



# Nurturing affective and continuance organizational commitment by developing cognitive and affective attitudes toward work

*Eldefonso B. Natividad*: Education Program Supervisor, School Division of the City of Batac.

*Yakobus Sanbiko*: Campus Minister, Divine Word College of Bangued, Abra, Philippines.

*Marie Grace A. Jaramilla*: Internal Auditor and Part-time Instructor, University of the Northern Philippines.

*Damianus Abun*: Professor, Graduate School of Business and Management, Divine Word College of Laoag.

## ARTICLE INFO

Article history:

Received June 15, 2024

Received in rev. form. August 01, 2024

Accepted: September 10, 2024

**Keywords:** *cognitive, affective, continuance, normative commitment, attitude.*

JEL Classification: M:15

## ABSTRACT

The study aimed to examine the impact of employees' attitudes toward their work on organizational commitment. To deepen the understanding of this relationship, a review of relevant literature was conducted. The research employed a descriptive assessment and correlational design, focusing on all employees of the Divine Word College of Laoag. Data were collected using research questionnaires and analyzed using inferential statistics, specifically the Weighted Mean and Pearson r correlation.

Findings revealed that employees exhibited high levels of both work attitude and organizational commitment. The Pearson r correlation indicated a significant overall correlation between work attitude and organizational commitment. However, when analyzed separately, only affective and continuance commitment were found to be associated with cognitive and affective attitudes toward work, whereas normative commitment showed no such association.

© 2024 by the authors. Licensee DWIJMH. This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License (<https://creativecommons.org/licenses/by-nc-sa/4.0/>)

## Introduction

The rising competition among business organizations compels them to differentiate their products and services to attract customers, which ultimately requires creating a competitive workforce. Many believe that achieving this involves continuously upskilling employees with the latest knowledge, technology, and skills to enhance their innovative and creative capabilities (Lee et al., 2016; Idrees et al., 2022). However, winning the competition also necessitates positive work

behavior from employees (Youssef & Luthans, 2007; Cascio, 2006).

People's behavior is often influenced by their attitudes. According to Ortmeyer (1949), attitudes significantly impact human behavior. Ajzen (1993), Myers (2013), Perloff (2013), and Liska (1974) identified three dimensions of attitude: cognitive, affective, and conative (behavioral). These components suggest that perceptions (cognitive) and feelings (affective) influence behavior (conative) toward a particular object. A positive attitude fosters positive behavior, while a negative attitude leads to negative behavior. Therefore, changing a person's mindset and feelings toward something is crucial for altering their behavior.

Attitude management is often neglected in organizational management. Leaders frequently overlook employees' attitudes, yet these can significantly impact performance (Cabrera & Estacio, 2022; Rahiman & Kodikal, 2017; Brayfield & Crockett, 1955). Enhancing employees' performance requires boosting their commitment to their work; without this, organizational objectives may suffer (Stackhouse et al., 2022). Therefore, employees' attitudes toward their work are a critical element that management must address to improve performance and commitment.

This study aims to investigate how employees' attitudes toward their work influence their organizational commitment. With no existing studies on this topic, this research seeks to fill that gap. The results will provide valuable insights for management regarding employees' attitudes and behavior in their duties.

The study is organized into several sections: introduction, literature review, research methodology, data presentation, results and discussion, and conclusion.

## ***Literature review***

The purpose of the literature review is to deepen understanding of the subject matter by examining past research. Beyond providing new insights, it helps establish the theoretical framework for the study. A thorough review of existing literature enables the researcher to build a solid foundation on the topic and develop guiding theories for the investigation. Therefore, the literature review will be organized thematically based on the study's topic.

### ***The concept of attitude and attitude toward work and its effect on work performance***

Defining attitude is key to understanding work attitudes. Merriam-Webster describes attitude as "a mental position concerning a fact or state" and "a feeling toward a fact or state," emphasizing a person's mental and emotional stance. The Cambridge Dictionary adds that attitude includes "a feeling or opinion about something or someone, or a way of behaving caused by this," highlighting affective, cognitive, and conative elements which show how feelings and opinions drive behavior.

Attitude, a long-discussed concept in social psychology, was described by Allport (1935) as "the most distinctive and indispensable in contemporary American social psychology," defining it as a mental and neural readiness shaped by experience that influences responses to related objects and situations. Cherry (2021) notes that attitudes shape beliefs, emotions, and behaviors toward particular entities. Titchener (1910) described attitude as potentially subconscious but influential on behavior, while Koffka (1935) and Dewey (1922) highlighted its forceful and self-active nature. Thurstone (1929) defined attitude as an individual's inclinations and feelings about specific topics, driving behavior (Baysal & Tekarslan, 1996).

