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## Examination of the Factors Influencing Organizational Commitment: An Empirical Approach

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### Abstract

This study aims to identify the factors influencing organizational commitment, analyze their interconnections by developing a new model, and assess how these elements specifically affect work commitment and employees' intentions to leave their jobs. The factors were derived through a comprehensive review of relevant literature. The research included a two-phase pilot study, normality testing, factor analysis, discriminant validity assessments, and regression analysis. A total of 205 employees currently employed in different organizations participated in the final survey. The key results show that organizational trust, the value of the job, affective commitment, and normative commitment all positively influence work commitment, while self-confidence negatively affects it. Furthermore, organizational trust and affective commitment reduce the likelihood of employees quitting, while self-confidence and talent increase the probability of quitting. By proposing a new model of organizational commitment, this research presents an updated evaluation of previously underexplored factors and introduces new influences on organizational commitment, work commitment, and turnover intention. The insights from this study can help organizations make more informed decisions concerning their most valuable resource: their employees.

**Keywords:** Organizational commitment, Work commitment, Factor analysis, Regression analysis

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### Introduction

Early definitions of organizational commitment emphasize employees' willingness to dedicate their energy and loyalty to the organization [1]. Another perspective defines it as the employees' attitude of loyalty toward their workplace [2]. Organizational commitment is a central aspect of an organization's strategy for safeguarding its continuity. Employees who demonstrate strong commitment tend to be more cooperative, satisfied, and productive. They exhibit greater loyalty and responsibility, leading to reduced operational costs for the organization [3]. While the various definitions of organizational commitment differ in content, they all share the common understanding that commitment stems from the relationship between the individual and the organization. The differences in these definitions primarily arise from differing views on the development and structure of this relationship.

Employees who are committed to their organization deeply believe in its values and goals. They willingly follow instructions, meet expectations, and often exceed minimum requirements to achieve desired objectives. Their strong desire to stay within the organization stems from their internal motivation [4], where satisfaction comes from the process and its successful outcomes, rather than external circumstances [5]. Commitment to the organization not only reduces absenteeism and turnover



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but also enhances role performance both in terms of quality and quantity. It encourages employees to take voluntary actions that contribute significantly to the success of the organization [6].

For managers, fostering organizational commitment is a crucial challenge [7]. To remain competitive in the global economy, organizations must overcome complex challenges such as cost reduction, performance enhancement, process and product improvement, and boosting quality and efficiency. This highlights the critical importance of organizational commitment. As such, continuous exploration of organizational commitment and its emerging influencing factors is essential. This study aims to investigate how factors such as personal trust, organizational trust, delegation, decision-making participation, autonomy, and staff empowerment influence work commitment and the intention to quit. This study seeks to contribute new insights into these often underexplored aspects.

The paper is structured as follows: Section 2 provides the theoretical background and introduces the proposed model, based on a review of literature related to organizational commitment and its influencing factors. Section 3 outlines the research methodology and statistical tools used. Section 4 presents the empirical analysis, model evaluation, data analysis, and findings. Finally, Section 5 discusses the implications, and limitations, and suggests avenues for future research.

### *Theoretical framework*

Organizational commitment is composed of three main types: affective, continuance, and normative commitment [8]. Affective commitment refers to an employee's emotional connection to the organization, and their integration with its values and goals. Employees who possess high affective commitment stay with the organization not out of necessity, but because they truly want to [9]. Continuance commitment involves the costs associated with leaving the organization. This type of commitment stems from necessity, rather than desire. Normative commitment reflects an employee's sense of duty to remain with the organization, driven by feelings of obligation. The three-dimensional framework of organizational commitment by Meyer and Allen [8] continues to be widely accepted in the literature and forms the foundation of the proposed model in this study.

Based on a thorough review of existing literature, key factors influencing organizational commitment were identified as organizational trust, self-confidence, delegation, participation in decision-making, autonomy, and staff empowerment. These elements serve as the foundation for the proposed model in this study, which aims to explore the relationships between organizational commitment and these influential factors.

Trust is defined as an individual's positive expectations about others. Organizational trust specifically focuses on the trust employees place in the organization and its leadership. Even in situations involving uncertainty, employees maintain confidence in the organization's practices and policies [10]. Organizational trust is not just an institutional concept; it also operates at the individual level, where mutual trust can exist between employees and the organization. Perry and Mankin [11] describe organizational trust as an emotional bond between employees and the organization, sharing common goals and values, and the willingness to continue working for the organization.

