



Factors Affecting Organizational Commitment of Employees: Evidence from Pakistan

Bilal Nawaz Kayaniⁱ✉ , and Umar Nawaz Kayaniⁱⁱ 

Received: 08 December 2020

Final Revision: 02 March 2021

Accepted: 09 March 2021

e Published: 03 May 2021

 [10.52283/NSWRCA.AJBMR.20210601A02](https://doi.org/10.52283/NSWRCA.AJBMR.20210601A02)

Abstract

Organizational commitment is important for overall performance of an organization and wellbeing of its employees. Organisational commitment has gained much importance and it can lead to the positive and favourable outcomes for an organisation like improved employees' performance, increased organisational effectiveness, decreased employee turnover ratio, increased organisational financial revenues and decreased absenteeism among employees. This study identifies the important organisational factors from prior literature and using a questionnaire survey examines the influence of these factors on the organisational commitment among employees of software industry of Pakistan. Results revealed that all the identified factors except gender affects organisational commitment among the employees of software industry of Pakistan. Recommendations were also made for making the organizational commitment practices and their implementation more vibrant and stronger within an organization based on research results and in relation with prior research studies. A summary table with all the identified factors is presented in this paper for helping other researchers doing research for knowing about different factors that can affect organizational commitment.

Keywords: Organizational commitment; software industry; performance; wellbeing; employees

I. Introduction

Organizational Commitment is a tie or relationship of an individual to the organizations. Organizational commitment appeared in 1970s and 1980s as a key factor of the relationship between individuals and organizations. Organizational Commitment has gained much importance in the literature of organizational psychology in the last two decades or so. Several studies conducted by (Mathieu & Zajac, 1990; Mowday et al., 1982; Porter et al., 1974) found that commitment related to work could lead to an increase in performance, reduction in absenteeism, reduction in turnover, in short, a benefit to the employee and organization both. The concept has received an overwhelming acceptance and a great deal of empirical study therefore and antecedent of work-related variables, needed to study organizational commitment. Organizational commitment plays a vital role in attitudes and behaviours of employees. It has been an area of great interest and attraction to researchers over the period of past three decades. Fredrick Taylor is of view that managing of employees' is done in order to increase productivity and profit of organisations.

The existing literature has linked organizational commitment with several important personal variables, roles and different aspects of work environment such as employee rewards and appreciation, age, job level, gender, job autonomy and many others ranging from job features to organizational structure dimension (Begley & Czajka, 1993; Cohen, 2017; Glisson & Durick, 1988; Labrague et al., 2018; Mathieu & Zajac, 1990; Park & Lee, 2020; Perryer & Jordan, 2005).

ⁱ Master's Research Student, ESD, Lincoln University, Christchurch, New Zealand.

✉ bilal.kayani@lincolnuni.ac.nz (Corresponding Author)

 <https://orcid.org/0000-0001-5257-0783>

ⁱⁱ Assistant Professor, College of Business Administration, Alfalah University, Dubai, United Arab Emirates.

✉ Umar.Kayani@afu.ac.ae

 <https://orcid.org/0000-0003-1404-5288>

Various researchers highlighted that greater understanding of the process related to organization commitment has many relationships for employees, organizations, and society. Employees' level of commitment defines the extrinsic and intrinsic rewards being received by the employee (Ekhsan, 2019; Vipraprastha et al., 2018).

Meyer et al. (1990) conceptualized organizational commitment as an affective state. For an example, identification in relationship to the organization and in terms of analysed and expected actions, significant to stay, or going with the entity, considering two different aspects of behavioural types, a longing to maintain affiliation with the organizations, and willingness for going an extra mile on the behalf of an organization. They abstracted commitment as both instrumentally, means a variable that accounts for conduct in terms of predictable advantages and damages and normative, means a variable that accounts for conduct in terms of ideals that govern the former considerations. Therefore, it has an important and crucial role in the progress of organizations (El-Kassar et al., 2017; Levine et al., 2020)

