Determining the Demographic impacts on the Organizational Commitment of Academicians in the HEIs of DCs like Pakistan

By
[1]Irfanullah Khan, [2]Farhatullah Khan, [2]Hamid Khan, [1]Allah Nawaz, [3]Naseem Bakht Yar

Abstract
In the contemporary age where the globalization is taking place in every sphere of life, the academic institutions occupy their place at the helm. The dynamism in the academic institutions in general and the universities in specific is directly proportional to the competence of their employees. The success of the universities depends upon solid functioning, faithfulness and the involved academicians regarding high level of teaching and research. Provision of workforce to the different sectors countrywide is possible only through the universities with high level of educational standards and Organizational Commitment on the part of the staff members especially the academicians. Unlike the developed countries, this role becomes more emphasizing in the developing countries like Pakistan. The sole objective of this 'Review Article' is to investigate the impact of demographics (gender, qualification, designation, age, and marital status) on Organizational Commitment (Emotional, Cost-benefited and Obligatory) of employees, working in the public sector universities. Up to some extent, it is a complicated task to come across and deal with the people who are physically, linguistically, culturally, educationally and ethnically diverse. In the light of current research we construct a 'Theoretical Framework' on the topic which will subsequently be used as a 'Research Model' for the upcoming 'experimental-study', using the study of workforce from the universities of Khyber Pakhtunkhwa, Pakistan. It is acknowledged from the present study that the demographics have the significant impact on the organizational commitment.

Keywords: Organizational Commitment (Emotional, Cost-benefit, Obligatory), Demographics, Academicians

1. Introduction

        In the institutions of higher education the most significant foundation for the determination of educational development is the source of the workforce. In agreement with the consideration, the academic excellence and teaching will be enhanced by the level of performance of the workforce in the university. Universities gradually become more conscious that worker is the key person to

| [1]Department of Public Administration, Gomal University, Dera Ismail Khan, Pakistan
 [2]Department of Business Administration, Gomal University, Dera Ismail Khan, Pakistan
 [3]Bachelors of Business Administration, FAST, School of Business, Islamabad, Pakistan

their accomplishment and view the mutual correlation between the organization and the worker as a most valuable parameter in development. After joining, the new employees in the university have multi-dimensional impact in many respects. In fact, a fresh employee may face a problem when he/she launches his/her career in the university. The university, in this regard, should focus on how to decrease his/her hesitations and fears (Judeh et al, 2011). A consistent, leading and the dedicated employees in the public sector organizations, mostly universities, have comparatively more elevated levels of organizational commitment. If workforce is dedicated, emotionally involved and have identification with their organization, then they are more likely to continue with the organization (Meyer & Stanley, 2002).

Organization is a composition which is shaped by people, who have dissimilar characters, feelings, prospects, practices, levels of education and have come together to achieve the same goals. In addition, to maintain the stability in the organization, it must have a well built constitution, mission and vision parallel to the organizational culture and standards, show elevated performance by functioning with competent and extremely committed workforce. In the meanwhile the success of organization is interrelated with "individuals" factor, which has the most important place along with all the production factors. Commitment, faithfulness and contribution of workforce to organizations bring settings for the accurate strategies and a standard working for the organizations (Hakan et al, 2011).

The perception of the psychosomatic agreement has been generally utilized in the organizational psychology literature. It provides means of examining and investigating the changing association between employers and their workers. For instance, a worker may do a lot of things for their organization by putting in additional time at work, effective and being faithful to their organization. In return she/he expects from the organization to provide leading work, values, promotion chances, training and job protection (Theron et al, 2011). Organizations require a well dedicated workforce to attain their goals and objectives in a well organized and effectual manner. Organizational commitment involves worker's psychosomatic status that makes them more dedicated to their work and their organization. Organizational commitment has been a highly appreciated research topic among organizational and behavioral researchers for decades. It is all because that employee commitment is usually regarded as one of the key determinants of organizational effectiveness and output (Judeh et al, 2011).

