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STUDYING THE EFFECT OF THE MAIN ASPECTS OF THE JOB ON THE ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF BEHESHTI HOSPITAL

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ABSTRACT

The overall aim of the present study is studying the impact of the main aspects of the job on organizational commitment among Beheshti hospital employees in Yasouj. The population of this study included 600 employees of Beheshti hospital in Yasouj and using the Jersey and Morgan sampling table the sample size of 234 patients was obtained. Collecting data tool was two questionnaires. To analyze the data, descriptive statistics (mean, SD,..) and inferential statistics (Pearson correlation and regression) were used. The results showed that three of the five hypotheses of the study were confirmed. Three variables of task identity, autonomy and feedback had a positive and significant relationship with organizational commitment among employees of Beheshti hospital in Yasouj. Therefore by increasing task identity, autonomy and feedback we can enhance the organizational commitment of the employees of this hospital. The results of multiple linear regression showed that three variables affecting in the Pearson correlation test had a significant positive effect on organizational commitment and in general with regard to the significant model and the standardized regression coefficients (beta) feedback of work as the most important factor influencing organizational commitment was introduced. The results showed that "conceptuality of tasks" had more effective contribution to the prediction of the dependent variable (organizational commitment) comparing to "autonomy at work".

Keywords: Key Aspects of the Job, Organizational Commitment and Hackman -Oldham Model

INTRODUCTION

Esterner *et al.*, (2003) state that Richard Hackman and his colleagues called upon the workers to do their work with high motivation, they considered the following five dimensions of jobs. According to the pattern of job characteristics, any job can be expressed in terms of the main five dimensions of the work, as follows:

- 1: Variety of tasks and skills
- 2: conceptuality of tasks
- 3: Important tasks
- 4: Independence and authority at work
- 5: Feedbacks on the job

The pattern of job characteristics has been studied in many ways. The results of the most researches confirm the theory framework (it means there is a set of job characteristics and these characteristics affect the behavior).

But there is no consensus about the fact that what feature (or features) constitutes the core. Also there is no consensus about the fact that whether needing to grow can act as an intermediate factor or not (Robbins, 2004). In this study, our definition of the characteristics of career is oriented to Oldham and Hackman perspective is.

A number of studies have considered the organizational commitment as dependent variable and some of the most important factors affecting it have been examined. In this study, considering the main question that is: (what is the relationship between dimensions of job and organizational commitment?)

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Organizational commitment has been considered as a dependent variable and the job dimensions have been considered as independent variable.

Since the low efficiency of the workforce in many organizations, is one of the problems in development of these units therefore identifying the way out of this problem can have good benefits in terms of productivity and in terms of career development. Currently, most organizations are trying to layoffs, while it is impossible to reduce the manpower to increase the productivity of the organization. Because apart from number of forces some other factors such as skill and expertise are effective in organization efficiency and because all the expertise cannot be found in a limited number, therefore the way to increase organizational commitment to increase the organization productivity should be thought.

So the question is posed in this study is that what is the effect of job dimensions on the organizational commitment among employees of Beheshti Hospital?

Research Literature

Organizational Commitment

Organizational commitment is a multidimensional construct that is related to some job results such as reducing absenteeism and desertion (Rikta, 2002) and increasing civic - organizational behavior, work effort and improving job performance (Dawley *et al.*, 2004). Several studies, such as Matthew and Zayak (1990) have also shown that the commitment to pay the staff makes staff more committed to the organization in terms of attitude and behavior.

Organizational commitment has been introduced as the staff's willingness to participate actively in a coordinate system. Regarding organizational commitment, research have emphasized on the distinction between types of employees' commitment to the different aspects of the work environment. For example, prior to the early work of Porter, Estirz, moody and Bolian (1974) about the measurement of organizational commitment, many researchers in trying to study this construct, raised a variety of organizational commitment.

The most famous and best-known efforts in this area has been Allen and Meyer (1990) and Balfour and Kessler (1996). Alan and Meyer (1990) introduced continuance commitment and normative commitment with doubt about one dimensionality of the organizational commitment and by constructing a valid and reliable instrument (Worth Stahl, 2004).

In organizational theories, there are two dominant perspectives on organizational commitment.

