

EMPLOYEE'S ORGANIZATIONAL COMMITMENT MEASUREMENT BASED ON METASTUDY

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Annotation

Scientific problem: unfounded expected factors of an employee's commitment to an organization. The aim of the research: to differentiate factors based on metastudy that promote an employee's commitment to an organization. The general scientific research methods have been utilized for the study – the scientific literature analysis and synthesis, comparison and chronology. The article gives an overview of metastudy, based on which the conceptual employee's commitment model to an organization was constructed and later verified as well as further analysis of this specificity which will be useful for expansion of the interactions of the above-mentioned model interactions.

Key words: human resources management, an employee's commitment to an organization.

Introduction

Topic novelty and relevance. Western scientific management literature is abundant with an employee's organizational commitment measurement examples. Seeking for an empirical national employee's organizational commitment dimensions and feasibility of factors influencing them as well as intending to carry out a more comprehensive research covering latter years, it makes sense to review the most significant results of relevant in this aspect research that was carried out in different countries of the world.

Problematics of the topic Lithuanian and foreign researchers basically are only interested in individual employee's organizational commitment factors. Studies delve more into the dimensionality of employee's commitment to an organization concept instead of the verification of factors' multiplicity which is promoting the aforementioned phenomenon.

The aim of the research: to differentiate factors based on metastudy that promote an employee's commitment to an organization.

The research methodology: the general scientific research methods have been utilized for the study – the scientific literature analysis and synthesis, comparison and chronology.

Research objectives:

1. To distinguish the former employee's organizational commitment studies results, which influenced the creation of the conceptual employee's commitment to an organization model.
2. To compare the latter employee commitment to an organization research that define and thus expand an employee's commitment to organization research possibilities in the future.

Earlier employee's organizational commitment measurement experience

Human resources studies in Lithuania have been gaining popularity only in the nineties of the twentieth century, realizing that thanks to them the feedback is being promoted – not only relationship of staff and management is being improved, but also the individual / group / team work, as well as work environment, which is important for improving the organization's effectiveness and seeking its further development.

Organizational commitment represents a positive disposition for organization and its values. Thus, measurement of employee's commitment to an organization is assessment of an individual's personal and organizational values and beliefs (Boles et al., 2007).

Western management literature is incomparably richer with examples of employee's organization commitment measurement, the results of which were used for empirical distinction and substantiation of national employee's organizational commitment dimensions and their influencing factors. All this should be reviewed in the chronological order.

Jauch et al. (1978) studied relationship of organizational loyalty, professional commitment and scientific productivity of a large central state university scientists (N = 84). The data of this study showed that the most professionally committed scientists had a higher scientific productivity.

Bruning and Synder (1983) analyzed organizations providing social services employees (N = 583) correlation of sex and responsibilities on their organizational commitment.

Bateman and Strasser (1984) scientific study was based on the permanent nursing department employees (N = 129) study data, analysis of which showed that organizational commitment is the job satisfaction factor.

Al-Qattan (1987) analyzed the relationship between organizational commitment and personal characteristics. It was a comparative field study conducted following example of westerners working in Asian, Arabic, Saudi Arab and Saudi institutions (N = 270). The study showed a stronger organizational commitment compared typical Arabs and Asians comparing with Westerners and Saudi Arabians.

Romzek (1989) studied the impact of employee's commitment for employee's personal and professional satisfaction. The results of the study showed that employee commitment to an organization should be considered as a psychological attachment to the employing organization, providing a personal benefit to the committed person.

Alpander (1990) studied the synergy of commitment, organizational goals and job satisfaction. It was discovered that job satisfaction significantly and positively correlated with organizational commitment.

Reed et al. (1994) conducted a study of accounting professionals in order to find out the relationship of job satisfaction and organizational commitment of the accounting professionals' working in public accounting companies and private sector.

Schweper (2001) analyzed sellers of 26 organizations in the US southern region (N = 152) interaction of job satisfaction, organizational ethical climate, organizational commitment and their possible change. Although it is believed that the sellers physically, psychologically and socially are excluded from the organization, but based on the results, organization's ethical climate also affects them. It was found that employees understanding of positive ethical climate positively correlates with their job satisfaction and organizational commitment.