1.1 Definition

The perception of the psychosomatic agreement has been mostly used in organizational psychology literature by means of examining and exploring the

changing association between the organization and their workers. The measures that employers take on through restructuring can affect employees to believe that the psychosomatic contract has been undermined (Theron et al, 2011). The tenure of committed employees increases the credibility of the organization and makes available the prerequisite for the improvement and development of the organization and as a result, it leads the organization towards economic prosperity and betterment (Kargar et al, 2012). The organizational commitment amounts to the general normative pressures that are sustained by the employees to accomplish their organizational responsibilities, the emotional attention towards the organization and the psychosomatic state that forces the employee to continue in the organization. To enhance the degree of worker's organizational commitment and their performances, the supervisors should be fair in their decisions and actions towards their workers (Turgut et al, 2012). Organizational commitment can be defined as a psychosomatic state that builds the workers behaviors in the organizations. Organizational commitment implies the intention of the workers to prolong their occupancy in an organization or not (Balay et al, 2010).

1.2 Types of Organizational Commitment

The types of organizational commitment are emotional, cost-benefited and the obligatory feelings. However, each of the three is essential to complete the phenomenon and each of these aspects is therefore equally significant. Any attempt to determine the existence and the level of commitment must comprise the computation of affective, continuance and normative contents of the organizational behavior (Marmaya et al, 2011). Simultaneously, the organizational commitment of the workforce varies and depends upon the organizational antecedents. For instance, working practices and individual characteristics influence the affective commitment (emotional); perceptions of work substitutes and the cost of leaving the work influence continuance commitment (cost-benefit) and last but not the least, the social and intellectual orientations of the employees have sound effects on normative commitment (obligatory feelings) (Adekola, 2012). There is some categorization made to examine organizational commitment. Usually, three dimensions of organizational commitment are mentioned in this categorization. The common three classifications have been generally used in the studies made upon the organizational commitment (Rehman et al, 2012).

1.2.1 Affective Commitment (Emotional)

Affective commitment is examined as the employee's emotional attachment to the organization. As a result, the individual strongly identifies the objectives of the organization and wishes to stay as the member of the

organization (Malik et al, 2010). Workforce who is committed to their organization will have a well-built aspiration to continue as a member of a particular organization. Employees who have strong emotional commitment will be more probable to remain happier in the organization because they want to continue. They will like most to carry on the efforts for the organization when they have the same opinion with the organizational objectives. To give confidence to employees' sense of belonging to the organization, educational institutions could empower their employees by focusing upon the four cognitions of psychosomatic empowerment: meaning, capability, autonomy and impact. The organizations must empower their workforce to make a decision how to accomplish their tasks concerning their work (Choong et al., 2012).

Emotional commitment refers to the affective bond and recognition of the organization on the part of the workforce. In addition, emotional commitment is found to be an important forecaster of faculties those who intend to leave. The worker who has apparently higher affective commitment will show high expectancy rate to continue in their respective organization. If a worker does not possess any sense of belonging with the organization then they have a little tendency to be emotionally involved in the organization. Emotional commitment is the optimistic expressive connection of the workforce with the organization. A worker, who is emotionally committed, strongly identifies the objectives of the organization and wishes to continue as a part of the organization (Marmaya et al, 2011).

1.2.2 Continuance Commitment (Cost-benefit)

Continuance commitment builds upon the apparent cost (gain against loss) and requires that the worker should be conscious of these gains and losses. Cost-benefit commitment is a willingness of employee to continue in an organization for the reason that the individual investment in the shape of transferable and nontransferable investments like secure operational associations with co-worker, retirement benefits, career savings and obtained work abilities which are distinctive to a particular organization. In addition, years of employment spent in an organization, participation in the society where the organization is situated and additional benefits that make it too expensive for one to leave and seem to be for job in another place (Adekola, 2012). In the comparison of three types of organizational commitment, cost -benefit commitment has an optimistic and important impact on worker's job performance (Riaz et al, 2010). Cost-benefit commitment is a consequence of the assumption of benefit, associated by means of staying in and the assumption of cost associated by quitting an organization. If an employee distinguishes that the cost of quitting is much more than the benefits of continuance in the

organization, then the particular employee will plan to stay rather than to quit the organization. Cost-benefit commitment is the material benefits gained from being with the organization (Akintayo, 2010).

1.2.3 Normative Commitment (Obligatory)

Normative commitment is a feeling of ethical responsibility to continue with the organization. The employee commits to and remains with an organization due to sense of obligation. For instance, the organization may have invested capital in preparation of an employee who then feels a liability to put forth and make an effort on the job and prolong with the organization to pay back the debt. It is a sign of an internalized standard, developed earlier when the individual joins the organization in the course of family or other socialization course of action, that one should be faithful to one's organization. Obligatory commitment is the consequence of employee's sense of obligation to be and will remain as member of the organization (Saifuddin & Nawaz, 2012). The decision to quit or continue is in fact based upon the individual employee's faith of the accurate and ethical thing to do for the betterment of an organization. If an individual employee feels that he or she should be faithful to his/her relevant organization then he or she should continue as a part of the particular organization (Choong et al., 2012).