Becker, a well-known researcher termed commitment as "a temperament to engage in consistent time of activity, because of accrual of side-bets or investments that would be lost if activity is stopped. Means, time, effort, money is going to be lost if an individual is going to leave his or her organization. As, leaving an organization with the passage of time is becomes costlier because of fear, which people have after thinking their investments in the form of time, effort, and money going to be futile (Becker, 1960; Zacharo et al., 2018). The organisational commitment has gained a lot of theoretical emphasis by various researchers by focusing on organisational commitment constructs which intends to increase employee retention and overall organisational growth (Allen & Helms, 2002; Mowday et al., 2013). This study based on Mowday et al. (1979) organisational commitment theory examines the effects of various factors on the commitment among employees of software industry of Pakistan. It is important to conduct this study as there are a lack of studies to know about how different factors related to organisational commitment in literature affects organisational. Pakistan's software exports are worth almost \$1 billion USD and still growing as per the 2017-18 statistics realised by the state bank of Pakistan. Being an important growing sector and contributing to economy, it is imperative to know about the how various factors identified in prior research studies affect organisational commitment among employees of software industry of Pakistan.

Role of various factors in organizational commitment

Begley and Czajka (1993) reached at a conclusion that individuals feel more discontentment and depressed when they have no team participation and appreciation for their work, hence leading them to the stress, which lead to poor organizational commitment among them. Therefore, more the coordination and team spirit exist, more fruitful and tremendous results would be achieved that will lead to an increased organizational commitment and success. On the contrary side, if there exists an atmosphere of bad feelings and jealousy among the team members will lead to the reduced output and overall working of the organizations.

Mowday et al. (1979) found during the research that absenteeism is lower and performance is higher where commitment is higher. Cohen (1991) found that age and tenure has relationship with organizational commitment. Employees have more tenure or service feels more committed to the organization, in other words they feel like to continue working for same organization because of more time spent. Therefore, employees with early career stage are more inclined towards the switching from one organization to other.

Many prominent researchers concluded that important variables such as age influences the organizational commitment (Glisson & Durick, 1988). Important variables such as age, job level is positively related to an employee commitment in an organization has a direct relationship with organizational commitment of an employee, which means organizational commitment rises if age and tenure is greater. Some findings also showed organizational commitment within organizations increases as competence and job level increases (Mathieu & Zajac, 1990; Meyer et al., 1993; Salami, 2008).

Various researchers have studied relationship between gender and organizational commitment. Researchers came up with different research results, some have view that organizational commitment has a relationship with gender of an employee (Karrasch, 2003), whereas, some other researchers found that gender doesn't affect organizational commitment of employees (Balay, 2000).

Similarly, job autonomy is very important element for the organizations as it has strong relationship to organizational commitment. The studies have found that the job autonomy increases organizational commitment, which ultimate helps organizational growth (Bono & Judge, 2003; Kemp et al., 1983; Parker et al., 2001; Vui-Yee & Yen-Hwa, 2020).

Perryer and Jordan (2005) researched found that, organizational commitment is a strong and tested phenomenon to analyse performance of an employee. They found that leadership behaviour impacts organizational commitment wither positively or negatively based on how employees are treated. Organizational commitment is widely accepted and studied phenomenon and top management behaviour plays an important role for creating a strong bond of employees with their organization (AlKahtani et al., 2021; Klein et al., 2012; Luz et

al., 2018). The existing literature reveals that this area needs further attention in terms of academic research in Pakistani context. As a matter of fact, it is evident from the literature that this area has received very little attention especially in the software industry in Pakistan. Therefore, this study based on below mentioned research framework and hypothesis aim to study this relationship. Thus, based on the existing literature this study postulates following hypotheses:

- H₁: Rewards and work appreciation influence organizational commitment among employees of an organization.
- H₂: Absenteeism and job tenure has influence on organizational commitment among employees of an organization.
- H₃: Job tenure has influence on organizational commitment among employees of an organization.
- H₄: Age influence organizational commitment among employees of an organization.
- H₅: Job level influence organizational commitment among employees of an organization.
- H₆: Gender influence organizational commitment among employees of an organization.
- H₇: Job Autonomy influences organizational commitment among employees of an organization.
- H₈: Leadership behaviour influences organizational commitment among employees of an organization.

Research Framework

There are many factors which affects organizational commitment among employees of an organization, some of the important factors from prior research studies as in above sections have been identified (Appendix A) and hypotheses have been formulated based on those factors. The conceptual research framework of this study highlights various factors, which can affect organizational commitment of an employee, as illustrated in figure below.