Self-confidence is a positive and realistic self-view that influences a person's behavior. Although people may display overconfidence in some areas (such as academics or athletics), they may feel less confident in others (such as body image or social interactions). In the workplace, self-confidence helps employees feel more in control of their lives, and it is considered an important factor affecting organizational commitment.

In the organizational context, work is divided into tasks and grouped into units, where authority plays a critical role in guiding and managing activities. Authority stems from positions, ranks, or privileges that grant individuals the power to direct and instruct others [12]. Managers derive this authority through the legal structures within the organization and are entitled to oversee employees' actions, reward or punish behaviors, and ensure organizational goals are met [13]. Delegation occurs when managers transfer their authority to subordinates, which fosters a relationship of trust between the two parties. Therefore, exploring the connection between delegation and organizational commitment is a crucial aspect of this study.

Participation in decision-making is a collaborative process where both managers and employees or groups of employees, engage in deciding organizational matters [14]. The level of an employee's participation depends on their willingness, abilities, and how deeply they are engaged with the organization. Participation in decision-making extends beyond mere agreement or disagreement with decisions. It can range from minimal involvement to a broader, more sustained role in the decision-making process [15]. This study will assess how varying degrees of participation in decision-making affect organizational commitment.

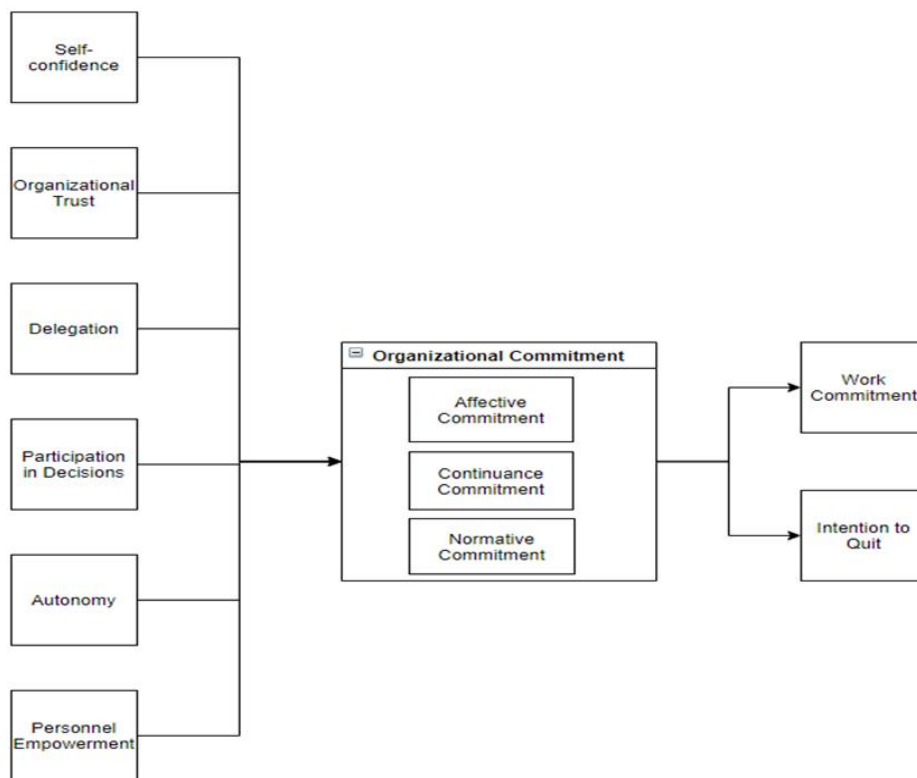
Autonomy refers to an individual's ability to avoid external pressures—whether explicit or implicit—from their environment, allowing them to make independent decisions based on their values and beliefs [16, 17]. The development of autonomy is shaped by a variety of factors, such as an individual's demographic background, family upbringing, education, and external influences. This concept plays a significant role in influencing organizational commitment.

