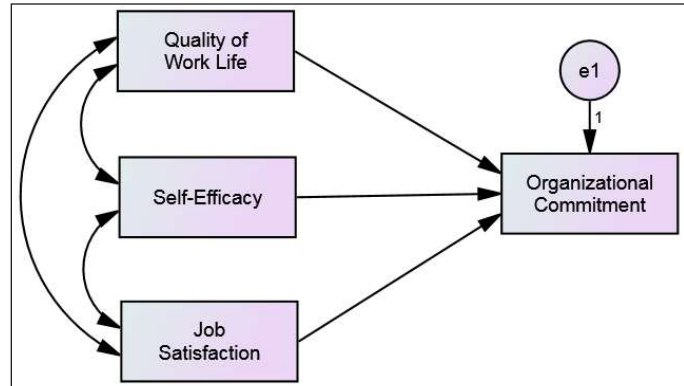


Fig. 1: SEM Schema

Establish a Pattern of Associations Between the Variables in the Sequence

The conceptual framework was translated into quantitative estimates on the basis of pattern of association of the variables in the sequence. This will help to measure the gross magnitude of the effect of an exogenous variable upon the endogenous variable. The inter-correlation for all considered variables along with descriptive statistics is given in Table 1. The correlation coefficients for all variables were found to be significant at $p < 0.001$ level of significance.

Table 1: Descriptive Statistics and Inter-Correlation Among Antecedent and Consequent Variables

Variable	Mean	SE	Correlation Coefficients			
			X ₁	X ₂	X ₃	Y
X ₁	120.87	24.937	1			
X ₂	31.94	1.310	.34	1		
X ₃	73.68	10.211	.82	.33	1	
Y	78.28	13.200	.48	.39	.47	1

$r = 0.10$ ($p < .05$), 0.15 ($p < .01$), 0.19 ($p < .001$), two-tailed
 X₁ = Quality of Work Life, X₂ = Self-Efficacy, X₃ = Job Satisfaction, Y = Organisational Commitment.

Depict a Path Diagram

Path diagrams are generally illustrated by means of one headed arrow connecting some or all of the variables included in the basic model. Variables are distributed from right to left, depending upon their theoretical ordering. The lines running from one measured variable to another

represent the direct influence of one variable upon another. There are also indirect influences. Variables recognised as effects of certain antecedent variables may, in turn, serve as a causes for subsequent variables. Finally, residual path showing vertical line has been drawn and are due to causes not recognised or measured, and departures of the true relationships from additivity and linearity properties that are

assumed throughout the analysis. Distribution of normality for exogenous and endogenous was checked and there was no significant departure in probability curve.

Calculate Path Coefficients

Path coefficients reflect the amount of direct contribution of a given variable on another when effects of other related variables are taken into account. Path coefficients are identical to partial regression coefficients (betas) when the variables

are measured in standard form. SPSS ver. 22 and AMOS ver. 22 were used to calculate the coefficients, direct/indirect, total, residual effects and coefficient of determination (goodness of fit model) and given in Table 2. Standardised regression estimates for QWL to organisational commitment, and self-efficacy to organisational commitment, and job satisfaction to organisational commitment for default model were obtained and both were significant at (.007, .001, .025) level of significance. Correlations, covariances and variances for considered variables were also significant at .001 level of significance.

Table 2: Standardised Direct, Indirect, and Total Effects of Exogenous on Endogenous

Variable	X ₁			X ₂			X ₃		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Y	.233	.000	.233	.251	.000	.251	.192	.000	.192

X₁= Quality of Work Life, X₂= Self-Efficacy, X₃= Job Satisfaction, Y= Organisational Commitment

The parameters of structural equation model are the structural coefficients and the moments of exogenous variables and disturbances. It can be seen from Table 2 that the direct effect of QWL on organisational commitment is 0.233. It can be inferred that if an unit is increasing in organisational commitment then 0.233 units is increasing in QWL. The direct effect of self-efficacy on organisational commitment is 0.251 and it can be inferred that if an unit is increasing in organisational commitment then 0.251 units is increasing in self-efficacy. The direct effect of job satisfaction on organisational commitment is 0.192 and it can be inferred that if an unit is increasing in organisational commitment then 0.192 units is increasing in job satisfaction.