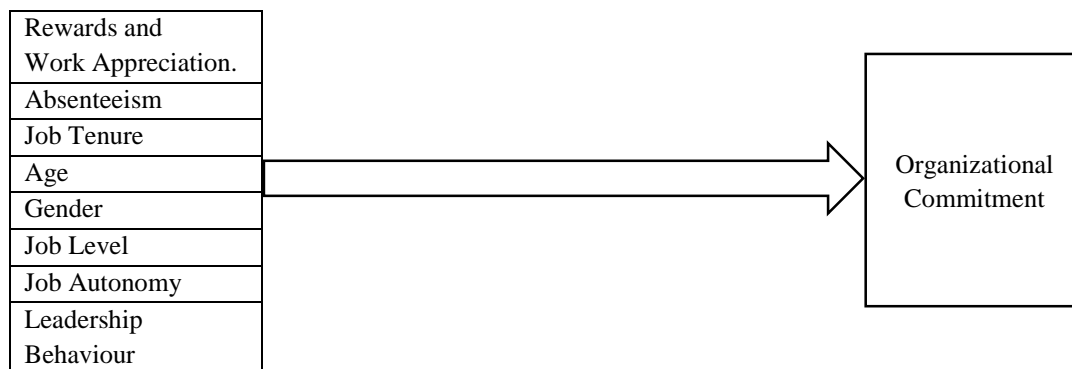


Figure 1: Framework of this research study

II. Data Sample and Methodology

Research Design

This study focuses on identifying factors which affect organizational commitment of an employee in software organization.

Sample Selection

The respondents of this study are selected based on the purposive sample using two criteria:

1. Employees of software industry based in Islamabad and employees.
2. Employees in management and having more than 8 years of job experience.

Research Instrument

The questionnaire for this study is designed based on the factors identified from literature review which affect organizational commitment of an employee in an organization, as there are many factors which impact directly or indirectly organizational commitment. This research study has developed research instrument for questions related to factors affecting organizational commitment based on the factors identified from the literature and was reviewed

by three senior academic experts and two industry experts and suggested changes were incorporated in the questionnaire. To measure organisational commitment and questionnaire is adopted from (Mowday et al., 1979) organizational commitment questionnaire with some modifications to negative worded questions and excluded some research items from questionnaire as per research context to measure organizational commitment. The choice of selecting Mowday's OCQ is because of its strong consistency and being widely used by researchers to measure organizational commitment (Bozeman & Perrewe, 2001; Varona, 1996). Overall, there are three parts of questionnaire used in this research, first part contains demographic questions, second part contains questions related to the factors affecting organizational commitment and third part of questionnaire contains questions related to organisational commitment. The questionnaire measures response on a five-point scale ranging "1 for Strongly Disagree", "2 for Disagree", "3 Neutral", "4 Agree" and "5 for Strongly Agree". The respondent's response and identity was kept confidential.

Data Collection

One hundred and ten questionnaires were distributed to the employees of software industry in Rawalpindi and Islamabad region. The respondents were approached personally by researcher at their convenient times to help them in explaining research study purpose in details and to complete questionnaires. Respondents were given option to return questionnaires after a week after completing. Researcher hand-collected questionnaires from employees after week. Out of 110 questionnaires 37 completed questionnaires were returned, which makes almost 34 percent response rate which is considered as a good return rate for questionnaires completion.

Methodology

Statistical Package for Social Sciences (SPSS) version 25 is used for data analysis. Descriptive statistics mean, standard deviation and frequencies were used for data analysis. Pearson correlation is used for testing hypotheses. Pearson correlation 'R' denotes correlation coefficient and 'P' denotes the significance of the relationship between variables. Reliability test for the factors identified from literature ranges is found using Cronbach's Alpha before questionnaires distribution, reliability for part A of research instrument scale for measuring eight independent variables (Appendix A) is 0.773 and for part B of research instrument for measuring dependent variable, namely: organizational commitment is 0.943. The reliability values indicate that research instrument is highly reliable.

III. Results and Discussion

Descriptive Statistics

This section explains descriptive statistics of factors identified from the literature and organizational commitment. Mean scores for independent variables namely: rewards & work appreciation, absenteeism, job Tenure, age, gender, job level, job autonomy and leadership behaviour and dependent variable namely: organizational commitment, are given in below table1.

Table 1 shows highest mean score for rewards and work appreciation (4.2973) while lowest mean score for age (2.3243).