1.3 Impacts of demographics on Academicians

There is a need to identify the bond between employees and organizations in terms of conceptual framework of organizational commitment and its demographics. The socio-economic features of a community are age, gender, education standard, income level, marital status, occupation, religion, birth rate, death rate, average size of a family, average age at marriage. A census is a compilation of a demographic factors linked with each member of a community. Literature related to organizational commitment shows a number of variables which determine organizational commitment. Some of these are; gender, qualification, designation, age and marital status, used as demographic variables. In the same way, if employees are well satisfied demographically and develop high degree of job satisfaction with their jobs then they will more likely to be committed to the organization than in case of those, who are not satisfied with their jobs due to the same factors (Akintayo et al, 2010).

1.3.1 Marital status

The condition of being married or unmarried is called the marital status of male/female. Marital status has emerged as a reliable predictor of organizational commitment. Married people are more loyal to their organization than unmarried. Married people have more family obligations and require more

stability and security regarding their jobs. Therefore, they are expected to be more committed to their current organization, they are working in, then their unmarried counterparts. In the light of the findings and their details, it was concluded that marital status is positively associated to the organizational commitment (Ishfaq et al, 2010). Related to his/her domestic responsibilities, an individual invests in his/her organization to a higher level in every respect e.g. potential skills, time, overtime etc. He/she definitely shows more loyalty towards their job and the concerned organization as far as the job offers from other organizations are concerned. The level of expectations on the part of both the employee and the employer will go higher in result. In turn, the organization will be ethically bound to return in the kind of monitory benefits during and after the service tenure of the employee. In short the marital status plays a vital role in developing organizational commitment (Saifuddin & Nawaz, 2012).

1.3.2 Qualification

A quality or accomplishment that makes someone suitable for a particular job or activity is stated as qualifications. Level of education is likely to have a negative association with organizational commitment. The justification for this prediction is that people with low levels of educations usually have more difficulty to change their jobs and consequently show a greater commitment to their organizations. The literature shows that highly qualified employees are considered to be more committed due to their awareness about the organizational attitude with respect to those who are less qualified (Akintayo et al, 2010). Qualification plays a leading role in the development of the organizational commitment. As the individual's qualification gets better, their sense of belongingness is improved regarding the organizational commitment. When institutions employ a qualified workforce then the performance and the productivity of the institutions will be marvelous in direct proportion (Nawaz & Kundi, 2010). Last but not the least, qualification and organizational commitment go parallel and the both culminates at the organizational development.

1.3.3 Designation

The phenomenon of choosing a place for a special purpose or giving it a special status is called designation. Moreover, organizational commitment and its three types represent positive and negative association with demographics like age, gender, education, job status, designation, and organizational tenure variables. Academicians working in Pakistani context and the world over should pay particular attention to antecedents of organizational commitment and all the other factors which develop the workforce commitment (Riaz et al, 2010). Many organizations facing productivity problem should get solution of increased employee's performance by enhancing their commitment. The literature shows a

very little connection of designation with the organizational commitment regarding the faculties but it is also the fact that the individuals on high ranks show more commitment to their institution instead of those who are low in their ranks. The institutions must formulate such policies towards their low rank workers which may boost them in many respects to improve their organizational commitment (Nawaz & Kundi, 2010).

1.3.4 Gender

The state of being male or female, especially with reference to social and cultural differences rather than biological ones. The studies about the organizational commitment have been made in relation to individual features such as gender, tenure, income, and marital status; or to some organizational variables like organizational culture and values, and organizational size. There are also many studies to examine the effects of gender on the organizational commitment, job satisfaction, performance, absenteeism, and intention to leave (Balay et al, 2010). As traditional organizations are masculine oriented, females working in the organizations are considered to be less committed. The other side of the picture is that the organizations where female and male work together, the level of efficiency and output regarding productivity gets enhanced. Parallel to it, the graph organizational commitment also goes up. Among many causes behind, some of them are, sense of competition, high input due to less absenteeism and greater professionalism (Kargar et al, 2012). The studies revealed that the women are more concerned about their tasks and put more labor for achieving the same. While on the other hand, the men though physically strong are studied as lethargic and possesses a mindset which is less task oriented. Now, if the both male and female work in the same organization, the male workers, due to their muscular instincts would definitely aspire to overwhelm the spheres of efficiency and output. Consequently, this phenomenon will augment the organizational commitment (Saifuddin & Nawaz, 2012).