The increasing global competition and the need for innovation in organizations have made staff empowerment a critical focus. Empowerment is understood as the process of granting employees the authority to make decisions and take responsibility for their roles [18]. Proper training and development for staff are vital to enhance their performance and success in the workplace

[19, 20]. Research consistently supports the idea that empowered employees contribute significantly to organizational success by boosting performance, improving efficiency, and fostering collaboration within teams [21]. Furthermore, empowerment strengthens trust in the organization, helping to reduce conflicts between employees and management, thereby improving organizational commitment [22].

In this study's proposed model, the interactions between organizational commitment, work commitment, and the intention to quit are examined. Work commitment refers to an employee's engagement with their job and the importance they place on their work in the context of their life [23]. High work commitment contributes to increased job satisfaction and motivation, which are vital factors for enhancing an organization's competitiveness. This, in turn, leads to improved productivity and overall organizational performance [24]. Employees who demonstrate strong work commitment tend to have high job satisfaction, exhibit positive attitudes in the workplace, and show a deep commitment to their professional roles [25]. According to Rusbult *et al.* [26], the intention to quit arises from employees' dissatisfaction with their working conditions, resulting in active and negative behaviors. In today's business environment, organizations not only focus on recruiting qualified employees but also on retaining experienced ones, as reducing turnover is crucial for maintaining a stable workforce [27, 28]. Studies show a negative link between job satisfaction and the intention to quit [29, 30].

The model presented in this research (**Figure 1**) is designed to investigate the connections between various organizational commitment concepts, each of which has distinct importance and objectives. Following the analysis of organizational commitment and its influencing factors, the study also incorporates work commitment and the intention to quit. This research aims to provide valuable insights into organizational commitment by examining a broad range of participants from different sectors and offering practical recommendations for managers, organizations, and decision-makers.



**Figure 1.** Proposed model of the study

The hypotheses derived from the proposed model are as follows:

H1a: Factors such as self-confidence, organizational trust, delegation, participation in decision-making, autonomy, and staff empowerment are positively associated with affective commitment.

H1b: Self-confidence, organizational trust, delegation, participation in decision-making, autonomy, and staff empowerment are positively related to continuance commitment.

H1c: Self-confidence, organizational trust, delegation, participation in decision-making, autonomy, and staff empowerment have a positive impact on normative commitment.

H2: Affective, continuance, and normative commitment are positively linked to work commitment.

H3: Affective, continuance, and normative commitment are negatively related to the intention to quit.

## Materials and Methods

### Factor analysis

Factor analysis is a technique designed to reduce a large set of variables into fewer, independent groups by merging those that show moderate or high correlation. This method allows researchers to condense multiple variables into several factors or clusters, making the analysis more manageable [31].

However, not all data are suitable for factor analysis. To assess whether factor analysis can be applied, the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett's test of sphericity are utilized. The KMO coefficient assesses whether the data is suitable for factor analysis, with values above 0.60 being considered adequate. Bartlett's test checks if there is a significant relationship between variables by analyzing partial correlations [28, 32].

### Model Reliability, Common Method Bias (CMB) Test, and Discriminant Validity

Reliability refers to the consistency and repeatability of a measurement instrument. After gathering data through surveys, it is necessary to perform a reliability analysis. Cronbach's Alpha is one method used to assess reliability, where correlations or covariances from the scale can help in conducting additional tests [33]. Reliability is categorized as low (0.40–0.60), moderate (0.60–0.80), or high (0.80–1.00).

CMB is a potential source of error that can distort statistical findings [34]. This bias can alter the relationships between variables, potentially leading to false or skewed results [20, 35]. Factors such as the evaluator's perspective, the structure of questions, and scale design may contribute to CMB. Identifying and measuring CMB ensures the validity of the results.

Discriminant validity, as defined by Campbell and Fiske [36], tests the degree to which concepts that are theoretically unrelated show low correlations. A successful test of discriminant validity confirms that measurements intended to assess distinct concepts do not overlap significantly.

### Regression analysis

Regression analysis is employed to understand the relationship between multiple variables and predict future outcomes based on known data. Establishing a relationship between dependent and independent variables, creates a predictive model, enabling estimations for the dependent variable based on the independent variables. This analysis provides both descriptive and inferential statistics.

The coefficient of determination ( $R^2$ ) is the key indicator of how well the regression model fits the data. It reveals how much variance in the dependent variable can be explained by the independent variable(s). A significance level of 0.05 is generally considered the threshold, with results above this value suggesting no statistically significant relationship.