Table 1: Descriptive statistics of independent and dependent variable

Research Variable	Mean Score
rewards and work appreciation	4.2973
absenteeism	3.8919
job Tenure	3.8649
Age	2.3243
Gender	2.6757
Job Level	3.6757
Job Autonomy	3.5676
Leadership Behaviour	4.0541
Organizational commitment	3.4851

Hypothesis – 1 Test: Rewards and work appreciation Influence on Organizational Commitment

Hypothesis 1 of this research states rewards, and work appreciation influence organizational commitment among employees of an organization. Pearson's correlation is used to test 1st hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis.

Table 2: Rewards and work appreciation and on Organizational Commitment

		Rewards and work appreciation	Organizational Commitment
Rewards and work appreciation	<i>r</i>	1	0.642**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.642**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Results from above table show that there is a significant relationship ($p=0.000$) between rewards and work appreciation and organizational commitment. Results finding are consistent with Begley and Czajka (1993) research findings that rewards and work appreciation increases organizational commitment among employees of an organization. Hence, hypothesis 1 is accepted.

Hypothesis – 2 Test: Absenteeism Influence on organizational commitment

Hypothesis 2 of this research states absenteeism influence organizational commitment among employees of an organization. Pearson's correlation is used to test 2nd hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis.

Table 3: Absenteeism Influence and organizational commitment

		Absenteeism	Organizational Commitment
Absenteeism	<i>r</i>	1	0.632**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.632**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Based on the results findings from above table hypothesis 2 is accepted as there is a significant ($p=0.000$) relationship between absenteeism and organizational commitment, which is also in line with the findings of Mowday et al. (1979). This indicates that lower absenteeism leads to the higher organizational commitment among the employees of an organisation.

Hypothesis – 3 Test: Job Tenure Influence on organizational commitment

Hypothesis 3 of this research states job tenure influence organizational commitment among employees of an organization. Pearson's correlation is used to test 3rd hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis.

Table 4: Job Tenure Influence and organizational commitment

		Job Tenure	Organizational Commitment
Job Tenure	<i>r</i>	1	0.789**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.789**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Job tenure has significant relationship ($p=0.000$) with organizational commitment as indicated from the table results above. These results are also consistent with the findings of (Cohen, 1991; Mathieu & Zajac, 1990), meaning employees with more job tenure and time spent will be more committed as they have gained promotions and benefits over the time and feels like more to be attached with an organization than employees with less job tenure. Therefore, hypothesis 3 is proved and accepted.

Hypothesis – 4 Test: Age Influence on organizational commitment

Hypothesis 4 of this research states age influence organizational commitment among employees of an organization. Pearson's correlation is used to test 4th hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis 4.

Table 5: Age Influence and organizational commitment

		Age	Organizational Commitment
Age	<i>r</i>	1	0.534**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.534**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Age has significant relationship ($p=0.000$) with an organizational commitment. Age plays a pivotal role in organizational commitment and senior employees with more age have gained more experience over the time and they feel committed to an organization. These employees have stayed with organisation for a longer period of time and are more likely to be emotionally attached with organisation (Riordan et al., 2003). Hypothesis 4 is accepted as findings are also consistent with (Glisson & Durick, 1988; Mathieu & Zajac, 1990) who found age to be an influencing factor behind organizational commitment among employees of an organisation.

Hypothesis – 5 Test: Gender Influence on organizational commitment

Hypothesis 5 of this research states gender influence organizational commitment among employees of an organization. Pearson's correlation is used to test 5th hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis.

Table 6: Gender Influence and organizational commitment

		Gender	Organizational Commitment
Gender	<i>r</i>	1	-0.134**
	<i>p</i>		0.429
	N		37
Organizational Commitment	<i>r</i>	-0.134**	1
	<i>p</i>	0.429	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Form the results table above, gender has not significant ($p=0.429>0.01$) relationship with organizational commitment, the findings are in line with the findings of (Balay, 2000), who found gender does not affects organizational commitment. Therefore, hypothesis 6 is rejected.

Hypothesis – 6 Test: Job Level Influence on organizational commitment

Hypothesis 6 of this research states job level influence organizational commitment among employees of an organization. Pearson's correlation is used to test 6th hypothesis of our study.

Table below presents results of Pearson's correlation for hypothesis.

Table 7: Job level Influence and organizational commitment

		Job Level	Organizational Commitment
Job Level	<i>r</i>	1	0.602**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.602**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Table 7 presents results of hypothesis 6. Results from table indicate job level has significant relationship ($p=0.000$) with organizational commitment. The results indicate higher the job level of an employee, higher will be organizational commitment in employee. The findings are consistent with (Mathieu & Zajac, 1990; Meyer et al., 1993; Salami, 2008) research findings. Hence, hypothesis 7 is accepted based on the result findings.