1.3.5 Age

That part of the duration of a being, which is between his/her beginning and any the stipulated time. Research has revealed that age is positively related to organizational commitment". Research on job satisfaction is replete with the studies exploring the impacts of personal and demographic attributes of the employees on their organizational attitudes like organizational commitment (Isaiah et al, 2006). More than many employees were only conscious of maintaining their working hours largely oblivious of their family demands. However, since the World War II, because of the labor unions, the employees became more conscious of the working hours and better packages along with the benefits so that they could balance their working hours and the family life

(Akintayo et al, 2010). As the person grows older, his/her sense of obligations also gains   maturity. Along, the chances for the switchovers also dwindle. Resultantly the individuals in the high age group possess more organizational commitment as compared to fresh entries. Moreover, this phenomenon is also supported by the monetary benefits like pay, pension, funds, allowances (Nawaz & Kundi, 2010).

2. OC in Higher Education Institutions

Educational institutions are performing a fundamental responsibility in the success and development of the any country by providing the standard education to the next generation (Rehman et al, 2012). It is significant that all the current sources should be explored and exploited those which correspond with the aims of the organization. Also, in the institution of higher education the most important foundation for the persisting educational development is the provision of highly skilled workforce. In the case of higher educational institutions, there is a direct proportion between the educated human resources and the responsibilities at the national level in every sphere of life. The development in the academic institutions is gauged in the context of subject specialists in the different fields of national development. But this phenomenon is strongly correlated between the organization and its employees regarding their commitment (Bashir et al, 2011).

One of the leading update is the 'Organizational Commitment' among the university employees, mainly the teaching faculty. Academic workforce must be facilitated to update their knowledge and abilities, followed by sound increases in the financial resources and correspondence of admiration and recognition (Saifuddin & Nawaz, 2012). Commitment is considered as a work related feelings, reflecting employees' work contribution and intentions to carry on their efforts in the organization. From this view, organizational commitment is defined as a psychosomatic attachment with which the workforce shows their participation in the work, faithfulness to the organization and self-assurance in the organizational standards. This concept about the organizational commitment is defined as shared philosophies, ideologies, standards, suppositions, attitudes, prospects, approaches and norms in organizations. Shared meanings, attitudes and standards are the main mechanism of the organizational culture and they eventually form employees' behaviors in the organizations (Balay et al, 2010).

Organizational commitment is the strong point of the sentiment of dependability that an employee possesses towards the mission of the educational institution. It is argued that the elevated degree of effort invested by employees with high degree of organizational commitment would go ahead to higher degree of performance and efficiency at both the individual and the organizational level.

Committed workforce is the greatest asset of the higher educational institutions and in turn to make sure, the outstanding and knowledgeable academic staff will always be emotionally involved with the educational institutions and will receive a special attention from their superiors. Furthermore, when dedicated academician leaves, the University will be burdened with elevated cost and implications for the education system. Committed and qualified academicians will take along them their teaching abilities and knowledge (Theron et al, 2011).

3. OC IN HEIs OF PAKISTAN

Pakistan is a developing country located in South Asia. The country is facing some grave problems in the socio-economic sphere. The economic graph is going down and the indexes in the stock exchanges of the country are facing day to day problems. The reason behind is the inflation rate, poverty level and the alarming unemployment. The short sighted policies and lack of deliverance on the part of the government is further augmenting the problems stated above. Moreover, the decline in the power sector has badly hit the industrial base of the country. It has also increased the unemployment among the skilled and unskilled labor. The job opportunities have fallen to a minimum level in industries. In this scenario the academic institutions can provide the best replacement regarding the job opportunities. In this regard the public sector educational organizations are considered as the best option for the job seekers. The reason is the job security, the pension benefits, the children education, the residencies provided officially etc. In the light of above prospective benefits, the public universities are deemed as one of the respectable professions in all respects (Nawaz & Kundi, 2010).