Now enter the path coefficients on the path diagram with effect of exogenous variable. The final path diagram along with quantitative standardised and unstandardised estimates is depicted in Fig. 2 and Fig. 3 and awaits evaluation.

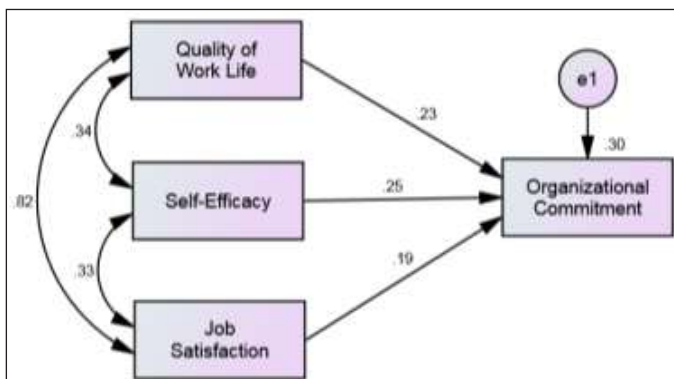


Fig. 2: Standardised Estimates

Fig. 2 shows standardised path coefficients, correlation coefficients and coefficients of determination. All coefficients

are significant at 0.001 level of significance. Fig. 3 shows unstandardised coefficients and can be interpreted in real perspective. Unstandardised coefficients are expressed in the original units of the exogenous and endogenous variables. With reference to a simple linear regression, unstandardised coefficient associated with direct paths represent the slope of the relationship. The same is true in multiple regression, although the slope is in *n*-dimensional space.

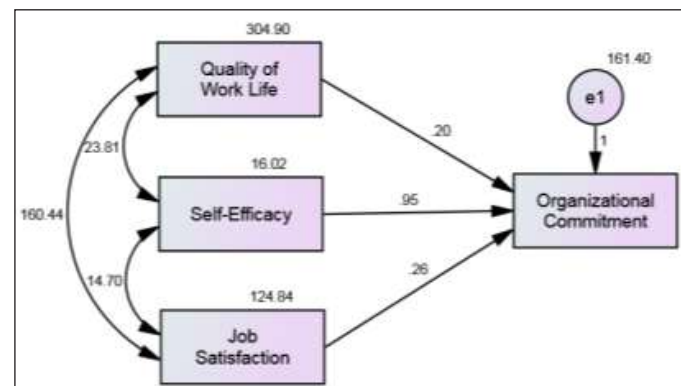


Fig. 3: Unstandardised Estimates

Test for ‘Goodness of Fit’ with Basic Model

The crux of the analysis is the test for goodness of fit between the observed data and the basic model. Ideally evaluation of a model fit should derive from a variety of perspectives and be based on several criteria that assess model fit from a diversity of perspectives. Table 3 shows fit statistics along with recommended and obtained values for the model.

Table 3: Fit Statistics of the Measurement Model

Fit statistics	Recommended	Obtained
GFI	>0.90	1.000
NFI	>0.90	1.000
CFI	>0.90	1.000
IFI	>0.90	1.000
RMSEA	<0.05	.000
RMR	<0.02	.000

The Chi square goodness of fit metric is used to assess the correspondence between theoretical specification and empirical data in path analysis. The value of Chi square goodness of fit is more sensitive towards sample size. A number of authors have opined that chi square as goodness of fit of model is a poor statistics and has not been reported.

The model fit indices also provide a reasonable model fit for the path analysis model. Goodness of fit index (GFI), normal fit index (NFI), comparative fit index (CFI), and incremental fit index (IFI) were obtained 1.0 respectively. Both RMSEA and root mean square residual (RMR) were obtained to be 0.00. All fit statistics confirm the perfect fit. Hence, it is concluded that the proposed research model fits the data reasonably.

Interpretation of the Results

The variables in the causal scheme may be studied directly for their direct and indirect effects. The standardised direct effects of QWL, self-efficacy and job satisfaction on organisational commitment are shown by path coefficients 0.233, 0.251 and 0.192 respectively. All direct effects are large. Nevertheless, the indirect effects were negligible. QWL, self-efficacy and job satisfaction influence the organisational commitment of university teachers.

