

Eurasian Journal
of Humanities and
Social Sciences



Demographic Determinants Of Organisational Commitment: The Nigerian Experience

**NWIBERE, BARINEDUM
MICHAEL**

(University of Port Harcourt)
Email: barrysaro@yahoo.com

ABSTRACT

In this investigation, the correlation between employees’ demographic traits and their commitment to the organization was explored. A sample of 265 employees was randomly selected from fifteen deposit money Banks in the Niger Delta Region of Nigeria. Employing a quasi-experimental research design deemed most suitable for administrative sciences, data were gathered through a cross-sectional survey, specifically utilizing a questionnaire. Data analysis involved employing the Spearman Rank Correlation Coefficient and the Multiple Regression Model using the Statistical Package for Social Sciences (SPSS) version 15. The results demonstrated a strong positive and statistically significant association between demographic characteristics and organizational commitment within deposit money banks. Particularly, age, educational attainment, and tenure in the job exhibited a robust positive and statistically significant correlation with measures of organizational commitment (affective, normative, and continuance). Likewise, male employees displayed greater commitment to the organization compared to their female counterparts, while married employees exhibited higher commitment levels than their single counterparts. From these findings, it is concluded that age, educational level, and job tenure significantly contribute to enhancing affective, normative, and continuance commitments among employees in the Nigerian banking sector. Furthermore, the study suggests that male employees tend to show more commitment to the organization than females, and married employees demonstrate higher commitment levels than singles. Theoretical and managerial implications derived from these findings for effectively managing organizational commitment in the workplace are discussed.

Keywords:

Demographic Characteristics, Organizational commitment, Affective Commitment, Normative Commitment, Continuance Commitment, Banks, Nigeria

CONTEXT OF THE PROBLEM

Numerous enterprises, especially those operating within the oil and gas industry, face considerable hurdles, prompting the need for restructuring, re-engineering, and downsizing. Consequently, there is an increasing imperative to identify indicators of organizational dedication, a concept extensively examined by managers and behavioral experts (Mowday,

Porter, & Steers, 1982). The growing importance of organizational dedication arises from its assumed beneficial influence on both employee and organizational efficacy (Suliman & Iles, 2000). In the contemporary context, employees are increasingly expected to demonstrate commitment, determination, and initiative, all of which are fundamental to an

organization's prosperity (Nijhof, De Jong, & Beukhof, 1998).

Various interpretations of organizational dedication proliferate within the literature on organizational behavior and management. For instance, Mowday, Porter, and Steers (1982) characterize dedication as "the relative intensity of an individual's association with and engagement in a specific organization." This definition highlights three fundamental aspects: belief in and embrace of the organization's principles and objectives, a strong predisposition to invest effort in the organization, and a preference to remain affiliated with it (Ashman, 2006). Other academics have defined organizational dedication as the psychological connection between an employee and their organization (Allen & Meyer, 1996), covering emotional and functional bonds to the organization's objectives, values, and one's role within it (Buchanan, 1974; Elizur & Koslowsky, 2001).

Furthermore, organizational dedication is often construed through multiple dimensions, including affective, continuance, and normative dedication (Mowday et al., 1979). These dimensions mirror an individual's emotional commitment, perceived costs of departure, and sense of duty to the organization, respectively. Research on organizational dedication has investigated its role as both a consequence and a predictor, affecting various organizational aspects such as job contentment, drive, absenteeism, turnover, and performance (Mowday, Porter, & Steers, 1982; Bateman & Strasser, 1984; Mathieu & Zajac, 1990; Cotton & Tuttle, 1986).

Academics argue that fostering organizational dedication is crucial in augmenting organizational efficiency (Scholl, 1981). As a result, enterprises endeavor to instill dedication among employees, acknowledging its pivotal role in attaining a competitive edge and enhancing performance. However, research reveals numerous factors influencing organizational dedication, including job contentment, drive, participatory decision-making, organizational backing, demographic characteristics, monetary incentives, communication, promotional prospects, and

leadership approaches (Alarape & Akinlabi, 2000; Brown, 2003; Salami & Omole, 2005).