Ajzen (1993), Myers (2013), Perloff (2013), and Liska (1974) view attitudes as cognitive, affective, and conative responses. Thus, attitude toward work encompasses workers' feelings, emotions, beliefs, judgments, and opinions about their work and environment (Aries & Rizqi, 2013; Önal, 2015, as cited by Akcay et al., 2016). These attitudes impact behavior and work performance, as shown in studies by Abun et al. (2021) and Abdalkrim and Elhalim (2016). Positive work attitudes enhance performance and job satisfaction (Borst et al., 2020; Menon & Priyadarshini, 2018; Almeida et al., 2012).

### ***Organizational commitment***

The concept of commitment and organizational commitment varies among researchers. The Cambridge Dictionary defines commitment as "willingness to give your time and energy to a job, activity, or something you believe in." Dictionary.com describes it as "the state or quality of being dedicated to a cause, activity, or an engagement or obligation that restricts freedom of action." Both definitions emphasize dedication of time and energy to a cause or activity.

Britannica Dictionary defines commitment as "a promise to do or give something or a promise to be loyal to someone or something." These definitions lack the psychological dimension found in scholarly definitions. Leonard (2009) describes commitment as "a state of mind that holds people and organizations in the line of behavior," highlighting the psychological contract with the institution. Ajayi and Muraina (2016) define it as "the extent to which an individual identifies with the object of the organization." Ceylan (2020) emphasizes responsibility and emotional attachment to the organization.

Meyer and Allen (1991) define commitment as "a psychological state that characterizes the employee's relationship with the organization." This aligns with Porter et al. (1974) who describe organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization." Idris and Manganaro (2017) define it as "the extent to which individuals psychologically identify with their work organization," mirroring Porter and Lawer (1965) who view it as the desire to make high efforts for the organization's benefit.

Greenberg and Baron (2008) similarly see it as the degree to which employees identify with and are committed to their organization.

In summary, organizational commitment involves a psychological contract between the individual and the organization. Rousseau (1995) describes it as individual beliefs about reciprocal obligations and benefits. MacNeil (1985) identifies two dimensions of this contract: relational (emotional exchange and loyalty) and transactional (economic exchange).

Studies by Fischer and Mansell (2009), Mathieu and Zajac (1990), Meyer et al. (2002), and Solinger et al. (2008) show a strong correlation between organizational commitment and occupational commitment, job satisfaction, and job involvement. High organizational commitment reduces turnover, absenteeism, and promotes organizational citizenship behavior and well-being (Angle & Perry, 1981; Mathieu & Zajac, 1990; Meyer et al., 2002; Solinger et al., 2008).

### ***Dimensions of organizational commitment: Affective, continuance and normative commitment***

Organizational commitment is a multidimensional concept according to scholars, comprising attitudinal, behavioral, and motivational dimensions. Morrow (1993) defined organizational commitment primarily through attitude and behavior, with attitude reflecting attachment, identification, and loyalty to the organization (Meyer, Allen, & Gellatly, 1990). Best (1994) emphasized commitment as demonstrated through task performance, while Reicher (1985) noted it within group contexts, highlighting a psychological bond (O'Reilly, 1989).

Scholars propose various dimensions of organizational commitment, often overlapping. Meyer and Allen (1997) identified affective, continuance, and normative commitment. Affective commitment involves emotional attachment driven by shared values (Lowry, 1973), motivating higher effort (Johnson & Chang, 2006). Continuance commitment results from cost-benefit analysis, where staying is seen as more advantageous (Allen & Meyer, 1990). Normative commitment stems from moral and legal obligations (Muhammad et al., 2021).

O'Reilly and Chatman (1986) described commitment as compliance, identification, and internalization. Compliance and internalization align with continuance and affective commitment, respectively, while identification emphasizes emotional attachment (Meyer & Allen, 1997). Balfour and Wechsler (1996) also discussed identification, affiliation, and exchange commitment, correlating with affective, affiliation, and continuance commitment.

Thus, this paper adopts Meyer and Allen's (1997) three dimensions— affective, continuance, and normative commitment—as a framework for studying organizational commitment.