There is a continuous increase in the number of public and private higher educational institutions in Pakistan. These institutions in the country are presently facing some very distinct problems regarding frequent environmental alteration as they effort to meet the human resource demands from a variety of industries. In the meanwhile, institutions are inquired to reexamine their responsibilities in process of nation-building. The graph of the Pakistan's economy is facing ups and downs due to many challenges. With the increasing degrees of enlargement in the industrial base, the operational setting has also turn out to be more competitive. Organizations, at the present insist for more experienced, trained and capable employees due to the fact that the organizational output and productivity is highly dependent upon the employees' performances (Rehman et al, 2012). Organizational commitment has been one of the highly investigated areas in the field of management in relation to different job related variables. But in Pakistan very little studies have elaborated this concept.

A variety of researches identify numerous factors, affecting organizational commitment among the workforce. But the current study emphasizes its relationship with demographics and organizational commitment of the public sector employees in the higher educational institutions. It deliberately makes possible for educational institutions of Pakistan in shaping the level of organizational commitment among their workforce in comparison with the work motivation and the overall job satisfaction (Warsi et al, 2009). In Pakistan, the organizations employing academic professionals are looking for policies which can promote organizational commitment among the teaching professionals. Numerous factors have an effect on organizational commitment but current study focuses its relationship with demographics. Therefore, consequences will help the organizations to plan strategies which can encourage organizational commitment in academicians to sustain their services in the concerned organization (Malik et al., 2010).

  Universities must provide favorable environment to their workforce those which may cater the faculty requirements in order to attain their commitment (Ishfaq et al, 2010). Though, to the most excellent awareness of the researchers, a little study have concentrated on the role of different job magnitudes on organizational commitment of the teachers particularly in the background of public sector universities in Pakistan. Consequently, the study intended at determining the impact of demographic on university teachers' satisfaction with job dimensions on organizational commitment in public sector of Pakistan. In addition, its objective was to investigate that to what extent these teachers are committed to their universities and satisfied with their job in relation to their personal attributes. In this study, an important contribution is to increase the volume of knowledge on organizational commitment of university teachers employed by institutions of higher education in the developing country like Pakistan (Nawaz & Kundi, 2010).

4. DISCUSSIONS

        The utmost priority to achieve organizational goals is to have a well-structured organization. Furthermore, to maintain the stability of the organization, it must contain a well-built structure, mission and vision in view of organizational culture and standards. It may manifest elevated performance by functioning with competent and well committed workforce. Moreover, the achievement of organization is linked with "human" factor, which has the most significant place along with production factors. Commitment, faithfulness and contribution of employees to organizations provide a background for the accurate strategies and an accepted performance for organizations (Qaiser et al, 2012). Organizational commitment is the psychosomatic condition that shape

worker's performance in organizations. It implies the intention of the workforce to carry on working in an organization or not. Commitment is considered as a work attitude reflecting employees' work involvement and intention to carry on his/her to work in the organization (Balay et al, 2010). It is most probable that the teachers, satisfied in every respect, will be more committed to their respective institutions, resulting in the higher retention level and decline in their withdrawal rates (Malik et al, 2010).

On the part of the employee, the organizational commitment is considered as continuous phenomenon regarding feelings and the emotional attachment with the organization. It brings more stability which is further linked with the accomplishment of long-standing organizational objectives due to its broader implications (Perryer et al, 2010). Persistent endeavors, which constantly guide the organizations towards achievement, are only practicable when workforce is committed to their organization. Employee's commitment is an emotional linkage of a worker with the organization that depends upon the degree of worker's motivation, participation, faithfulness, and belief in the standards and norms of the organization (Qaiser et al, 2012). Organizational commitment is extensively explained in the management and behavioral sciences as a main issue in the association between workers and organizations. The workforce continues its citizenship in the organization and they enthusiastically wish to maintain their optimistic relationship with the organization and dedicate constructive endeavor to achieve the organizational goals (Rehman et al, 2012).

Organizational commitment refers to the worker's perception for organization and continuous attachment to stay in the organization. Someone goes the extra mile with similar aim and intention by identifying their wellbeing same to the organization. Aims of organizations are to work with people with elevated commitment, through individuals who are strongly attached to aim and standards of the organization (Hakan et al, 2011). Moreover, the literature shows that the personal characteristics (demographics) also have a significant impact on the organizational commitment and job satisfaction of the employees, working in different sectors, particularly the workforces of the higher educational institutions in Pakistan.