Moreover, empirical investigations have pinpointed various demographic variables—such as age, gender, marital status, educational attainment, and job duration—as significant predictors of organizational dedication (Dodd-McCue & Wright, 1996; Santos & Not-Land, 2006). Likewise, studies in other sectors, such as the oil industry and healthcare, emphasize the influence of demographic factors on employee attitudes and actions (Jalilvand & Ebrahimabadi, 2011; Young, Meterko, & Desai, 2000). Nevertheless, the correlation between personal attributes and organizational outcomes remains a topic of ongoing investigation, with some studies indicating correlations while others find no significant connections (Blau, Light, & Chamlin, 1986; Lambert et al., 2002b).

Management scholars assert that demographic characteristics play a pivotal role in anticipating the success of organizations. Sukardi (1991) delved into a theoretical analysis of demographic traits, pinpointing four crucial attributes in managers: gender, age, education, and experience. These traits are significantly bolstered through a training regimen emphasizing managerial orientation, risk-taking, and self-control. The cognitive style of thinking is interconnected with other personality dimensions, thereby shaping managerial behavior. Consequently, this study endeavors to scrutinize the demographic correlates of organizational triumph.

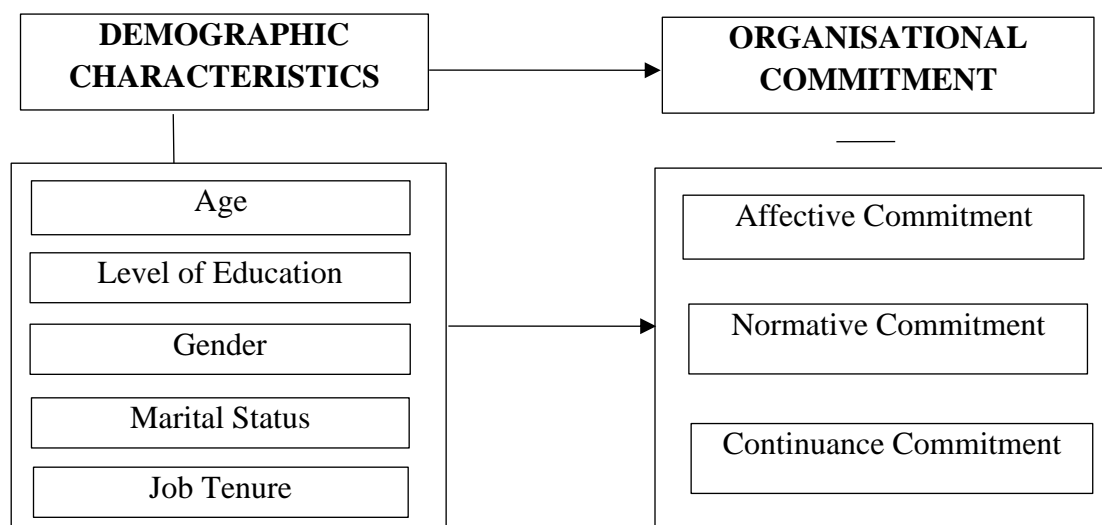
Research evidence underscores that demographic elements such as age, experience, educational attainment, and gender profoundly influence managers' efficacy in organizational management (Duchesn in Meng and Liang, 1997; Bowen and Robert in Staw, 1991; Cunningham in Meng and Liang, 1996). For instance, age impacts a manager's problem-solving acumen in critical industrial matters. The argument often posits that older managers exhibit superior approaches in tackling significant marketing challenges to uphold customer loyalty compared to their younger counterparts. Likewise, managerial experience equips individuals with the foresight to

strategize for changes in economic landscapes, thereby enhancing market competitiveness. Moreover, managers with higher educational credentials are better poised to adeptly navigate business landscapes, leveraging their knowledge to innovate and outperform competitors. Educational attainment, alongside age and experience, emerges as a pivotal determinant of organizational prosperity. The gender composition of managerial ranks emerges as a critical determinant of organizational allegiance. Historically, male managers were deemed more effective in Nigeria despite equivalent educational backgrounds. However, recent studies counter this narrative, showcasing the increasing