### ***Research questions***

The study investigated the interplay of attitude toward work and organizational commitment. It seeks specifically the following questions:

1. What is the attitude of employees toward work in terms of:

- 1.1. Cognitive attitude
- 1.2. Affective attitude
  
2. What is the organizational commitment of employees along with:
  - 2.1. Affective commitment
  - 2.2. Continuance commitment
  - 2.3. Normative commitment
  
3. Is there a relationship between attitude toward work and organizational commitment?

### ***Hypothesis***

Human attitudes significantly shape their behaviors toward the objects of those attitudes. Positive attitudes typically lead to favorable behaviors, while negative attitudes tend to result in unfavorable behaviors. This study posits that employees' attitudes toward their work directly impact their organizational commitment.

### ***Scope and delimitation***

The study focused exclusively on employees' cognitive and affective attitudes toward work, as well as their organizational commitment, including affective, continuance, and normative dimensions. The research population consists solely of employees within the institution.

### ***Research methodology***

The study employs a quantitative approach, utilizing a descriptive assessment and correlational research design. It is conducted at Divine Word College of Laoag, focusing on its employees. Data collection involves questionnaires, and analysis employs descriptive and inferential statistics, specifically weighted mean and Pearson correlation ( $r$ ).

To gather data, the researcher obtained permission from the President to distribute questionnaires, which were collected through employees' representatives. The study underwent ethical review, with consideration given to the absence of sensitive human issues, resulting in a waiver of ethical review requirements.

The following ranges of values with their descriptive interpretation were used:

<b><i>Statistical Range</i></b>	<b><i>Descriptive Interpretation</i></b>
<i>4.21-5.00</i>	<i>Strongly Agree/Very High</i>
<i>3.41-4.20</i>	<i>Agree/High</i>
<i>2.61-3.40</i>	<i>Somewhat Agree/Moderate</i>
<i>1.81-2.60</i>	<i>Disagree/Low</i>
<i>1.00-1.80</i>	<i>Strongly Disagree/Very Low</i>

## Data presentation and analysis

The data are presented following the statement of problems of the study.

### Problem 1. What is the attitude of employees toward work in terms of:

#### 1.1. Cognitive attitude

#### 1.2. Affective attitude

**Table 1: Attitude toward work**

Indicator	Mean	DI
<b>Cognitive attitude</b>		
I think I know my work.	4.06	High
I think that I have the knowledge to perform my work.	3.92	High
I think that I have enough experience to carry out my tasks.	3.87	High
I think that I am familiar with all the details of my work.	3.89	High
I think that I have the skills to carry out my work.	3.91	High
I think I can carry out my work without the help of others.	3.73	High
<b>Composite Mean</b>	<b>3.90</b>	<b>High</b>
<b>Affective attitude</b>		
I feel happy with my work.	3.87	High
I love the work I am doing.	3.81	High
My work gives me satisfaction.	3.84	High
I feel good because my work matches my skills.	3.88	High
My work is important to me.	3.93	High
My work gives me a sense of meaning	3.97	High
<b>Composite Mean</b>	<b>3.88</b>	<b>High</b>
<b>Overall Mean</b>	<b>3.98</b>	<b>High</b>

Source: Rosenberg and Hovland (1960), Abdalkrim and Elhalim (2016).

#### Legends:

Statistical Range	Descriptive Interpretation
4.21-5.00	Strongly Agree/Very High
3.41-4.20	Agree/High
2.61-3.40	Somewhat Agree/Moderate
1.81-2.60	Disagree/Low
1.00-1.80	Strongly Disagree/Very Low

According to the table data, employees' overall attitude toward work received a mean rating of 3.99, interpreted as "agree/high." This indicates their cognitive and affective attitudes are both rated high, with separate mean ratings of 3.90 and 3.88 respectively. Regarding cognitive attitude, employees feel confident in their knowledge, skills, and ability to work independently. Abun et al. (2021) highlight the impact of cognitive attitude on employee self-efficacy. Similarly, employees report feeling satisfied and fulfilled in their work, emphasizing the importance of affective attitude as noted by Abun et al. (2021) in enhancing self-efficacy and performance.