Petkevičiūtė and Kalinina (2004) presented analysis of an *organizational commitment* concept and carried out practical pilot study (n = 105) to identify specific factors of this phenomenon. Data analysis showed that the main factors positively affecting the organizational commitment of employees surveyed are: organizational and personal values congruence, knowledge of organizational goals, good relationship with the manager and trust in him/her, a pleasant working environment and organizational policy towards subordinates. The connection with the listed factors is not always straightforward, but the weakening trend of decreasing level of organizational commitment is evident. Organizational commitment survey results showed that the most committed employees have a high level of loyalty to an organization, are proud of an organization, feel a strong sense of solidarity in moments of crisis, oppose to the idea that staying for a long time in their employing organization is useless, despite the fact that most of these employees are not satisfied with the salary. Here again there was observed practical linear relationship with decreasing level of organizational commitment. Thus, employees of the organization are linked not by material benefits, but by organizational characteristics and emotional comfort which is provided by working at this organization.

Stallworth (2004) surveyed employees of the US public accounting (auditing and tax administration) organizations (N = 110) in order to evaluate an universality of multi-dimensional concept of an organizational commitment and to check the factors influencing the dimensions of organizational commitment as well as consequences of the intention to leave an organization. The study confirmed an adequacy of multi-dimensional concept of an organizational commitment of public accounting organizations employees and existence of different factors promoting expression of organizational commitment dimensions. In order to convey the specificity of work environment of the public accounting organizations, the additional staff organizational commitment factors were measured (ten for affective type global commitment dimension and two for dimension normative type commitment). Seven factors were identified from them (understanding of inevitable overtime, constant consultation with colleagues in higher position, equality among the same social status people, possibility of promotion, the existence of the role distribution model) having influence for dimension of affective type commitment. In addition, it was also identified that affective type commitment is the only factor determining the determination to leave the organization.

The objective of Chen et al. (2006) study was to find out whether there are differences in organizational communication, work stress and organizational commitment levels of accounting specialists in the two cultures namely the US and Taiwan. The study defined professional status in the field of accounting qualifications and full-time financiers / accountants were compared to those in managerial positions for whom accounting was only a peripheral part of the work. Results of the study show that after the assessment of the organizational commitment and work stress there was identified slight intercultural differences. The higher the degree of organisational communication in both countries has led to a stronger organizational commitment and more productive work. But the US specialists were characterized by having a stronger

organizational commitment and job performance relation, which is contrary to the claim by Hofstede (2003), that the high culture of individualism, such as the US is more focused on the individual than the organization. By the way, the only measurement that showed the difference between people in managing positions and full-time accounting specialists for whom accounting is not only a peripheral part of the work was stronger for accounting professionals.

Erdheim et al. (2006) explained the five components of the personality model as well as cohesion of Meyer and Allen's (1991) model of organizational commitment. The US auto manufacturers participated in the study (N = 183). It was found that a significant component of *extraversion* is associated with affective / emotional nature and normative dimensions of employee's commitment to the organization. According to the survey results, affective commitment reflects a personal positive emotional reaction to his/her employing organization, and stronger commitment of this type is characterized by those who are more prone to *extraversion*. Because extroverts tend to receive more social interactions than they expect, so they naturally see more opportunities in the organization than the introverts. There was identified a significant relationship of neuroticism, honesty and openness to experience components with continuous / permanent commitment. Fear and negativity makes *neurotics* anxious because of the changes in the work environment, which can lead to even more unpleasant experiences, thus this personality characteristic positively influences continuous / permanent commitment. After receiving formal (e.g. salary, promotion) or informal (e.g. recognition, respect) evaluation *honest* employees become more committed to the organization in continuous / permanent aspect, because otherwise its abandonment costs would heavily increase. There was identified a significant interaction of the *acceptability* component and normative / formal commitment. Theoretically, results of this study suggest that the personality plays an important role for organizational commitment and the *Great Five-component* structure explains its personological basis. From a practical perspective, the study results are valuable for organizational selection procedures.

Aube et al. (2007), interviewed Canadian prison employees (N = 249) aiming to deepen the concept of tri-dimensional interaction and organizational commitment as well as to investigate position control and work autonomy as intermediate factors. It was found that organizational support positively and significantly correlated with affective and normative commitments. Intermediate position control and work autonomy role in organizational support and affective type of commitment interaction was identified. In other words, the more strongly internal position control is expressed, the weaker is the organizational support relationship with affective commitment. Similarly, the greater autonomy employees have at work, the less organizational support influences affective commitment.