### Empirical study

This study targeted individuals who had been employed in an organization for at least one year. It encompassed various sectors, but sector-based analysis was not conducted. Additionally, the roles of managers and employees were not distinguished, with the assumption that each manager reports to a higher-level manager. Consequently, all findings were interpreted as about "employees."

A two-step pilot study was carried out to refine the research methodology. The final questionnaire was developed and implemented after analyzing the outcomes of the pilot study and making necessary revisions. The 1st phase involved 5 participants, while the second phase included 40 participants. The first phase focused on identifying any typographical errors and assessing the clarity of the questions. Given that some questions were translated into Turkish, potential ambiguities were anticipated. In the 2nd phase, the questionnaire was administered both electronically and in paper form to test the reliability of the questions. Since Cronbach's alpha values for the work commitment and intention to quit factors were below 0.6, adjustments were made to the question items.

The actual study sample comprised 205 active employees. The survey was divided into two sections: demographic information in the first part and model-related scale questions in the second. To enhance the reliability and accuracy, some reverse-coded questions were incorporated. Participants were asked to respond on a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The survey was distributed both electronically and in paper form. The data was tested for normality, and no issues were identified.

Key demographic information of the participants is summarized in **Table 1**, which includes their age, educational background, and work experience. Additionally, 74.6% of participants were male, 59.5% were married, and 45% were in managerial positions.

**Table 1.** Demographic information of participants

Age (years)	Participants	Percentage
≤ 24	8	3.9
25-34	147	71.7
35-44	38	18.5

≥ 45	12	5.9
Total	205	100
Education	Participants	Percentage
High school	18	8.8
Pre-bachelors	18	8.8
Bachelor's degree	130	63.4
Postgraduate	39	19
Total	205	100
Work Experience	Participants	Percentage
1-3 years	37	18
4-7 years	70	34.1
8-11 years	44	21.5
8 years and above	54	26.3
Total	205	100

The study involved calculating the maximum, minimum, frequency, mean, and standard deviation of the data, followed by testing its normality. No irregularities were identified during the process.

## Results and Discussion

### *Model reliability test*

Following the two-phase pilot study, the reliability analysis (using Cronbach's alpha) revealed that certain factor scales, including work commitment and intention to quit, had alpha values below 0.6. As a result, the reference questions for these scales were revised, and more reliable scales were incorporated after a literature review. The reliability of the revised model was then reassessed, with the updated results presented in **Table 2**. In addition, **Table 2** includes the factors before factor analysis.

**Table 2.** Model reliability test for factors

Scale	Cronbach's alpha
Self-confidence	0.869
Organizational trust	0.760
Affective commitment	0.794
Continuance commitment	0.604
Normative commitment	0.726
Delegation	0.712
Participation to decisions	0.807
Autonomy	0.863
Personnel empowerment	0.901
Work commitment	0.793
Intention to quit	0.868

Factor analysis performed in this research revealed that certain data variables were composed of a greater number of factors than originally expected. The detailed findings for each parameter are outlined in **Table 3**.

**Table 3.** Factor analysis results

	Factor	KMO	Factor number
1	Self-confidence	0.812	1
2	Organizational trust	0.687	1
3	Delegation	0.699	1
4	Participation to decisions	0.819	1
5	Autonomy	0.821	1
6	Personnel empowerment	0.893	2
6.a	New-talent acquisition	0.796	1
6.b	New-importance of job	0.818	1
7	Affective commitment	0.797	1
8	Continuance commitment	0.607	2
8.a	New-continuance commitment	0.602	1
9	Normative commitment	0.752	2

<b>9.a</b>	New-normative commitment	0.742	1
<b>10</b>	Work commitment	0.848	3
<b>10.a</b>	New- Work commitment	0.772	1
<b>10.b</b>	New work participation	0.744	1
<b>11</b>	Intention to quit	0.68	1

The factor analysis results indicated that personnel empowerment is comprised of two distinct factors. Due to the close relationship between certain questions and both factors, these items were removed to clarify the distinction. The resulting factors were categorized as talent acquisition and job importance. For continuance and normative commitment, 2 factors were initially identified, but some questions were excluded from the continuance commitment scale. After these adjustments, the KMO value for the factor was calculated to be 0.602 (which is above the acceptable limit of 0.6), and it was adequately represented by a single factor. In contrast, for normative commitment, a KMO value of 0.742 was obtained, with the scale also being represented by a single factor.