1. The first perspective considers commitment in emotional view. People identify themselves with the organization and with a sense of organizational membership are committed to achieve the goals of the organization. In this approach, people interact with the organization and they blend with it and enjoy the membership. This approach became operational, in particular by Porter *et al.*, (1974).

2. In other authorities' opinion, the emotional and psychological dependence are not so important in commitment and commitment is defined as willingness to continuous work based on the person recognition of the costs associated with leaving the organization. According to the second approach, people remain in the organization due to investing in the organization. In this approach, organizations authorities emphasize the behavioral dimension of the organizational commitment. This approach has been operational by scientists such as Becker (1960), and Riterz and Trice (1969) and Heribinyak and Aluter (1972). In the theoretical analysis of the factors influencing organizational commitment two theoretical models are used. Moody *et al.*, (1982) in their theoretical model have expressed four sets of preconditions for organizational commitment to represent the effective factors that lead to organizational commitment (Figure 1).

A. personal characteristics (age, gender, education, race, years of work)

B. Characteristics associated with the role (area of job or career challenges, role conflict and role ambiguity)

C. Structural characteristics such as size, concentration and recognition of the organization, control and supervision.

D. Work experience that occurs during the working life of the person in the organization (organizational trust, job satisfaction, job attitudes)

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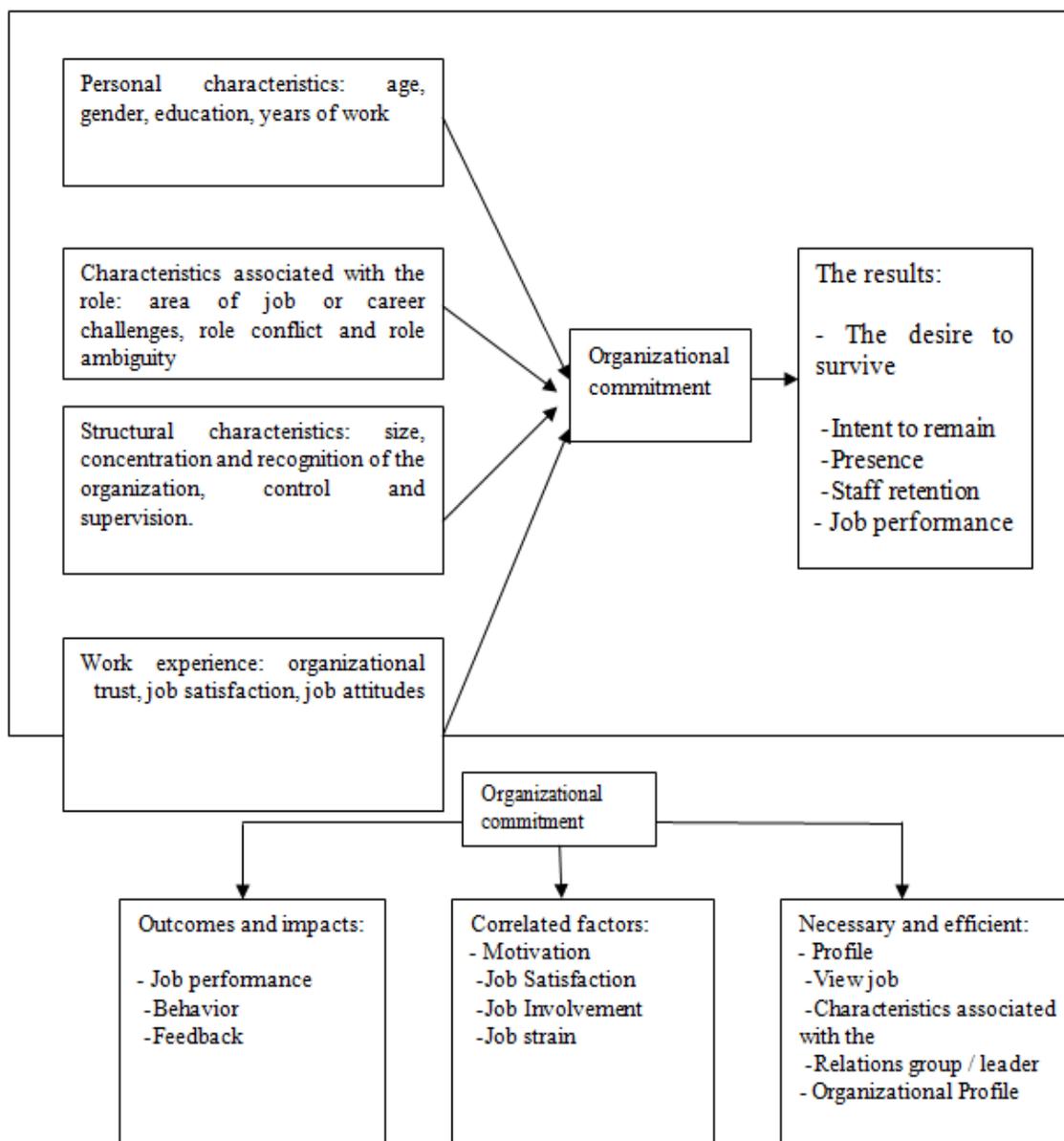