**Problem 2. What is the organizational commitment of employees along with:**

- 2.1. *Affective commitment*
- 2.2. *Continuance commitment*
- 2.3. *Normative commitment*

**Table 2: Organizational commitment**

Indicator	Mean	DI
<b>Affective commitment</b>		
I would be very happy to spend the rest of my career in this organization	3.89	High
I feel as if this organization's problems are my own	3.75	High
I feel like 'part of my family at this organization	3.71	High
I feel 'emotionally attached to this organization	3.73	High
This organization has a great deal of personal meaning for me.	3.88	High
I feel a strong sense of belonging to this organization	3.67	High
<b>Composite Mean</b>	<b>3.77</b>	<b>High</b>
<b>Continuance commitment</b>		
It would be very hard for me to leave my job at this organization right now even if I wanted to	3.74	High
Too much of my life would be disrupted if I left my organization	3.48	High
Right now, staying with my job at this organization is a matter of necessity as much as desire	3.64	High
I believe I have too few options to consider leaving this organization	3.63	High
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	3.56	High
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	3.69	High
<b>Composite Mean</b>	<b>3.62</b>	<b>High</b>
<b>Normative commitment</b>		
I should remain with my organization.	3.64	High
Even if it were to my advantage, I do not feel it would be right to leave.	3.50	High
I would feel guilty if I left this organization now	3.62	High
This organization deserves my loyalty	3.73	High
I would not leave my organization right now because of my sense of obligation to it	3.74	High
I owe a great deal to this organization.	3.84	High
<b>Composite Mean</b>	<b>3.68</b>	<b>High</b>
<b>Overall Mean</b>	<b>3.69</b>	<b>High</b>

Source: Meyer and Allen (1997).

Based on the table data, employees' overall organizational commitment received a mean rating of 3.69, indicating a "agree/high" level. This suggests their commitment is high but not extreme. When assessed individually, the dimensions received similar mean ratings: 3.77 for affective commitment, 3.62 for continuance commitment, and 3.69 for normative commitment.

Regarding affective commitment, employees express emotional attachment to the organization, feeling a sense of belonging and willingness to stay long-term, as noted by Ardiansyah and Afandi (2018) regarding its impact on performance and citizenship behavior. In terms of continuance commitment, employees indicate a preference to remain due to personal disruption and sacrifices associated with

leaving, aligning with findings by Kasogela (2019) on its positive influence on job performance. Normative commitment reflects employees' belief in their obligation to stay, influenced by shared values and norms with the organization, as argued by Fullerton (2011) and Meyer & Allen (1991).

**Problem 3. Is there a relationship between attitude toward work and organizational commitment?**

**Table 3: Relationship between attitude toward work and organizational commitment.**

		Affective commitment	Continuance commitment	Normative commitment	Overall commitment
Cognitive attitude	Pearson correlation	.416**	.351**	.041	.331**
	Sig. (2-tailed)	.000	.000	.610	.000
Affective attitude	Pearson correlation	.321**	.396**	.035	.312**
	Sig. (2-tailed)	.000	.000	.658	.000
Overall attitude	Pearson correlation	.393**	.400**	.041	.343**
	Sig. (2-tailed)	.000	.000	.611	.000

\*\*p<0.01

The table provides the correlation analysis between attitude toward work and organizational commitment.

There is a significant positive relationship between attitude toward work and organizational commitment ( $r=0.343$ ,  $p<.01$ ), indicating that individuals with more positive attitudes toward their work tend to show higher levels of commitment to their organization.

Specifically, the cognitive attitude toward work correlates positively with affective ( $r=0.321$ ,  $p<.01$ ) and continuance ( $r=0.416$ ,  $p<.01$ ) components of organizational commitment. Similarly, the affective attitude toward work shows significant positive correlations with affective ( $r=0.396$ ,  $p<.01$ ) and continuance ( $r=0.351$ ,  $p<.01$ ) components of organizational commitment.

However, the normative component of organizational commitment does not show significant relationships with either cognitive or affective attitudes toward work, nor with overall attitude (ranging from 0.041 to 0.035,  $p>0.05$ ). This suggests that individuals' sense of obligation to remain committed to their organization may not strongly depend on their cognitive or affective attitudes toward their work.

In summary, while cognitive and affective attitudes toward work are positively associated with affective and continuance components of organizational commitment, the normative component appears to operate somewhat independently. This underscores the multidimensional nature of organizational commitment and its relationship with attitudes toward work.

**Discussion**

The study highlights the importance of fostering positive cognitive and affective attitudes toward work to enhance organizational commitment, particularly affective and continuance commitment.