adaptability and creativity of female managers in resolving industrial challenges. Consequently, there's a burgeoning competition between male and female managers in steering organizational success. Thus, in nations like Nigeria, companies must meticulously consider demographic factors influencing organizational triumph. Among these factors, age, educational level, and job experience emerge as critical predictors, directly correlated with creativity and innovation, prerequisites for organizational success.

Conceptual Framework

The conceptual framework for this study is presented below.



Source: Conceptualized by Researchers, 2024.

Figure 1: Conceptual Framework Showing the Hypothesized Relationship between Employees’ Demographic Characteristics and Organisational Commitment

As shown in figure 1 above, the independent variable in this study is employees’ demographic characteristics and its dimensions includes: age, level of education, gender, marital status, and job tenure. On the other hand, the dependent variable in this study is organizational commitment and its components were adopted from Allen and Myer, (1990) and Meyer, Allen and Smith, (1993). They include: affective commitment, normative commitment, and continuance commitment.

**REVIEW OF RELATED LITERATURE
DEMOGRAPHIC CHARACTERISTICS**

According to Kotler and Armstrong (2014), demography refers to the examination of human population attributes such as size, density, location, age, gender, ethnicity, occupation, and other metrics. Consequently, demographics represent measurable data about a specific population, facilitating the

identification of quantifiable subsets within that population at a particular time.

The complexity of backgrounds among successful individuals has posed challenges in determining the factors contributing to business success (Burns and Dwehurst, 1989). Nevertheless, numerous studies have endeavored to isolate key background traits of employees relevant to organizational behavior and management (Bartol and Martin, 1994).

These traits encompass childhood family environment, educational background, age, work experience, marital status, and gender. This study explores the correlation between employees' demographic attributes and their commitment to the organization.

ORGANIZATIONAL COMMITMENT

Organizational commitment is commonly understood as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982: 27). It encompasses a deep belief in the organization's mission and objectives, a readiness to exert significant effort to achieve its goals, and a commitment to a long-term relationship with the organization (Balfour and Wechsler, 1990). Implicit within these dimensions are both behavioral and attitudinal aspects (Chonko, 1986).

Mowday, Porter, and Steers (1979) define organizational commitment as a strong belief in an organization's goals and values, accompanied by a willingness to invest considerable effort on its behalf. Additionally, organizational commitment entails employees' acceptance of the organization's goals and values, diligent effort toward these objectives, and a desire to maintain affiliation with the organization (Hunt and Morgan, 1994:1568). It signifies employees' attitudes toward their organizational allegiance (Moorhead and Griffin, 1995:64-65; Northcraft and Neale, 1990: 465). Luthans (1992:124) emphasizes the direct relationship between organizational commitment and employees' desire to remain part of the organization, their willingness to exert effort, and their alignment with organizational goals and values.

Organizational commitment is integral to understanding organizational behavior, as previous studies have shown positive associations between commitment and work-related attitudes and behaviors (Koch and Steers, 1978; Angle and Perry, 1981). It significantly impacts key work-related factors such as employee turnover, absenteeism, and performance (Mowday, Steers, & Porter, 1979; Walton, 1985). Conceptually, organizational commitment denotes an emotional attachment to the organization stemming from shared values, a desire for continued membership, and

a willingness to invest effort (Mowday et al., 1979).

Examinations of commitment highlight its association with individuals' identification and involvement with an organization (Porter et al., 1974). It transcends mere loyalty, representing an active relationship where individuals are committed to contributing to the organization's well-being (Mowday et al., 1979). It signifies employees' strong dedication to an organization, reducing the likelihood of turnover and reflecting a psychological bond (Meyer, Allen, and Gittatly, 1990). Organizational commitment is viewed as employees' relationship with the organization and their decision to continue membership (Meyer and Allen, 1991). Becker's (1960) early work frames it as the degree to which individuals or the organization have made "side bets" on continued employment. These side bets represent investments lost upon leaving the organization, such as non-transferable pension plans or personal relationships within the organization.