Vendors were interviewed (N = 152) in Boles, et al. (2007) study to find out the relationship of different aspects of job satisfaction with affective type of organization commitment. The results showed that all the constituent parts of the job satisfaction, satisfaction with the organization's policy and work tasks were important for all employees (regardless of gender) and they mostly affected their affective organizational commitment. Out of seven job satisfaction aspects three, namely the satisfaction of promotion, salary and colleagues, were influenced by the gender. According to the survey, satisfaction with promotion was much more associated with affective commitment in the men' responses. This only emphasizes the notion that satisfaction with promotion is associated with "the status of manifestation" or instrumental achievement of the objectives. Satisfaction with salary, according to the study also strengthened affective commitment of male workers, who had expressed competitiveness. Finally, satisfaction aspect with colleagues influenced more organizational commitment of women (because of their more active communication).

Labatmediené et al. (2007) examined the tri-dimensional model of employees' organizational commitment in the nation wide, and analyzed employees' organization commitment dependence on certain individual factors and found a connection between organizational commitment and employees' intention to leave the organization. The study included employees of organizations in Lithuania (N = 105, of which – 41 men and 64 women). Results of the study showed that the tri-dimensional employee organizational commitment is a valid measure in Lithuanian case. Contrary to expectations, there was not detected a statistically significant relationship between employee's organizational commitment and their personal qualities, although a statistically significant link between employees' organizational commitment and the intention to leave the organization as well as organizational commitment and their age, level of education was demonstrated.

Moss et al. (2007) conducted a study to examine interim work characteristics, such as access to resources and the role of transformational leadership for *openness to experience* (as a personality trait) and organizational commitment interaction. The study involved employees' working in remote areas of Melbourne Centre in Australia. In the first study employees (N = 205)

replied to the questionnaires, measuring their *openness to experience*, organizational commitment and the possibility of access to the resources in the organization in which they worked. It was identified that access to resources was positively linked to the affective commitment and interaction of *openness to experience* and normative commitment was moderated by access to resources. In the second study, employees (N = 312) replied to similar questionnaire, assessing their superiors' leadership style. The results showed that the transformational leadership strengthens relationship between the positive *openness to experience* and organizational commitment. Finally, it was discovered that the *open to experience* employees tend to demonstrate a stronger organizational commitment in cases when access to resources is granted and expression of their personality traits are promoted (such as creativity, diversity and individuality).

In Martin et al. (2008) study were interviewed employees of various organisations (N = 285). There were analyzed the most important dimensions and factors of employees' organizational commitment. It was discovered that the most effective way to bring up the norminal commitment and to retain employee in the same organization is imposing an affective commitment. Based on the study the employee organization commitment is influenced by employee's gender, education, number of offspring, the size of the organization as well as the membership of a group.

To identify the different generations (generational) groups and determine their impact on organizational commitment Patalano (2008) conducted an empirical study in a large Internet service / telecommunications organization. Based on previous studies, which identified that each generation of employees is different in their values, ethical standards, attitudes to work and worldview (Smola, Sutton, 2002), expectations of this study were associated with the degree of organizational commitment that was measured, i.e. as the attitude to work, in the hope that it will be different for both analyzed generations.

Yang and Pandey (2008) analyzed the nature of normative / formal type of commitment and its factors, including the managers awareness of political environment and administrative reforms. The study revealed that norminal / formal commitment is positively affected by clarity of goals and negatively by bureaucratic structure.

Han et al. (2009) defined and compared conferred powers, employees' job satisfaction and organizational commitment of permanent (N = 254) and non-permanent (N = 162) nurses in nineteen Korean hospitals. Results of the study showed that the permanent employees had greater powers and showcased a stronger job satisfaction. Permanent nurses in comparison with their non-permanent counterparts were more committed to the organization in a general sense. Significant differences between the groups of *organizational commitment scale* affective / emotional nature and continuous / permanent commitment subscales were not discovered. However, permanent nurses' scores in normative / formal commitment subscales were significantly higher compared to the non-permanent nurses. This result can be explained in terms of different work attitudes of nurses based on their current employment status. As non-permanent employment contracts of nurses are drawn for a short period of time, thus negative attitude associated to their job status and limited possibilities to extend the employment in the same organization may hinder these employees' organizational commitment.