Figure 1: The essential factors, correlated factors and consequences of organizational commitment

The Main Aspects of the Job

Hackman and Oldham model consists of three parts. 1- Core job dimension including (the variety of skills, job content, job significance, autonomy, feedback of results); 2- Critical psychological state including (sense of having an important task, sense of responsibility for carrying out the task, awareness of the consequences the work); 3- Business and individual results including (Enhancing intrinsic motivation to improve the quality of work, improving job satisfaction and reducing turnover) (figure 1).

Variety of Skills: The degree to which the job requires a variety of activities to do the work. Variety of skills is strangeness of jobs to various activities, which requires different skills and talents (Moorhead and Griffin, 2002). Various activities necessary to perform the desired task and the worker must use his special skills, competencies and capabilities.

The Importance of Job: The extent to which a person job affects lives and careers of others. Job importance depends on the job effect on the lives or work of others in the organization or outside the

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organization environment (Moorhead and griffin, 2002). Importance of a job includes importance for life and welfare of workers and consumers.

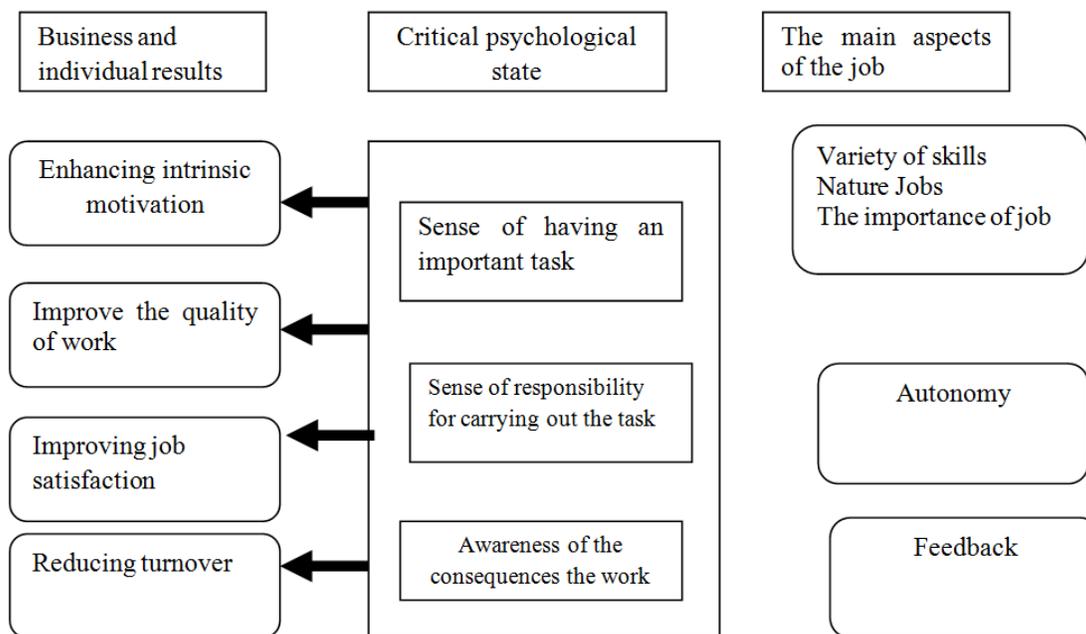


Figure 2: The relationship between the main dimensions of the job, the results and psychological states (Hackman and Oldham, 1975)

Nature or Meaningfulness of Jobs: The extent to which employees completely perform a work. It is project, unit or part of the jobs that is quite specific and has particular identity. In other words, job tasks have been determined from beginning to end in a way that person has a complete picture of his duties and is considered an important part of the work (Robbins, 2000).