MEASURES OF ORGANIZATIONAL COMMITMENT

Affective Commitment

Affective commitment pertains to an employee's emotional connection, identification, and involvement with the organization, characterized by positive feelings or emotions toward it. It reflects a strong alignment with the organization's goals and a desire to remain part of it, constituting an ideal state for individuals. Research predominantly focuses on affective commitment, highlighting its emotional attachment to the organization (Mathieu and Zajac, 1990; Meyer et al., 2002). Mowday et al. (1982) suggest that antecedents of affective commitment fall into four categories: personal characteristics, job characteristics, work experiences, and structural characteristics. Work experiences, fulfilling employees' psychological needs within the organization, are particularly influential (Meyer and Allen, 1987).

Continuance Commitment

Continuance Commitment (CC) reflects an individual's need to remain with the organization due to the perceived costs associated with leaving. Becker (1960)

describes these costs as "side bets," encompassing investments such as close relationships with co-workers, pension benefits, and career advancements. Employees fear losing these investments upon departure. Continuance commitment is not solely rooted in emotional attachment but also in the perceived costs of leaving the organization (Becker, 1960; Farrel and Rusbult, 1981; Rusbult and Farrel, 1983). It stems from employees' recognition of the effort and time invested in the organization, leading them to remain to avoid losses. Antecedents include age, tenure, career satisfaction, and intent to leave, reflecting employees' perceived investments in the organization (Meyer and Allen, 1997).

Normative Commitment

Normative commitment relates to an employee's sense of obligation to remain with the organization, internalizing its values and goals. Employees stay with the organization due to feelings of indebtedness, such as after receiving training or resources from the organization. Antecedents of normative commitment include co-worker commitment, organizational dependability, and participatory management, fostering a sense of moral obligation toward the organization (Dodd-McCue and Wright, 1996; Comercias and Fournier, 2002). Personal norms, reflecting internalized moral obligations, also influence normative commitment (Presholdt et al., 1987).

Demographics on Organizational Commitment

Jeruto (2013) examined 932 employees from Kenyan universities, revealing significant effects of demographic factors on various aspects of commitment, job satisfaction, and turnover intentions. Similarly, Salami (2008) observed positive correlations between employee demographics and organizational commitment among industrial workers in Nigeria, while Pourghaz et al. (2011) identified age-related differences in affective commitment among Iranian travel agency drivers. Al-Kahtani (2012) further supported the notion of age positively influencing organizational commitment among employees in Saudi Arabia's public sector. However, these findings contrasted with Salami's (2008) earlier report, emphasizing the complexity of the relationship

between age and commitment. Other studies, including those by Angle and Perry (1981), Dodd-McDue, and Wright (1996), and Allen and Meyer (1990), echoed similar conclusions regarding age's significance in organizational commitment.

Ho1: There is no significant relationship between employees' age and organizational commitment in the deposit money banks in the Niger Delta Region of Nigeria.

Education Level and Organizational Commitment

Research also explores the link between education level and organizational commitment. Gallie and White (1993) noted higher task commitment among highly educated employees, whereas studies like Mowday et al. (1982) suggested a negative correlation between education level and organizational commitment due to potential discrepancies in perceived rewards and expectations. Mottaz (1986) found education's indirect positive impact on commitment through increased work rewards but noted a direct negative effect when holding work rewards constant. This highlights the intricate interplay between education, intrinsic rewards, and organizational commitment.

Ho2: There is no significant relationship between employees' level of education and organizational commitment in the deposit money banks in the Niger Delta Region of Nigeria.