In the case of work commitment, the factor analysis initially suggested three factors. Upon closer inspection of the scale's items, the new factors and their corresponding questions were defined as Work Commitment and Work Participation. After these new factors were identified, the model reliability test was conducted again with the updated factors, and the results are presented in **Table 4**.

**Table 4.** Model reliability test for newly formed factors

Scale	Cronbach's alpha
Continuance commitment	0.602
Normative commitment	0.734
Talent acquisition	0.853
Importance of job	0.841
Work commitment	0.789
Work participation	0.737

### CMB

Several methods can be employed to assess CMB. For this study, Harman's single-factor test was selected due to its ease of use and frequent application in prior research [34]. The SPSS software was utilized to perform the CMB evaluation, where all variables in the factor analysis were excluded, but the constraints of the factors were set to "1." If the total variance explained falls below 50%, it signifies that CMB is not present in the data. In this case, the Harman test revealed a variance of 30.7%, confirming that the data didn't contain CMB errors.

### Discriminant validity

**Table 5** displays the correlation coefficients between the factors of the proposed model. According to Fiske and Campbell (1959), a correlation coefficient lower than 0.85 indicates satisfactory discriminant validity. This threshold was used to assess the discriminant validity in the current study. The factors in the model are denoted by their respective abbreviations (e.g., SC for Self-Confidence, D for Delegation, etc.).

**Table 5.** Discriminant validity for the factors

	A	B	C	D	E	F	G	H	I	J	K	L	M
<b>SC</b>	1	0.68	0.34	0.56	0.64	0.65	0.71	0.39	0.22	0.28	0.2	0.29	0.45
<b>OT</b>	0.68	1	0.48	0.62	0.65	0.53	0.68	0.59	0.32	0.39	0.3	0.33	0.57
<b>D</b>	0.34	0.48	1	0.66	0.33	0.22	0.46	0.5	0.32	0.38	0.29	0.29	0.39
<b>PD</b>	0.56	0.62	0.66	1	0.49	0.36	0.63	0.56	0.33	0.43	0.3	0.41	0.46
<b>AU</b>	0.64	0.65	0.33	0.49	1	0.54	0.64	0.32	0.12	0.21	0.15	0.31	0.42
<b>TA</b>	0.65	0.53	0.22	0.36	0.54	1	0.53	0.21	0.11	0.13	0.11	0.14	0.37
<b>IW</b>	0.71	0.68	0.46	0.63	0.64	0.53	1	0.58	0.35	0.44	0.38	0.34	0.64
<b>AC</b>	0.39	0.59	0.5	0.56	0.32	0.21	0.58	1	0.53	0.68	0.4	0.32	0.68
<b>CC</b>	0.22	0.32	0.32	0.33	0.12	0.11	0.35	0.53	1	0.63	0.42	0.23	0.49
<b>NC</b>	0.28	0.39	0.38	0.43	0.21	0.13	0.44	0.68	0.63	1	0.59	0.25	0.57
<b>WC</b>	0.2	0.3	0.29	0.3	0.15	0.11	0.38	0.4	0.42	0.59	1	0.03	0.52
<b>WP</b>	0.29	0.33	0.29	0.41	0.31	0.14	0.34	0.32	0.23	0.25	0.03	1	0.34
<b>IQ</b>	0.45	0.57	0.39	0.46	0.42	0.37	0.64	0.68	0.49	0.57	0.52	0.34	1



*Regression analysis*

**Table 6** displays the regression models calculated at a 0.05 significance threshold. The factors used in the analysis follow the same abbreviations as those seen in the discriminant validity section.

**Table 6.** Regression analysis results

NO	Factor	Regression formula	R <sup>2</sup>
1	Intention to quit	-1,896E-016 - PD*0,177 - OT*0,488 + SC*0,505 - IW*0,364 + TA*0,190	0.24
2	Work commitment	1,761E-017 + AC*0,563 + NC*0,194	0.527
3	Work participation	1,603E-017 + NC*0,622	347
4	Affective commitment	2,302E-017 + IW*0,474 + D*0,192 + OT*0,622 - TA*0,175 - AU*0,236 - SC*0,208	0.518
5	Continuance commitment	1,624E-016 + IW*0,322 + D*0,192 - AU*0,347 + OT*0,240	0.214
6	Normative commitment	3,775E-017 + PD*0,352 + IW*0,340 - SC*0,228	0.269

Based on the results from the regression analysis, the following hypotheses are proposed:

H1a: The factors of self-confidence, organizational trust, delegation, decision-making participation, autonomy, and employee empowerment have a positive influence on affective commitment.