Literature gives the evidence that workers express variety of attitudes related to the factors of organizational commitment due to their demographic diversities. The research reveals that demographic factors play an important role in keeping the relationships between the research variables. The problems from the demographic point of view are universal. However, they have strong implications in the developing and poor countries than the advanced countries with high levels of education, financial equalities and availability of government services for the masses. In developing states such as Pakistan, the situation is not so promising in defining the demographic groups. Presently there are number of

such groups those which differ in many respect. Therefore, the understanding about these groups will yield the impact parameters about the characteristics of an individual leading to the development of organizational commitment in HEIs in a developing country which is the requirement to introduce successful educational workforce in higher education (Nawaz & Kundi, 2010).

Figure 1.1 *Schematic Diagram of the Theoretical Framework*
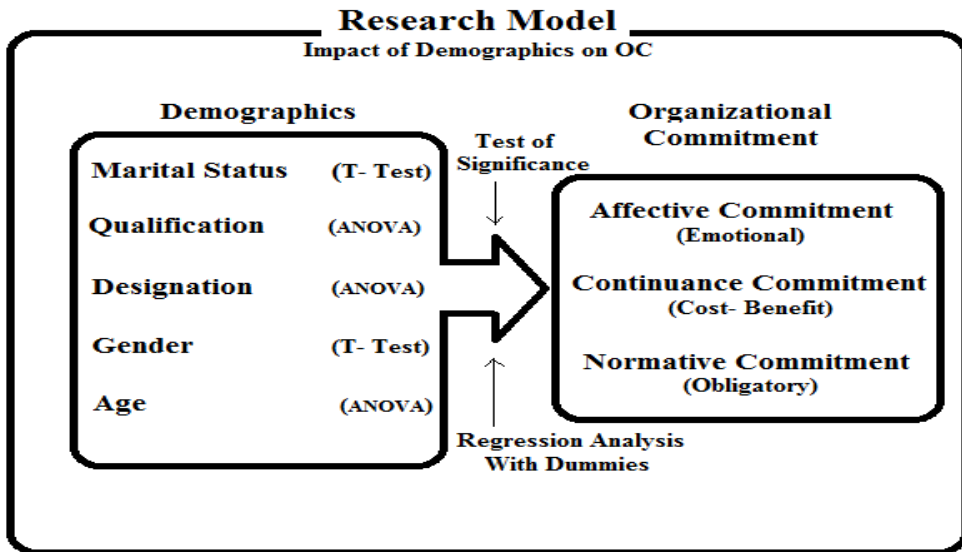
Conclusion

The government of Pakistan is the leading employer of the country like any other country of the world. The achievements of economic goals depend upon how successfully the public sector organizations are performing. The success of organizations in the long run depends upon the workforce. The workforce, sincerely committed to their respective organizations, leads to convinced behaviors such as intensively thinking about the objectives, possessing the intrinsic worth of the organization, undertaking risks for their organization and the wish to stay in the organization. As a result there is a prominent decrease in the rate of the employees' resignations and enhancement in their performances resulting in the organizational efficiency as a whole (Turgut et al, 2012).

The three dimensions of the organizational commitment are observed to be the psychosomatic condition which characterizes the worker's association with the organization. The implication for the choice to continue or withdraw association with the organization is viewed as (a) willingness of an individual to

recognize with and the wish not to leave an organization for self-centered interest or marginal gains; (b) willingness to put efforts unselfishly and contribute to the success of an organization; (c) willingness to make private sacrifices to perform beyond the usual prospects and to persevere, tendency to "assist" in difficult times (d) acceptance of organization's standards and objectives about the international issues (Isaiah et al, 2006).

The end result of the study prepared on organizational commitment shows that commitment in this regard can be elaborated from the demographic point of view. It is reported that there is a significant association between the organizational commitment and the demographics. The literature shows that females are more committed than males in much respect and due to many reasons as well (Ishfaq et al, 2010). Though, the organizational commitment is not entirely gender based yet the age and the tenure have glaring importance and some sound effects upon the affective and normative commitments of the workforce. Furthermore, the consequences also revealed that married workers show considerably more commitment than singles. The marital status in this regard, plays a pivotal role in determining and developing the organizational commitment among the both male and female regarding their behaviors e.g. dedication, loyalty and efficiency (Balay et al, 2010). Qualification is another most important characteristic of the individuals which affect their response concerning the aims and objectives of the organization they are attached with. Diverse opinions have been made about the employees following in the different age groups. Comparatively the younger employees, though less skilled, are more ambitious and the level of dedication is much lower than their elder counterparts. The working profile of an employee is strongly linked with the designation, he/she occupies. Each demographic characteristic discussed in the research comes up with the different degrees of impact upon the organizational commitment. Organizations can rely on the demographic characteristics of workforces to understand their commitment with the organization (Nawaz & Kundi, 2010).