The pattern of job characteristics has been investigated in many ways. Results of more research confirm the theoretical general framework (it means there is a set of job characteristics and these characteristics affect the behavior). But there is no complete consensus about which attribute (or attributes) make up the core. Also there is no consensus that whether the need for development can be seen as an intermediate factor or not (Robbins, 2000). Evidence suggests that if the autonomy of people is high he will have various skills. Robbins points out that the relationship between the dimensions of the job and the achieved results is adjusted by the individual needs to grow, that is the individual desire to self-actualization.

Skill variety, job nature and job significance cause the job to be meaningful, job autonomy is about results and job feedback is related to knowledge of real results of work activities. These five dimensions are summarized in the Motivating potential score (mps). This model expresses the higher Motivating potential score makes the higher level of job motivation, (Moeller and Fitzgerald, 1985). Specifically, this model focuses on the idea that enriching certain elements of jobs is effective in changing people psychological mood and increases the effectiveness of their activities. It should be noted that this model is effective to describe the behavior of people with a high degree of need for the development of their work. Hackman and Aldham constitute the critical psychological states of the theory core. They think it shows how the individual reacts to his duty under the influence of job characteristics. They define susceptible psychological states as experienced meaning fullness of the work, experienced responsibility for work outcomes and knowledge of results. Literature review shows that many empirical studies have examined its different dimensions outputs in different organizations. This suggests that the job dimension is an important structure to check the jobs' output in different organizations. Accordingly, it is necessary to examine the five aspects of the job based on conducted research meta-analysis.

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It helps to identify jobs strengths and weaknesses to be able to reduce weaknesses in the jobs and raise strengths and use them. This means that research results not only can be used as norm and benchmark to compare results for other research in the fields of employment, but also it can help them in planning and prioritizing businesses and five dimensions to job design and redesign to job enrichment and motivation abilities, but before anything it is required to be more familiar with the aspects of the job. Initial descriptions of aspects of the job, has been done by Turner and Lawrence. These two researchers in the mid-1960s (Turner and Lawrence, 1965) in assessing the impact of job on job satisfaction and employees' absenteeism concluded that 1) there are some aspects of the job based on them job can be assessed and managed, 2) Employees in various positions, differently deal with their jobs, 3) Individual differences affect employees' reaction to jobs and 4) usually employees prefer complicated job to simple, steady and routine jobs.

Dimensions of Turner and Lawrence model was reviewed and revised by Hackman and Oldham (1974) and some aspects were eliminated due to not relating to the concept and accordingly, the job characteristics model was presented for job study and design. This model consists of three phases including aspects of the job, susceptible psychological states and the output. The dimensions include skill variety, task identity, task importance, freedom in doing tasks and feedback, is (Hackman and Oldham, 1975).

Job dimensions make three susceptible psychological states that are: Meaningfulness, accountability for results and knowledge of results; ultimately this will lead to positive outputs in the workplace, such as high motivation, organizational commitment and job satisfaction (Gomez *et al.*, 2007). In general, the level of person motivation depends on the susceptible psychological state, when these states are in high level; the employees have higher levels of intrinsic motivation in their careers, better quality job performance, greater job satisfaction and lower turnover and absenteeism at work.

Average of three dimensions of variety, identity and importance of the tasks that are making meaningfulness of jobs are multiplied by the freedom that forms job responsibilities and job feedback that provides job performance information and creates the degree of potential motivation of job. Thus, each of the three dimensions of variety, identity and importance of task can replace each other and increase motivation, but dimensions of freedom and career feedback are not replaceable with other dimensions and to increase motivation they must be provided at a high level. Hence, this model can assist managers in the field of occupations analysis, designing and reengineering to increase the quantity and quality of organization outputs.