Jain et al. (2009) examined the interim work control situational role for employee's well-being and the interaction of organizational commitment. The study included four middle-level managers (N = 250) of the North Indian private sector industrial organizations. It was found that the external work control position has a positive impact on employee's well-being and the interaction of organizational commitment and employees' welfare is positively associated with affective / emotional organizational commitment. That would explain a favorable employee's belief in organization social responsibility standards, long-term relationships and loyalty, which are not weakening even when cultures homogenize as the result of globalization. Favorable people look at things positively, which leads towards affective / emotional type of commitment.

Joolideh and Yeshodhara (2009) studied Indian and Iranian higher educational institutions teachers (N = 721) and their work specifics (taught subject) influence on teachers' organizational commitment. According to the survey results, India's teachers had stronger affective and normative commitment, while Iranian teachers could be characterized by a stronger expression of continuous commitment, but statistically significant age of the employees and work specifics (taught subject) relationship with their organizational commitment was not noticed in the studied cultures.

Karakus and Aslan (2009) studied public and private higher educational institutions teachers' (N = 1017) organizational commitment. Study results showed that employees' commitment trend, type and level depends on such personal characteristics such as gender, marital status and seniority. Although women were more committed to the profession in affective and normative types, but they showed weak normative commitment for the work group

and a weak continuous commitment for the organization in which they work. Married employees in affective and normative aspects were less committed to their profession than single employees. But the level of continuous commitment of married employees to their profession and organization in which they worked was higher. It turned out that with the increasing number of work years in an organization, increased the efforts put into organization's operations and thus employees' continuous commitment to an organization has increased. Although by the highest degree of normative commitment to their profession showed employees with 1-5 years of work experience, but this category was the least committed in affective / emotional as well as in normative aspect for their work group.

Sezgin (2009) studied Turkey (Ankara) primary school teachers' (N = 405) demographic variables (gender, age, work experience) and psychological endurance (individual nature reduction of the negative effects of stress) influence on their organizational commitment. It turned out that the psychological endurance is an important factor for employee's organizational commitment, which is positively associated with identification with an organization and organizational and individual values overlap dimensions (distinguished by H.C. Kelman (1958)); a statistically significant gender and work experience factors were noticed on identification with an organization as well as organizational and individual values overlapping dimensions. This study presents a different approach to organizational commitment, analyzing employee's commitment dimensions – mutual agreement, identification with the organization as well as organizational and individual values coincidence.

Iqbal (2010) studied the Pakistani industrial organizations employees' organizational commitment and interaction of certain factors (age, tenure, education). The study results revealed a statistically significant effect on the time of the position held by employees on their organizational commitment. It turned out that the managers of studied organizations are more committed than the employees, and to encourage a stronger commitment there needs to be increased employee's job satisfaction by adequate compensation, proper organization's policy, training / learning opportunities and favorable working conditions.

Malik, et al. (2010) analyzed employees of two public sector universities in the Pakistan (N = 331) job satisfaction influence on their organizational commitment. It was identified a statistically positive satisfaction (work, quality of leadership and salary) relationship with organizational commitment.

Aube and Rousseau (2010) surveyed Canadian health care organizations employees (N = 215) to find out a manager and a coworker cooperation support relation with affective commitment and to analyze interim access to resources and physical environment conditions' influence on those relations. Regression analysis showed that a manager and a coworker's support is directly related to affective commitment. Hierarchical regression analysis showed that a manager and a coworker support is strongly related with affective commitment when excellent possibilities for access to resources is created. Physical environmental conditions enhance the impact of a manager support for affective commitment. However, the study did not confirm the interim physical environment conditions influence in coworker support and affective type of commitment relationship. This could be explained by the fact that members of a certain organization may encounter the same environmental conditions, while the environmental conditions of employees and managers often differ fundamentally.

Based on the above analyzed meta study results there was designed a principal conceptual model-classification of employee's organizational commitment which was based empirically (N = 1804) – Lithuanian case (Kavaliauskienė: 2016.; 2012 a, 2012 b).