Table 4: R-square, Error and Total Variance

Variable	R-Square	Error Var.	Total Var.
Organisational Commitment (Y)	0.30	0.70	1.000

Finally, 30% of the variation in organisational commitment was explained jointly by QWL, self-efficacy and job satisfaction. It can be inferred that a significant amount of variance is explained by QWL, self-efficacy and job dissatisfaction in organisational commitment. The unexplained variation was $1-R^2 = 0.70$. The model left unexplained 70% of the variance in organisational commitment. This is satisfactory, but not as might be hoped. At the same time, many other factors/variables of even greater influence are clearly operating to determine the organisational commitment and are beyond the scope of the study.

The 'unexplained' variation is due to the variables or measurement error not included in the model. As 'residual' path is not very large, it must not be assumed that the size of the coefficient is necessarily a measure of success in explaining the phenomenon under study. The relevant question about the residual is not really its size at all, but whether the unobserved variables it stands for are properly represented as being uncorrelated with the measures of antecedent variables.

While interpreting the path model, it should be taken into consideration that structural equation modeling (SEM) is not a method of discovering causal laws but a procedure for giving a quantitative interpretation of an assumed causal system as it operates within a given population.

It is important to note that even though this model fits the data well and provides a theoretical consistent of findings, there may be other equivalent models that fit the data

equally well. There may also non-equivalent alternative models that fit the data better than this model. Researchers should strive to test to rule out likely alternative models whenever possible.

CONCLUSION

The quality of work life, self-efficacy, and job satisfaction emerged as significant correlates and predictors of organisational commitment. In order to determine causality, moderately high variance in organisational commitment was explained by considered set of predictors. It can be understood that quality of work life, self-efficacy, and job satisfaction cause organisational commitment. The literature is short of confirming the present paradigm which may be due to lack of availability of techniques for establishing the cause and effect. The recent sociological literature on structural equation models has been of uneven quality. Powerful statistical models have often been applied inappropriately or unpersuasively to empirical data.

The SEM analysis provides flexibility in determining the relationships between variables. Direct as well as indirect relationships between variables can be specified and estimated. SEM gives you the power not available with "traditional" statistical procedures. You are challenged to design and plan research where SEM is an appropriate analysis tool. This has been possible because of available software like IBM SPSS, Lisrel, etc.

IMPLICATION

The findings of this study have significant implications which are presented in the following paragraphs.

- The findings of present piece of research work provide the conceptual implication in understanding the relationship of quality of work life, self-efficacy and job satisfaction with organisational commitment. The higher academic body, university management and trainer (academic staff college) can plan intervention to uphold organisational commitment of very important workforce who carry on the responsibilities to integrate critical thoughts, examination of emotions and moral values to broaden the learning experience and make it more relevant to everyday life situations.
- Quality of work life, self-efficacy and job satisfaction emerged as significant predictors of organisational commitment which will help university management to uphold these factors for overall development of teachers and university.
- Favourable quality of work life influences the employees' satisfaction which in turn enhances the commitment in organisation. Additionally, self-efficacy influences employees' strength, cognitive process and emotional reactions which make productive and committed employees. Therefore, there is a need to understand studied variables in operational perspective to uphold the commitment of teachers.
- The research results show the significant impact of quality of work life, self-efficacy and job satisfaction on organisational commitment. These psychological variables are accounted as valuable factors to enhance organisational commitment of employees. Therefore, it is highly recommended for the managers and policy makers, especially in the field of human resource management, to make appropriate strategies in the light of employees' psychological state to achieve the most possible productivity.

SUGGESTIONS FOR FUTURE RESEARCH

Research is not the end it open new ways for further research. Therefore, on the basis of present study the certain suggestions for future research are presented in the following ways:

- The present study was undertaken on a sample of teachers selected from a central university. Therefore, future research is needed in other central universities located in different regions of India and other universities (e.g. state universities and private universities) to validate and generalise the present findings.

- Dimensions of organisational commitment are also gaining increasing acceptance. There is, therefore, a need for future studies to focus on various constructs of organisational commitment independently as is applicable to the particular research context rather than a global organisational commitment research. Perhaps, we may be witnessing the emergence of a 'commitment descriptive index-CDI' in the near future.
- The need for longitudinal studies has also been stressed in many researches on organisational commitment to show how commitment may progress or change over time.

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