Developing cognitive attitudes involves updating employees' knowledge and skills related to their work, fostering their belief in their capabilities. Similarly, fostering affective attitudes entails ensuring employees feel satisfied and fulfilled in their roles, finding meaning and happiness in their work.

Employees with positive attitudes toward their work are more likely to exhibit stronger organizational commitment, being willing to make personal sacrifices to remain with the organization. This loyalty and commitment lead employees to align with the organization's goals and values, exerting significant effort on its behalf (Mueller & Straatmann, 2014). Consequently, organizational commitment becomes crucial for organizational performance and competitiveness (Wood, 2015).

Therefore, it is recommended that management prioritize initiatives to develop and enhance employees' attitudes toward their work, aiming to improve organizational commitment and ultimately enhance organizational effectiveness.

## ***Conclusion***

The study revealed a high level of employees' attitudes toward work and organizational commitment. It found significant correlations between attitude toward work and affective and continuance commitment, though not with normative commitment. Therefore, administrators should focus on cultivating positive cognitive and affective attitudes toward work among employees.

***Author's contribution:*** Conceptualization: D.A., E.B.N., Y.S, M.G.A.J. ***Methodology:*** D.A., E.B.N., Y.S., M.G.A.J. ***Data collection:*** I.F.A.A., A.R.R. ***Formal Analysis:*** : E.B.N., Y.S., ***Writing-Review and Editing:*** D.A. E.B.N., Y.S., M.G.A.J.

***Conflict of interest statement:*** All authors have declared no conflict of interest to the publication of the paper.

***Institutional review board statement:*** Ethical review and approval were waived for this study, due to the research does not deal with vulnerable groups or sensitive issues.

***Data availability statement:*** the data presented in this study are available on request from the corresponding author. Data are not publicly available due to privacy.

***Conflict of interest:*** The authors declare no conflict of interest

***Funding:*** the study is privately funded.

## ***References***

Abdalkrim, G.M. & Elhalim, T.A.A. (2016). Attitude toward work, job satisfaction, and job performance. *International Journal of Academic Research in Business and Social Sciences*, 6(12). <https://doi.org/10.6007/IJARBSS/v6-i12/2547>

- Abun, D., Ubasa, A.L.A., Magallanes, T., Encarnacion, M.J. & Ranay, F.B. (2021). Attitude toward the work and its influence on the Individual work performance of employees: Basis for attitude management. *Technium Social Science Journal*, 18, 378-394.
- Abun, D. Magallanes, T., Nicolas, M.T., Julian, F.P., & Madamba, M.B. (2021). Effect of attitude toward work, and work environment on the employees' work self-efficacy. *International Journal of Research in Business and Social Science*, 10(7), 129-141. <https://doi.org/10.20525/ijrbs.v10i7.1459>
- Ajayi, K.O. & Muraina, K.O. (2016). *Collective bargaining as a tool for industrial conflict in organization and conflict resolution*. IGI Global: Publisher Timely Knowledge. <https://doi.org/10.4018/978-1-4666-9850-5.ch008>.
- Ajzen, I. (1993). *New directions in attitude measurement*. Walter de Gruyter.
- Akçay, R., Ulutas, M. & Sevinc, N. (2016). Attitudes towards work in educational institutions. *Journal of Human Sciences* 13(1),1072.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Allport, G. W. (1935). *Attitudes, a handbook of social psychology* (Murchison, C., Ed.). Clark University Press.
- Almeida, A., Faisca, L. & de Jesus, S.N. (2012). Positive attitudes at work, some of its consequents and antecedents: a study with hotel professional. *International Journal of Economics and Management Sciences*, 1(6), 71-82.
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26(1), 1-14. <https://doi.org/10.2307/2392596>
- Aries, S. & Rizqi, M. (2013). Employee's job performance: The effect of attitude toward works, organizational commitment, and job satisfaction. *Jurnal Teknik Industri*, 15(1), 13-24.
- Balfour, D. L., & Wechsler, B. (1996). Organizational commitment: Antecedents and outcomes in public organizations. *Public Productivity & Management Review*, 19(3), 256–277. <https://doi.org/10.2307/3380574>
- Baysal, A.C. & Tekarslan, E. (1996). *İşletmeciler için davranış bilimleri*. Avcıol

- Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. L. (1996). Foci and bases of employee commitment: implications for job performance. *Academy of Management Journal*, 39, 464–482. <https://doi.org/10.2307/256788>
- Becker, H.S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-42. <http://dx.doi.org/10.1086/222820>
- Best, P.W. (1994). *Locus of control, personal commitment and commitment to the organization*. University of South Africa Press
- Borst, R. T., Kruyen, P. M., Lako, C. J., & de Vries, M. S. (2020). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. *Review of Public Personnel Administration*, 40(4), 613– 640. <https://doi.org/10.1177/0734371X19840399>
- Brayfield, A. H., & Crockett, W. H. (1955). Employee attitudes and employee performance. *Psychological Bulletin*, 52(5), 396–424. <https://doi.org/10.1037/h0045899>
- Cabrera, W., & Estacio, D. (2022). Job Attitude as a factor on employees' performance. *International Journal of Economics Development Research (IJEDR)*, 3(1), 13–35. <https://doi.org/10.37385/ijedr.v3i1.254>
- Cambridge Dictionary (n.d). Age. <https://dictionary.cambridge.org/>
- Cascio, W. F. (2006). The economic impact of employee behaviors on organizational performance. *California Management Review*, 48(4), 41-59. <https://doi.org/10.1177/000812560604800401>
- Ceylan, C. (2020). *Management by values in educational organizations: A Case Study of a Technical University*. IGI Global Publisher Timely Knowledge. <https://doi.org/10.4018/978-1-7998-2562-3.ch005>
- Cherry, K. (2021). Attitudes and behavior in psychology. *Very Well Mind*. <https://www.verywellmind.com>
- Dewey, J. (1922). *Human nature and conduct: An introduction to social psychology*. Henry Holt.
- Fischer, R., & Mansell, A. (2009). Commitment across cultures: A meta-analytic approach. *Journal of International Business Studies*, 40 (8), 1339-1358. <http://www.jstor.org/stable/27752450>. <https://doi.org/10.1057/jibs.2009.14>
- Greenberg, J. and Baron, R.A. (2008). *Behavior in organizations*. Pearson.

- Herrera, J. & Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontier in Psychology*, 11, 609211. <https://doi.org/10.3389/fpsyg.2020.609211>
- Idrees H, Hynek J, Xu J, Akbar A and Jabeen S (2022) Impact of knowledge management capabilities on new product development performance through the mediating role of organizational agility and moderating role of business model innovation. *Frontier in Psychology*, 13, 950054. <https://doi.org/10.3389/fpsyg.2022.950054>
- Idris, A. M., & Manganaro, M. (2017). Relationships between psychological capital, job satisfaction, and organizational commitment in the Saudi oil and petrochemical industries. *Journal of Human Behavior in the Social Environment*, 27, 251–269. <https://doi.org/10.1080/10911359.2017.1279098>.
- Johnson, R.E. & Chang, C.H. (2006). “I” is to Continuance as “We” is too affective: The relevance of the self-concepts for organizational commitment. *Journal of Organizational Behavior*, 27, 549-570. <https://doi.org/10.1002/job.364>
- Kasogela, O. (2019). The impacts of continuance commitment on job performance. *Advanced Journal of Social Science*, 5(1). <https://doi.org/10.21467/ajss.5.1.93-100>
- Koffka, K. (1935). *Principles of gestalt psychology*. Harcourt, Brace, and Co.
- Lee, H., Cha, S. & Park, H. The effect of technology-exploration on product innovation: an analysis based on Korean manufacturing SMEs. *International Journal of Quality Innovation*, 2(1). <https://doi.org/10.1186/s40887-016-0009-y>
- Leonard, A.C. (2009). Alignment with sound relationships and SLA support. *Encyclopedia of Information Science and Technology*, Second Edition. <https://doi.org/10.4018/978-1-60566-026-4>.
- Liska, A. E. (1974). The impact of attitude on behavior: Attitude-social support interaction. *Pacific Sociological Review*, 17(1), 83-97.
- Lowry R. J. (1973). *Abraham Maslow: An intellectual portrait*. Brooks/Cole
- Macneil, I.R. (1985). Relational contract: What we do and do not know. *Wisconsin Law Review* 1, 483-52
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedent's correlation, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194. <https://doi.org/10.1037/0033-2909.108.2.171>