In this model-classification of employee's organizational commitment affective / emotional nature of the commitment dimension is influenced by the following essential *personal characteristics* factors category components: gender (Boles et al., 2007; Labatmedienė et al., 2007), marital status (Karakus, Aslan, 2009) and personality traits, i.e. extroversion, which is the essence of positive emotionality (Erdheim et al., 2006; Karakus, Aslan, 2009) and personality traits, i.e. extroversion, which is the essence of positive emotionality (Erdheim et al., 2006).

The *work characteristics* category, influencing affective commitment dimension includes: organizational support (Aube et al., 2007), covering the employee's well-being (Jain et al., 2009), with emphasis on the manager's support (Rousseau, Aube, 2010) and coworker's support (Rousseau, Aube, 2010). Work characteristics also include: access to resources (Moss et al., 2007), a favorable physical environment conditions (Rousseau, Aube, 2010), with emphasis on resource adequacy (Rousseau, Aube, 2010). Although *interrelationships* are considered as one of the favorable organizational climate factors, but Martin (2008) in a study singled out an individual category of factors which include: interrelationships norms (Martin, 2008), trust (Martin, 2008) and satisfaction (Martin, 2008). Interrelationship norms are basically defined by the existence of role model distribution, the status equality between peers and feedback from managers (Stallworth, 2004). Attention must be paid to the benefits of a

decentralized organizational structure, mainly perceived through giving autonomy to the employees (Aube et al., 2007; Stallworth, 2004) and leading employees by seeking the approval of everybody (Stallworth, 2004), etc.

Affective commitment to *engagement in work* factors category include: work experience in an organization (Stallworth, 2004), promotion possibilities (Stallworth, 2004), organizations attractiveness for the individual (Yang, Pandey, 2008), which according to Stallworth (2004), includes the organization's credibility, the expected work challenges organization and possible overtime acceptance.

The main factors of continuous / permanent commitment, according to Meyer and Herscovitch (2001) are related to stability, financial security and the bet parties are making. According to Allen and Meyer (1990), it is difficult to identify these factors, because losses attributable to the legacy of an organization are not adequate for everyone, so they are not easily generalized (Stallworth, 2004).

Considering detailed analysis of the continuous commitment dimension factors, there would be appropriate to include age (Labatmediené, et al., 2007) and personality traits, according to Erdheim, (2006) such as openness to experience, neurotism and honesty etc. to the personal characteristics factors.

Continuous commitment influencing *interrelationships* factors category consists mainly of interrelationship norms, e.g. the bet parties are making (Karakus, Aslan, 2009), including the personal contribution of the employee, i.e. efforts, time and energy (Karakus, Aslan, 2009), coincidence of values and satisfaction (Martin, 2008).

Category of *job involvement* of continuous commitment factors include: work experience in an organization (Karakus, Aslan, 2009), support of relatives (spouse, parents, friends not working in the organization) and already mentioned financial security and stability.

It is believed that two mechanisms play the main role for a norminative / formal commitment i.e. socialization and exchanges. Thus, this type of commitment is developing because of normative beliefs (formed before the involvement e.g. family and cultural, and after the involvement, e.g. organizational and socialization process). According to the principle of the second mechanism, normative commitment develops benefit is received from the organization which promotes the need to morally commit to the organization.

Detailed examination of normative commitment dimension factors allowed to assign the following to the category of *personal characteristics* factors: marital status (Karakus, Aslan, 2009) and personality traits, such as extraversion and acceptance (according Erdheim et al. (2006)).

The following belongs to the factors of *work characteristics* category which influences normative commitment: organizational support (Aube et al., 2007; Karakus, Aslan, 2009), especially in terms of employee performance evaluation and salary aspect, access to resources (Moss et al., 2007), transformational leadership (Moss et al., 2007), when the personal insight and energy of a manager inspires followers and has a significant impact on organizations and clarity of organizational goals.

Norminative commitment influencing *interrelationships* factors category consists of interrelationship norms (Martin, 2008) and satisfaction (Martin, 2008). Interrelationship norms include psychological organization-individual relation (Joolideh, Yeshodhara, 2009), coincidence of values and open and honest communication network.