Gender and Organizational Commitment

Affum-Osei et al. (2015) observed higher commitment among male workers in a Ghanaian commercial bank, indicating a significant relationship between gender and organizational commitment. Similarly, Atif and Zubairi (2018) reported differences in job satisfaction and work-life balance between married and unmarried bankers in Pakistan but found no such distinction in organizational commitment. These findings are supported by Khalili (2012) and Mathieu and Zajac (1990), suggesting no significant gender-based variation in commitment, as noted by other researchers like Nartegun and Menep (2010).

Ho3: There is no significant relationship between employees' gender and organizational

commitment in the deposit money banks in the Niger Delta Region of Nigeria.

Marital Status and Organizational Commitment

Research indicates a positive correlation between marital status and job satisfaction, with married individuals often exhibiting higher commitment levels (Fitzmaurice, 2012; Olatunjis and Mokuolu, 2014). However, Atif and Zubairi (2018) found no significant difference in organizational commitment based on marital status among Pakistani bankers. Consistent with earlier studies (Dodd-McCue and Wright, 1996; Salami, 2008), the notion of marital status influencing commitment is recognized, suggesting married individuals tend to demonstrate stronger commitment to their organizations.

Ho4: There is no significant relationship between employees' marital status and organizational commitment in the deposit money banks in the Niger Delta Region of Nigeria.

Job Tenure and Organizational Commitment

Ritzer and Trice (1969) proposed that as job tenure increases, employees accumulate side-bets, making it harder for them to leave the organization. Super (1957) similarly argued that older, more tenured workers exhibit higher commitment levels. These perspectives align with Reicher's (1986) organizational commitment development theory, emphasizing the role of tenure in fostering commitment over time. Consequently, it is hypothesized that:

Ho5: There is no significant relationship between employees' job tenure and organizational commitment in the deposit money banks in the Niger Delta Region of Nigeria.

RESEARCH METHODS

The framework for conducting and analyzing research guides the study's direction (Baridam, 2001; Nachmias & Nachmias, 2009; Burrell & Morgan, 1979). It includes assumptions about reality, knowledge, and human nature, which

influence the chosen methodological approach. These assumptions relate to the nature of reality (realism versus nominalism), knowledge (positivism versus anti-positivism), and human nature (determinism versus voluntarism). To address these complexities, this study employs a combination of methods, including both questionnaires and interviews, to capture objective and subjective perspectives. Given the limitations on controlling variables in administrative sciences research, a quasi-experimental or ex post facto design is chosen (Baridam, 2001; Cooper & Schindler, 2001). A cross-sectional survey method is used for its efficiency, perceived anonymity, and respondent reflection time. This design entails gathering standardized data from a representative sample. Alongside the questionnaire, unstructured interviews are conducted for deeper insights. Three hundred questionnaires are distributed to employees in fifteen randomly selected banks in Nigeria's Niger Delta Region, with 265 utilized for analysis to ensure confidentiality and provide a research report as an incentive. Variables such as age, gender, education level, marital status, and job experience are measured operationally through specific questions (Baridam, 2001; Cooper & Schindler, 2001). For instance, education level is gauged on a 1-5 scale, from SSC/WASC to PhD. Age and job tenure are segmented into subgroups reflecting career stages, while job experience is rated on a 1-5 scale indicating expertise level. This comprehensive methodological approach aims to thoroughly explore research questions, acknowledging the subject's complexity and ensuring robust data collection and analysis.

RESEARCH RESULTS AND ANALYSIS OF FINDINGS

Data per se cannot convey any significant meaning unless they are subjected to statistical test. Hence, our hypothesis will be subjected to statistical test using the data so collected.