The first test of the job dimensions model was performed by Hackman and Oldham (1976) that confirms the theory. They showed that there is a significant correlation between dimensions of job and psychological states with intrinsic motivation of general satisfaction and development satisfaction as output, but only some of the mental states and job dimensions had significant relationship with absence and effectiveness. In addition, the findings showed that, when the participation of mental states is maximum that all mental states exist (Arnold and House, 1980), Overall, the empirical findings support a positive association between job dimensions and psychological, individual, occupational and behavioral output (Behyan and Mangok, 2002), (Dora *et al.*, 2007) (Thomas *et al.*, 2004; Lee, 2005; Chang and Lee, 2006; Behyan and Mangok, 2002). Particularly research study shows that the correlation between the dimensions of the job and the psychological states has been from 0.11 to 0.54 (Arnold and House, 1980) and the relationship between psychological states and personal outputs is stronger than relationships between job dimensions and personal output despite the job characteristics model is used in research in wide range, and generally it confirm studies of the model (Farid and Ferris, 1987), but it also faces some criticism. For example, the importance of structure of jobs characteristics in measuring behavioral and attitudinal outputs still lacks clarity (Gomez *et al.*, 2007). Some studies have not confirmed the relationship between dimensions of the job and job performance, the fact that kind of skill assists predictability of the model has been provided challenging debates (Pierce and Dunham, 1978; Rosio, 1977) and other variables in addition to growth variable have moderating influence in the model (Oroly and Kaldoil, 1979; Yutger and Chiu, 1986).

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Research Hypotheses

The Main Hypothesis

There is a direct relationship between job dimensions and organizational commitment among employees.

Sub Hypotheses

There is a direct relationship between variety of tasks and organizational commitment among employees.

There is a direct relationship between conceptuality of tasks and organizational commitment among employees.

There is a direct relationship between importance of tasks and organizational commitment among employees.

There is a direct relationship between autonomy and authority at work and organizational commitment among employees.

There is a direct relationship between feedback at work and organizational commitment among employees.

MATERIALS AND METHODS

This research is an applied research and has non-experimental data, which its nature is survey and also, it is descriptive-correlation analysis in terms of the data analysis. The study population consisted of all the employees of Beheshti Hospital in Yasouj, according to the obtained statistics (2014) the number of employees is 600 people. In this regard, in this study using a Morgan Jersey sample table the sample size was 234 who were selected using random sampling. In inferential part of the study the research hypotheses were assessed using Pearson correlation test. At the end the linear regression was used in inferential part.

Data Analysis

Given the normality of the variables, Pearson's correlation test was used to determine the relationship between the independent variables and the dependent variable (organizational commitment) and the results are presented below (Table 1).

Table 1: Normality test of research variables

Significance level	z	variable
0.130	1.96	Variety of tasks
0.096	2.54	conceptuality
0.231	3.37	Job importance
0.421	2.37	Autonomy at work
0.087	2.16	Job feedback
0.328	1.41	Organizational commitment

The First Sub-Hypothesis: the relationship between variety of tasks and organizational commitment.

To describe the correlation between variables, Davis model (1971) was used. According to this model, the correlation can be described as follows (Karimi *et al.*, 2012).

Partial correlation=0.01-0.09

Low correlation= 0.1-0.29

Moderate correlation= 0.3-0.49

High correlation= 0.5-0.69

Very high correlation=0.7-0.99

Complete correlation=1

As table 2 shows, the relationship between variety of tasks and organizational commitment is not significant; so there is no relationship between these two variables ($r=-0.031$ and $p=0.661$). So the first hypothesis of this study that is: there is a significant relationship between the variety of tasks and organizational commitment will be rejected.

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Table 2: Correlation of a variety of tasks with organizational commitment

Correlation description	Sig (p)	Correlation coefficient (r)	variable
Non-significance	0.661	^{ns} -0.031	Variety of tasks

Source: research results **: significant at 1% level * Significant at 5%, ns: non-significance

The Second Sub-Hypothesis: the relationship of identity (conceptuality) of job and organizational commitment

As Table 3 shows, the relationship between identity of tasks and organizational commitment is not significant; so there is no relationship between these two variables ($r=-0.059$ and $p=0.397$). So this hypothesis that there is a significant relationship between identity (conceptuality) of tasks and organizational commitment will be rejected.