Hypothesis – 7 Test: Job Autonomy Influence on organizational commitment

Hypothesis 7 of this research states job autonomy influence organizational commitment among employees of an organization. Pearson's correlation is used to test hypothesis seventh of our study. Table below presents results of Pearson's correlation for hypothesis built.

Table 8: Job autonomy Influence and organizational commitment

		Job Autonomy	Organizational Commitment
Job Autonomy	<i>r</i>	1	0.678**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.678**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Hypothesis 8 tests relationship between job autonomy and organizational commitment. Based on the table 8 results, there is a significant strong relationship ($p = 0.000$) between job autonomy and organizational commitment. These findings are consistent with the finding of researchers (Bono & Judge, 2003; Kemp et al., 1983; Parker et al., 2001), who founded job autonomy increases organizational commitment as employees have more freedom to think and make decisions independent without any fears and worries. Therefore, hypothesis 8 is accepted based on the results of table 8.

Hypothesis – 8 Test: Leadership Behaviour Influence on organizational commitment

Hypothesis 8 of this research states leadership behaviour influence organizational commitment among employees of an organization. Pearson's correlation is used to test 8th hypothesis 4 of our study. Table below presents results of Pearson's correlation for hypothesis.

Table 9: Leadership behaviour Influence and organizational commitment

		Leadership Behaviour	Organizational Commitment
Leadership Behaviour	<i>r</i>	1	0.555**
	<i>p</i>		0.000
	N		37
Organizational Commitment	<i>r</i>	0.555**	1
	<i>p</i>	0.000	
	N	37	37

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

Note: 'r' denotes Pearson correlation value and 'p' denotes relationship significance between variables

Behaviour of any leader in an organization matters a lot in motivating and keeping employees' commitment stronger. Table 9 results show that leadership behaviour has significant relationship with organizational commitment of an employee. Results findings are also consistent with the findings of (Klein et al., 2012; Perryer & Jordan, 2005). Therefore, hypothesis 8 is accepted based on the results.

Overall Hypotheses Results

Table below shows the overall results of all the 8 hypotheses of this research study.

Table 10: Results

Research Variable	Hypotheses	Results
rewards & work appreciation	H1	Accepted
absenteeism	H2	Accepted
job Tenure	H3	Accepted
Age	H4	Accepted
Gender	H5	Rejected
Job Level	H6	Accepted
Job Autonomy	H7	Accepted
Leadership Behaviour	H8	Accepted

IV. Conclusion

In conclusion, a great insight and a care was taken while going through literature review to identify various factors (Appendix A) which affect organizational commitment among employees of an organization. This research paper concludes that organizational commitment is a prime factor for the success or failure of any Organization, therefore various factors identified in this research paper can help organizations to focus on these factors for the growth and success of their organization. Based on these factors, if the practices and working patterns of an organisation are defined then fruitful and healthy results can be achieved, hence leading the Organizations to greater heights and progress. This will also lead to reduce turnover intention among employees and more satisfaction among them. Therefore, it is very important to give due diligence on the factors which affect organization commitment among employees of an organization. This research study found that rewards & work appreciation, absenteeism, job Tenure, age, job level, job autonomy and leadership behaviour influence organizational commitment while gender does not affect organizational commitment. The results are consistent with the prior research studies of (Balay, 2000; Begley & Czajka, 1993; Bono & Judge, 2003; Cohen, 1991; Glisson & Durick, 1988; Mathieu & Zajac, 1990; Mowday et al., 1979; Parker et al., 2001) that shows the importance of this research study. The key findings of this research study are that organizations should focus on creating better policies and environment. Other organizations can also consider the eight factors identified in this research for long lasting and greater commitment among employees. In summary this research study has identified various factors affecting organizational commitment and contributes to the knowledge with empirical evidence on the influence of these factors on organizational commitment among employees.

V. Recommendations

This research study has limitations. First, this study employed a case study approach with focus on management employees of the software industry based in Islamabad and Rawalpindi cities of Pakistan and findings may not be generalise to other organizations. Therefore, it is recommended that future research studies should be conducted in other types of organizations using larger sample including other cities of Pakistan. The practical implications of this research study are that software industry employers, who are desirous to increase organisational commitment among their employees should pay more attention and focus to all the factors identified in this research study. Implications for researchers and practitioners in the human resource field of software industry are available as how to best use the factors identified in this research to enhance organisation commitment among employees of software industry for overall organisational growth and better performance.