References

Ahmed, I. Nawaz, H, M. Iqbal, N. Effects of Motivational Factors on Employees Job Satisfaction a Case Study of University of the Punjab, Pakistan. *IJBM*. 5(3): 70-80, (2010).

Akintayo, D. I. Work-family role conflict and organizational Commitment among industrial workers in Nigeria. *JPC*. 2(1): 1-8, (2010).

Balay, R & İpek, C. Teachers' perception of organizational culture and organizational commitment in Turkish primary schools. *JWT*. 2(1): 363-384, (2010).

Bashir, M. Jianqiao, L. Zhang, Y, J. Ghazanfar, F. Abrar, M. The relationship between High Performance Work System, Organizational Commitment and demographic factors in public sector universities of Pakistan. *IJRB*. 1: 62-71, (2011).

Bola Adekola. The Impact of Organizational Commitment on Job Satisfaction: A Study of Employees at Nigerian Universities. *IJHRS*. 2(2): (2012).

Choong, Y, O. Wong, K, L. Lau, T, C. Organizational Commitment: An Empirical Investigation on the Academician of Malaysian Private Universities. *BERJ*. 3(2): 51-64, (2012).

Hakan T, Tokmak, I. Gucel, C. The effect of employees' organizational justice perceptions on their organizational commitment: a university sample. *IJBMS*. 4(2): 1309-8047, (2012).

Hakan, K & Kurtbas, D. The Relationship between Mobbing the Academics are exposed to and the Organizational Commitment: A Study in the public and private universities. *IJARAFMS. 1(2): 16-32,* (2011).

Isaiah O. Ugboro. Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing. *IBAM*. pp. 232-257, (2006).

John P. Meyer, David J. Stanley, L, H. Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *JVB. (61)*, 20-52, (2002).

Kargar, M. Evaluation of Organizational Commitment of Employees in University; Case Study: Islamic Azad University. *J. Basic. Appl. Sci. Res.*, 2(5): 5017-5021, (2012).

Mahfuz Judeh. Role Ambiguity and Role Conflict as Mediators of the Relationship between Socialization and Organizational Commitment. *IBR. 4*(3): 171-181, (2011).

Malik, M, E. Nawab, S. Naeem, B. Danish, R, Q. Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan. *IJBM*. 5(6): 17-26, (2010).

Marmaya, N, H. Zawawi, N. Hitam, M. Jody, J, M. Organizational commitment and job burnout among employees in Malaysia. *ICBER*. 1: 185-187, (2011).

Nawaz, A. & Kundi, G. M. Demographic implications for the eLearning user perceptions in HEIs of NWFP, Pakistan. *EJISDC. 41(5): 117,* (2010b).

Perryer, C & Jordan, C. Firns, I. Travaglione, A. Predicting turnover intentions. The interactive effects of organizational commitment and perceived organizational support. *MRR*. 33(9): 911-923, (2010).

Qaisar, M, U. Rehman, M, S. Suffyan, M. Exploring Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy. *IJCRB*. 3(11): 248-255, (2012).

Rehman, S, U. Shareef, A. Mahmood, A. Ishaque, A. Perceived leadership styles and organizational commitment. *IJCRB*. 4(1): 616-626, (2012).

Riaz, M, K & Farooq, A, J. The Impacts of Organizational Commitment on Employee Job Performance. *EJSS*.15(3): 292-298, (2010).

Saifuddin, Nawaz, A. Jan, F. Predicting Job-Satisfaction among the Academicians of Universities in Kpk, Pakistan. *IEL*. 2(2): 34-45, (2012).

Theron, A, S & Dodd, M, N. Organizational commitment in a post-merger situation. *SAJEMS* NS 14(3): 333-345, (2011).

Warsi, S. Fatima, N & Sahibzada, S, A. Study on Relationship between Organizational Commitment and its Determinants among Private Sector Employees of Pakistan. *IRBRP*. 5(3): 399-410, (2009).