Table 3: Identity of task correlation and organizational commitment

Correlation description	Sig (p)	Correlation coefficient (r)	variable
Non-significance	0.397	^{ns} -0.059	Tasks identity

Source: research findings, **: significant at 1% level * Significant at 5%, ns: non-significance

The Third Sub-Hypothesis: the relationship of job importance and organizational commitment

As Table 4 shows, relationship between job importance and organizational commitment is positive and significant at the 1% level, and their correlation has been described below. ($r=0.192$ and $p=0.006$). So the hypothesis of the relationship between job importance and organizational commitment is confirmed.

Table 4: Correlation of tasks (jobs) importance and organizational Commitment

Correlation description	Sig (p)	Correlation coefficient (r)	variable
low	0.006	** 0.192	Task importance

Source: research findings, **: significant at 1% level * Significant at 5%, ns: non-significance

The Fourth Sub-Hypothesis: the relationship between independence and autonomy in work and organizational commitment

As Table 5 shows, the relationship between autonomy variable and organizational commitment is positive and significant at 1% level, and their correlation is described low. ($r=0.189$ and $p=0.007$). Thus, the hypothesis that there is a relationship between autonomy and organizational commitment is confirmed.

Table 5: Autonomy correlation of job and organizational commitment

Correlation description	Sig (p)	Correlation coefficient(r)	variable
low	0.007	** 0.189	Job autonomy

Source: research findings, **: significant at 1% level * Significant at 5%, ns: non-significance

The Fifth Sub-Hypothesis: the relationship between organizational commitment and job feedback.

As Table 6 shows, the relationship between organizational commitment and job feedback is positive and significant at the 1% level, and their correlation is described low ($r=0.235$ and $p=0.001$). Thus, the hypothesis that there is a relationship between organizational commitment and job feedback is confirmed as the last hypothesis of the research.

Table 6: Correlation of job feedback and organizational commitment

Correlation description	Sig (p)	Correlation coefficient (r)	variable
low	0.001	** 0.235	Job feedback

Source: research results **: significant at 1% level * Significant at 5%, ns: non-significant

The Main Hypothesis: The effect of independent variables on organizational commitment.

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In order to explain the structures influencing organizational commitment among employees of Beheshti Hospital in Yasouj simultaneous multiple regression analysis (Enter) has been used. Table 7 shows the details of this analysis.

As Table 7 shows, the independent variables are (1) a variety of tasks (X1), 2- conceptuality (X2), 3- job importance (X3), 4-Autonomy in the job (X4) and 5 - job feedback(X5).

Table 7: Results of multiple regression analysis

P	T	Beta	B	variable
0.000	17.67	-	2.895	Constant
0.147	-1.47	0.109	-0.054	Variety of tasks
0.000	-3.56	0.276	-0.122	conceptuality
0.027	0.168	0.168	0.91	Job importance
0.14	1.48	0.038	0.056	Job autonomy
0.000	0.329	0.329	0.156	feedback

$F=7.236$; $Sig= 0.000$

$R=0.396$; $R^2=0.157$; $R^2 Adjust= 0.135$

The calculated F-value at 99% ($F=7.236$ and $sig= 0.000$) represents the meaningfulness of regression model. In this model, the job feedback (X5), identity (conceptuality) of Jobs (X2) and autonomy in job (X4), are variables that have the largest contribution in changing the dependent variable (organizational commitment).

To provide an estimate, according to obtained information and significance of multiple regression models in this study (Table 7), organizational commitment can be estimated by the following equation:

$$Y= 2.895 - 0.122 X_2 + 0.091 X_3 + 0.156 X_5$$

Positive values of the regression coefficients in this equation show that with the increase of independent variables such as the importance of jobs and job feedback, the dependent variable increases. Table 7 shows that predictive variables predict 13.5% ($R^2 Adjust=0.135$) of the oscillations of criterion variables (organizational commitment). Also, studying standardized regression coefficients (beta) indicates that the variable of feedback of jobs to the other variables has a greater contribution in predicting the dependent variable.