The following factors belongs to category of norminative commitment of *job involvement*: work experience in the organization, opportunities for further education and employment form / work status (Han et al., 2009).

Further study of employee' organizational commitment should not be limited by already prevalent conceptual and empirical experience and scientific intuition, but rather to draw attention to the recent years original and timely results of these specifics studies which are compared below.

Kell and Motowid (2012) study tried to determine whether the cognitive aspect of organizational commitment measurement could explain the behavioral influence in more detail than Allen and Meyer (1990) instrument, which was designed to measure the component of emotional commitment. This cognitive component was measured by strength of belief index. Undergraduates (N = 110) took a test which measured all the variables. The results show that students who express different suitability of behavior are more likely to support their own university and have pride in it. This effect occurs even when controlling personality and demographic variables. According to the survey results, extroversion and approval explains the divergence of opinions in affective commitment aspect and awareness explains the differences in cognitive commitment aspect.

Different human-environment friendly dimensions are studied in the article by Giauque, Resentera and Siggen (2014) to measure their impact on job satisfaction, job commitment and

work stress. The study results show that human-environment friendly dimensions have a different impact on the dependent variables. The study complements many important academic debates. The first relates the studied model covering many human-environment friendly dimensions. The second contribution to the science is the assumption that the human-environment friendly dimensions is the result of some job implications. The third contribution is – distinguishing and measuring a new human-environment dimension – personal reforms.

Kim and Park (2015) examined general employees' emotional exhaustion, transactional leadership and manager-employee exchange impact on affective commitment and role performance. The was constructed a comprehensive system which includes affective commitment factors and consequences and allows to analyze how employees' affective commitment and emotional exhaustion coexist and influence their role performance. Utilizing stimulation theory, the vulnerability-stress theory and the necessary resources for a job model there were tested hypothesis on independent and variables factors influence of threefold interaction. There were studied South Korean company's employees (N = 332). Results of the study show that the role is poorly performed when emotionally exhausted workers work with a manager who believes in transactional leadership and especially when this belief is strongly expressed.

U-senyang, Trichanhara and Rithaisong (2017) study presents a structured model describing causal relationships of organizational commitment, organizational justice, transformational leadership and organizational health. The study was conducted in the local administrative organizations. The results of the study revealed that organizational commitment is directly linked to organizational health; organizational justice directly affects the health of the organization and indirectly (through organizational commitment) organizational health. Transformational leadership directly affects the health of the organization and indirectly (through organizational justice) organizational health.

Therefore, seeking for good organizational health in the local administrative organizations, the attention should be drawn to the development of personnel justice, including decision-making, interpersonal relationships, communication, understanding, and transformational leadership development, integrating the ideological impact, inspiration, intellectual stimulation and individuality (U-senyang, Trichanhara, Rithaisong, 2017).

The earlier contrasted recent years studies of employee's organizational commitment reveal newest concrete concept study trends, thus their results in timely manner would benefit the development of this type of research in the national level.

Conclusions

Based on early employee's organizational commitment meta study results and treating this phenomenon as personal individual and organizational values and beliefs assessment, there was developed a principal conceptual employee's organizational commitment model-classifier, which identified on scientific basis following empirically verified employee's organizational commitment factors: in personal characteristics category – age, gender, marital status and personality traits; in operational features category factors – organizational support, access to resources, a favorable physical environment conditions, transformational leadership, decentralized organizational structure; in interrelationship category – coincidence of interrelationship norms and values, satisfaction, open and honest communication; in the job involvement category factors – work experience in an organization and promotion possibilities, possibilities of further education, attractiveness of organization for an individual, support of family, financial stability and security as well as employment form.

Considering the fact that the results of the organization's performance are dependent on personnel's work, competencies, values, needs, it is advisable to monitor job environment changes in an organization over time by regularly conducting employee's organizational commitment studies. Therefore, employee's organizational commitment further studies should not be limited by already prevalent conceptual and empirical experience and scientific intuition, but should be developed following recent years studies findings in this field, i.e. expanding the principal conceptual employee's organizational commitment model-classifier with the perception of this phenomenon, human-environment friendly dimensions (especially personal reforms), emotional exhaustion, transactional leadership, manager-employee exchange factors while seeking to identify the root causes of employee organization commitment, organizational justice, transformational leadership and organizational health relationships.

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