References

- AlKahtani, N., Iqbal, S., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters*, 11(3), 813-822.
- Allen, R. S., & Helms, M. M. (2002). Employee perceptions of the relationship between strategy, rewards and organizational performance. *Journal of Business Strategies*, 19(2), 115.
- Balay, R. (2000). Organizational commitment. Ankara: Nobel Publishing.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), 32-40.
- Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied psychology*, 78(4), 552.
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.
- Bozeman, D. P., & Perrewé, P. L. (2001). The effect of item content overlap on Organizational Commitment Questionnaire–turnover cognitions relationships. *Journal of applied psychology*, 86(1), 161.
- Cohen, A. (1991). Career stage as a moderator of the relationships between organizational commitment and its outcomes: A meta-analysis. *Journal of occupational psychology*, 64(3), 253-268.
- Cohen, A. (2017). Organizational Commitment and Turnover: A Meta-Analysis. *Academy of management journal*, 36(5).
- Ekhsan, M. (2019). The influence job satisfaction and organizational commitment on employee turnover intention. *Journal of Business, Management, and Accounting*, 1(1), 48-55.
- El-Kassar, A.-N., Messarra, L. C., & El-Khalil, R. (2017). CSR, organizational identification, normative commitment, and the moderating effect of the importance of CSR. *The Journal of Developing Areas*, 51(3), 409-424.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative science quarterly*, 61-81.
- Karrasch, A. I. (2003). Antecedents and consequences of organizational commitment. *Military psychology*, 15(3), 225-236.
- Kemp, N. J., Wall, T. D., Clegg, C. W., & Cordery, J. L. (1983). Autonomous work groups in a greenfield site: A comparative study. *Journal of Occupational psychology*, 56(4), 271-288.
- Klein, H. J., Becker, T. E., & Meyer, J. P. (2012). *Commitment in organizations: Accumulated wisdom and new directions*: Routledge.
- Labrague, L. J., McEnroe-Petitte, D. M., Tsaras, K., Cruz, J. P., Colet, P. C., & Gloe, D. S. (2018). Organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management. *International Journal of Nursing Sciences*, 5(4), 403-408.
- Levine, K. J., Carmody, M., & Silk, K. J. (2020). The influence of organizational culture, climate and commitment on speaking up about medical errors. *Journal of nursing management*, 28(1), 130-138.
- Luz, C. M. D. R., de Paula, S. L., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Mowday, R. T., Porter, L. W., & Steers, R., &. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*: San Diego, CA: Academic Press.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*: Academic press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Park, J., & Lee, K.-H. (2020). Organizational politics, work attitudes and performance: the moderating role of age and public service motivation (PSM). *International Review of Public Administration*, 25(2), 85-105.
- Parker, S. K., Wall, T. D., & Cordery, J. L. (2001). Future work design research and practice: Towards an elaborated model of work design. *Journal of occupational and organizational psychology*, 74(4), 413-440.
- Perryer, C., & Jordan, C. (2005). The influence of leader behaviors on organizational commitment: a study in the Australian public sector. *Intl Journal of Public Administration*, 28(5-6), 379-396.

- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Riordan, C. M., Griffith, R. W., & Weatherly, E. W. (2003). Age and work-related outcomes: The moderating effects of status characteristics. *Journal of Applied Social Psychology*, 33(1), 37-57.
- Salami, S. O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. *The anthropologist*, 10(1), 31-38.
- Varona, F. (1996). Relationship between communication satisfaction and organizational commitment in three Guatemalan organizations. *The Journal of Business Communication* (1973), 33(2), 111-140.
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (ocb) behavior as intervening variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503-20518.
- Vui-Yee, K., & Yen-Hwa, T. (2020). When does ostracism lead to turnover intention? The moderated mediation model of job stress and job autonomy. *IIMB Management Review*, 32(3), 238-248.
- Zacharo, K., Koutsoukos, M., & Panta, D. (2018). Connection of teachers' organizational commitment and transformational leadership. A case study from Greece. *International Journal of Learning, Teaching and Educational Research*, 17(8), 89-106.

Appendix A: Major Factors affecting Organizational Commitment based on prior research studies.