CONCLUSION

Hypothesis 1: There is a Direct Relationship between the Variety of Tasks and the Level of Organizational Commitment

Research hypotheses indicate that the relationship between the variety of tasks and organizational commitment among employees of Beheshti Hospital in Yasouj is not significant. Thus, changes in the variety of tasks do not cause a change in organizational commitment. So we can say that this hypothesis is not confirmed.

The Second Hypothesis: There is a Direct Relationship between Conceptuality of Tasks and Organizational Commitment

Research hypotheses indicate that the relationship between the conceptuality of tasks and organizational commitment among employees of Beheshti Hospital in Yasouj is not significant. Thus, changes in the conceptuality of tasks do not cause a change in organizational commitment. So we can say that this hypothesis is not confirmed.

The Third Hypothesis: There is a Direct Relationship between Importance of Tasks and Organizational Commitment

Research hypotheses indicate that the relationship between the importance of tasks and organizational commitment among employees of Beheshti Hospital in Yasouj is significant. Thus, by increasing importance of tasks, organizational commitment is also increased among employees and this hypothesis is confirmed.

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The Forth Hypothesis: There is a Direct Relationship between Autonomy in Work and Organizational Commitment

Research hypotheses indicate that the relationship between autonomy in work and organizational commitment among employees of Beheshti Hospital in Yasouj is significant and positive. Correlation between independence and autonomy in work and organizational commitment was low. Thus, by increasing autonomy in work, organizational commitment is also increased among employees and this hypothesis is confirmed.

The Fifth Hypothesis: There is a Direct Relationship between Feedback of Job and Organizational Commitment

Research hypotheses indicate that the relationship between feedback of job and organizational commitment among employees of Beheshti Hospital in Yasouj is significant and positive. Correlation between independence and autonomy in work and organizational commitment was low. Thus, by increasing feedback of job, organizational commitment is also increased among employees and this hypothesis is confirmed.

Results of multiple regression analysis show that three variables of feedback of job, job identity and independence at the same time have a positive impact on organizational commitment among employees of Beheshti hospital in Yasouj.

Results of this test confirm the hypotheses results that have been performed by the Pearson correlation. It can be noted that feedback in job, job identity and autonomy in work affect organizational commitment among employees of Beheshti hospital in Yasouj.

Given the overall aim of the present study, that is studying the effect of the main aspects of the job on the organizational commitment among employees of Beheshti Hospital in Yasouj to provide effective approaches to improve and promote organizational commitment among employees of Beheshti Hospital in Yasouj and finally improve and promote their performance.

The results of this study showed that three of the five hypotheses of the study were confirmed. Three variables of identity of tasks, autonomy in work and feedback in job have positive and significant relationship with organizational commitment among employees of Beheshti hospital in Yasouj. Therefore by increasing the identity of tasks, autonomy, and feedback we can improve the hospital's organizational commitment.

The multiple linear regression analysis showed that three variables affecting the Pearson correlation test have positive and meaningful impact on organizational commitment among employees of Beheshti hospital in Yasouj. And in general with regard to the significance of the standardized regression coefficients (beta) feedback in work was introduced as the most important factor influencing organizational commitment. The results showed conceptuality of tasks has more effective contribution to the prediction of the dependent variable (organizational commitment) than autonomy in work.

Suggestions

- 1-** Today the greatest asset of any organization is its human resource. The conditions should be established in which each employee can develop his abilities and talents.
- 2-** Given the significance of autonomy in relation to the organizational commitment it is recommended to take all the features and capabilities of staff, sufficient independence and authority should be given to staff.
- 3-** Because in this research feedback in work has the largest contribution in the organizational commitment, so this knowledge should be given to staff and monitoring their work should be more.
- 4-** Providing good and appropriate condition for individuals with regard to the specific circumstances to raise the importance of tasks in the organization.
- 5-** Given that the relationship between importance of the job and organizational commitment was positive and significant creating good condition and understanding the importance and sanctity of the nursery and the medical job for hospital employees to enhance organizational commitment is important.
- 6-** Authorities should not be indifferent to the problems and work out of the hospital and staff.

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