- Menon, A.S. & Priyadarshini, R.G., (2018). A study on the Effect of workplace negativity factors on employee engagement mediated by emotional exhaustion. *The 3rd International Conference on Materials and Manufacturing Engineering 2018*. <https://doi.org/10.1088/1757-899X/390/1/012027>
- Meyer, J. P., & Allen, N. J. (1984). Testing the 'side-bet theory' of organizational commitment: some methodological considerations. *Journal of Applied Psychology*, 69, 372–378. <https://doi.org/10.1037/0021-9010.69.3.372>
- Meyer, J.P. & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- 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, 710–720. <https://doi.org/10.1037/0021-9010.75.6.710>
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace. theory, research and application*. Sage
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the agency: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of Applied Psychology*, 89, 991–1007. <https://doi.org/10.1037/0021-9010.89.6.991>
- Miller, K. (2003). Values, attitudes and job satisfaction. In Robbins, S.P., Odendaal A. & Roodt, G. (eds). *Organizational Behavior: Global and Southern African Perspectives*. Pearson Education South Africa
- Miller, D. & Lee, J. (2001). The people make the process: commitment to employees, decision making and performance. *Journal of Management*, 27, 163–189. [https://doi.org/10.1016/S0149-2063\(00\)00094-5s](https://doi.org/10.1016/S0149-2063(00)00094-5s)
- Morrow, P.C. (1993). *The theory and measurement of work commitment*. Jai.
- Mueller, K., Straatmann, T. (2014). Organizational commitment. In: Michalos, A.C. (eds). *Encyclopedia of quality of life and well-being research*. Springer. [https://doi.org/10.1007/978-94-007-0753-5\\_2030](https://doi.org/10.1007/978-94-007-0753-5_2030)

- Muhammad, S., Afridi, F. K., Ali, M. W., Shah, W. U., & Alasan, I. I. (2021). Effect of training on employee commitment: Mediating role of job satisfaction. *Pakistan Journal of Society, Education and Language (PJSEL)*, 7(1), 28-37.
- Myers, D. (2013). *Social psychology*. McGraw-Hills
- Önal, S. E. (2015). *Kamu çalışanlarının verimliliğinde işe yönelik tutumlar, örgütsel adalet algısı ve algılanan sosyal desteğin önemi, kalkınmada anahtar verimlilik dergisi*, Sayı:290. T.C.Bilim, sanayi ve Teknoloji Bakanlığı.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace. Theory, research and application*. Sage
- O'Reilly, C. (1989). Corporations, culture and commitment. *California Management Review*, 31, 9–24.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71, 492-499. <https://doi.org/10.1037/0021-9010.71.3.492>
- Ortmeyer, D. (1949). The concept of attitude. *Proceedings of the Iowa Academy of Science*, 56(1), 279-284.
- Perloff R.M. (2013). *The dynamics of persuasion: Communication and attitudes in the 21st Century*. Routledge
- 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), 603–609. <https://doi.org/10.1037/h0037335>
- Porter, L. W., & Lawer, E. E. (1965). *Managerial attitudes and performance*. Homewood.
- 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), 603–609. <https://doi.org/10.1037/h0037335>
- Reicher, A.E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10, 465–476. <https://doi.org/10.2307/258128>
- Rahiman, H. & Kodikal, R. (2017). Impact of employee work-related attitudes on job performance. *British Journal of Economics, Finance and Management Sciences*, 13(2).
- Rousseau, D. (1995). *Psychological contracts in organizations. Understanding written and unwritten*

*agreements*. Sage.

Solinger, O. N., van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology*, 93(1), 70-83

Stackhouse, L.E., Zaman, F.M. & Turner, W. (2022). Effect of employee commitment on organizational performance; Case of textile firms in Sweden. *Journal of Human Resource & Leadership* 6 (2), 6(2), 1-10. <https://doi.org/10.53819/81018102t5074>

Thurstone, L. L. (1929). *The measurement of attitude*. University of Chicago Press

Titchener, E. B. (1910). *A text-book of psychology*. Macmillan Company.

Wood, V.R. (2015). Organizational commitment and international competitiveness. In: Hawes, J. (eds). *Proceedings of the 1989 Academy of marketing science (AMS) annual conference*. Springer. [https://doi.org/10.1007/978-3-319-17055-8\\_27](https://doi.org/10.1007/978-3-319-17055-8_27)

Youssef, C.M. & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33 (5), 774-800. <https://doi.org/10.1177/0149206307305562>

**Publisher's Note:** DWIJMH stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee DWIJMH. This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/) (<https://creativecommons.org/licenses/by-nc-sa/4.0/>)

Divine Word International Journal of Management and Humanities. DWIJMH is licensed under a Creative Commons Attribution 4.0 International License.