Serial No.	Name of Factors / Items	Rational
1	Rewards & Work Appreciation.	Recognition, rewards and appreciation enforces the pledge of the employee towards the organization, to perform more efficiently Begley and Czajka (1993).
2	Absenteeism	Mowday et al. (1979) found during the research that lower absenteeism leads to higher commitment among employees of an organization.
3	Job Tenure	Cohen (1991) found tenure has relationship with organizational commitment. Employees have more tenure or service feels more committed to the organization, in other words they feel like to continue working for same organization because of the seniority and growth earned over the time.
4	Age	Age is a prime factor deciding about OC, People with younger ages would perform more efficiently and will grow more and hence more committed as compare to the older ones Cohen (1991).
5	Gender	It is found that females are more dedicated than males towards the Organizational goals and objectives and have more commitment (Glisson & Durick, 1988). whereas, some other researchers found that gender doesn't affect organizational commitment of employees(Balay, 2000).
6	Job Level	Job level defines Organizational commitment, with having a direct relationship between them, Higher the level of job, higher the level of commitment (Mathieu & Zajac, 1990).
7	Job Autonomy	Various researches found the employees like more autonomy of job, which can increase level of an organizational commitment, ultimately helps organizational growth as well. (Bono & Judge, 2003; Kemp et al., 1983; Parker et al., 2001).
8	Leadership Behaviour	They found that leadership behaviour impacts organizational commitment wither positively or negatively based on how employees are treated Perryer and Jordan (2005).

Appendix B: This Survey is to ascertain the role of different factors affecting organizational commitment among employees of software industry of Pakistan.

* Required

Dear Respondent, I am doing a research on role of various factors affecting the organizational commitment in an organization. This questionnaire consists of two parts. Part A consists of factors identified from literature affecting organizational commitment and Party B consists of questions for measuring organizational commitment. Please give your valuable time for making this research beneficial and useful by giving your precious opinion on this questionnaire. Participants name and responses would be kept confidential. I would be very grateful for your kind cooperation. Thanks*

Please give your valuable opinion, which would help us in analysing about our research, hence leading to the results drawn from your feedback for better organizational commitment.

A. What is your age Category?

1. Less than 30
2. Between 31 to 40
3. More than 40

B. What is your Gender Identity?

1. Male
2. Female

C. What is your Job Title?

1. CEO
2. General Manager
3. Manager
4. Assistant Manager

D. Maximum level of Educational qualification achieved?

1. Diploma
2. Bachelor Hons
3. Masters
4. Doctorate

E. Number of years in current positon

1. Less than 5 years
2. Between 6 to 10 years
3. More than 10 years

Organizational Commitment Questionnaire. *

Please tell about the impact of following factors one by one in the corresponding organizational commitment Questionnaire.

Part A: consists of factors identified from literature affecting organizational commitment and Party B consists of questions for measuring organizational commitment.

Rewards & Work Appreciation. *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rewards and work appreciation increases organizational commitment among employees.	1	2	3	4	5

Absenteeism *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Lower absenteeism leads to higher commitment among employees of an organization.	1	2	3	4	5

Job Tenure *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees have more tenure or service feels more committed to the organization, in other words they feel like to continue working for same organization because of the seniority and growth earned over the time.	1	2	3	4	5

Age *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Age is a prime factor deciding about organizational commitment, People with more age and experience would perform more efficiently because of experience and skills learned over time hence more committed as compare to the younger ones.	1	2	3	4	5

Gender *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Gender has influence on organizational commitment among employees of an organization.	1	2	3	4	5

Job Level *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job level has influence of organizational commitment, higher the level of job, higher the level of organizational commitment.	1	2	3	4	5

Job Autonomy *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Autonomy increases organizational commitment among employees and help them to perform well in their tasks.	1	2	3	4	5

Leader Behaviour *

Considering my organization, I can give my opinion on the factor mentioned above in relationship to the organizational commitment as under:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Positive behaviour of top leadership increases organizational commitment among employees.	1	2	3	4	5

Party B: This section contains questions to measure organizational commitment, please give your response based on the scale below.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I talk up this organization to my friends as a great organization to work for	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel very loyal to this organization	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am proud to tell others that I am part of this organization	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This organization really inspires the very best in me in the way of job performance	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is much to be gained by sticking with this organization	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I really care about the fate of this organization	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
For me this is the best of all possible organizations for which to work	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Deciding to work for this organization was a great decision on my part	1	2	3	4	5

Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.