H1b: The factors of self-confidence, organizational trust, delegation, decision-making participation, autonomy, and employee empowerment have a positive influence on continuance commitment.

H1c: The factors of self-confidence, organizational trust, delegation, decision-making participation, autonomy, and employee empowerment have a positive influence on normative commitment.

H2: Affective commitment, continuance commitment, and normative commitment have a positive influence on work commitment.

H3: Affective commitment, continuance commitment, and normative commitment negatively impact the intention to quit.

The findings of this study indicate that employees with higher levels of talent tend to exhibit lower affective commitment and a greater intention to quit. It is well-established that organizations invest in employee training to enhance overall performance. Such training typically focuses on boosting employee skills and making them more proficient. Consequently, companies must find a balance between developing employees' talent and ensuring they retain them. By fostering a sense of importance in their roles, employees' organizational commitment, work commitment, and intention to quit can be positively influenced. Therefore, organizations should work to cultivate this perception and provide training that aligns with it. Companies need to assess which roles are crucial for each individual and assign them accordingly.

Self-confidence has a detrimental effect on both affective and normative commitment, and employees with higher self-confidence tend to exhibit lower work commitment. To enhance work commitment, managers might consider focusing on hiring employees with lower self-confidence. Delegation, being linked to increased affective commitment, continuance commitment, and work commitment while reducing the intention to quit, should be strategically utilized to motivate employees and guide decision-making processes.

The positive impact of employee participation in decision-making on normative commitment and its inverse relationship with intention to quit [37] suggests that organizations with a more participative management style will experience lower turnover rates. Organizations stand to gain by involving employees in decision-making processes and valuing their input. High levels of autonomy in employees, however, correlate with lower levels of affective commitment, continuance commitment, and work commitment. Thus, employees with substantial autonomy may not be the best fit for roles that demand high organizational commitment.

Reducing turnover, one of the primary goals for most organizations can be achieved by involving employees in decision-making and ensuring they perceive their roles as significant [38]. To retain employees for the long term, it's vital to foster greater employee participation in decisions, respect their perspectives, and recognize their suggestions. When employees no longer see their work as important, delegation may become necessary. Trust within the organization plays a crucial role in reducing turnover intentions. Organizations should prioritize transparency, fairness, and earning employees' trust to further decrease turnover rates.

## Conclusion

Before the Industrial Revolution, management was not regarded as a formal discipline, and employees were often treated poorly in the workplace. However, as the Industrial Revolution unfolded, the understanding of human behavior and its importance in organizational contexts grew. It became evident that the capabilities of individuals played a crucial role in

organizational success, leading to a shift in attitudes towards workers. This shift gave rise to studies aimed at discovering the most effective ways for organizations to operate, which eventually contributed to the development of management science. Human behavior was understood to be guided by rational thought, and it was realized that organizations and their employees are deeply interconnected through organizational commitment.

The study aimed to investigate the impact of organizational commitment, work commitment, and intention to quit on employees. A comprehensive model was created based on an extensive literature review, and scales for each factor were carefully established. After conducting a two-phase pilot study, the final survey was administered. The analysis revealed that the personnel empowerment factor comprised two sub-factors: “having the talent for the job” and “perceiving the job as significant.” Similarly, the work commitment factor was redefined into two elements: “work participation” and “commitment to work,” which were found to be more intense. The results of regression analysis provided valuable insights into organizational commitment, offering guidance for managerial decisions and strategy development.

Participants were selected based on the condition that they had at least one year of work experience in any organization. The study was conducted across various sectors, so no sector-specific analysis could be made. Future research could look into whether these findings hold in specific industries or geographic regions. The study did not differentiate between employees and managers. It assumed that, aside from top management, all individuals reporting to higher-level managers were categorized as “employees.” Future research could examine the potential differences between top-level management and regular employees. Furthermore, the study identified new factors influencing organizational commitment, suggesting that further investigation is needed to explore these in more depth.

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