Table 1: Age Distribution of the Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 Years	5	1.9	1.9	1.9
	20 - 29 Years	42	15.8	15.8	17.7
	30 - 39 Years	86	32.5	32.5	50.2
	40 - 49 Years	99	37.4	37.4	87.5
	50 Years or Above	33	12.5	12.5	100.0
Total		265	100.0	100.0	

Table 2: Marital Status Distribution of the Respondents**Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	104	39.2	39.2	39.2
	Married	161	60.8	60.8	100.0
Total		265	100.0	100.0	

Table 3: Educational Level Distribution of the Respondents**Educational Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE/WASC	24	9.1	9.1	9.1
	ND	12	4.5	4.5	13.6
	HND/BSc/BA/B.Ed/LLB	114	43.0	43.0	56.6
	MSc/MA/MBA	70	26.4	26.4	83.0
	Ph.D and above	45	17.0	17.0	100.0
Total		265	100.0	100.0	

Table 4: Gender Distribution of the Respondents**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	143	54.0	54.0	54.0
	Female	122	46.0	46.0	100.0
Total		265	100.0	100.0	

Table 5: Job Tenure Distribution of the Respondents**Job Tenure**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 Years	31	11.7	11.7	11.7
	2 - 4 Years	47	17.7	17.7	29.4
	5 - 7 Years	52	19.6	19.6	49.1
	8 - 10 Years	66	24.9	24.9	74.0
	above 10 Years	69	26.0	26.0	100.0
Total		265	100.0	100.0	

Table 6: ANOVA Result Showing the Difference in Organisational Commitment given Age

Descriptives

Organisational Commitment

Age	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 20 Years	5	3.3140	.15884	.07104	3.1168	3.5112	3.14	3.43
20 - 29 Years	42	3.4939	.90522	.13968	3.3657	4.2212	2.43	4.57
30 - 39 Years	86	3.5379	.75362	.08126	3.3764	3.6995	2.43	4.57
40 - 49 Years	99	3.6472	.84109	.08453	3.3039	3.7639	1.86	4.57
50 Years or Above	33	3.8572	.47976	.08352	3.6871	4.0273	2.86	4.43
Total	265	3.5800	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.344	4	2.336	3.828	.005
Within Groups	158.666	260	.610		
Total	168.009	264			

Table 7: ANOVA Result Showing the Difference in Organisational Commitment given Marital Status

Descriptives

Organisational Commitment

Marital Status	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Single	104	3.7154	.88311	.08660	3.4437	3.7871	1.86	4.57
Married	161	3.5103	.74027	.05834	3.4951	3.7255	2.00	4.57
Total	265	3.6128	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.002	1	.002	.003	.960
Within Groups	168.008	263	.639		
Total	168.009	264			

Table 8: ANOVA Result Showing the Difference in the Levels of Organisational Commitment given Educational Level

Descriptives

Organisational Commitment

Educational Level	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SSCE/WASC	24	2.8750	.38141	.07786	2.7139	3.0361	2.43	3.43
ND	12	3.1881	.19427	.05608	3.0695	3.9422	3.71	4.14
HND/BSc/BA/B.Ed/LLB	114	3.6869	.75924	.07111	3.5461	3.8278	2.00	4.57
MSc/MA/MBA	70	3.8037	.80454	.09616	3.0118	3.3955	1.86	4.57
Ph.D and above	45	4.3970	.13952	.02080	4.3551	4.4389	4.14	4.57
Total	265	3.5902	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	53.592	4	13.398	30.445	.000
Within Groups	114.417	260	.440		
Total	168.009	264			

Table 9: ANOVA Result Showing the Difference in the Levels of Organisational Commitment given Gender

Descriptives

Organisational Commitment

Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	143	3.6423	.85670	.07164	-3.5007	3.7840	1.86	4.57
Female	122	3.6771	.72448	.06559	3.4472	3.7069	2.00	4.57
Total	265	3.6597	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.280	1	.280	.440	.508
Within Groups	167.729	263	.638		
Total	168.009	264			

Table 10: ANOVA Result Showing the Difference in the Levels of Organisational Commitment given Job Experience

Descriptives

Organisational Commitment

Job Experience	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 - 5 Years	25	2.8105	.44153	.08831	2.6283	2.9928	2.00	3.43
6 -10 Years	96	3.5859	.81880	.08357	3.4200	3.7518	2.00	4.57
11 - 15 Years	61	3.6288	.69547	.08905	3.4785	4.1410	2.00	4.57
16 - 20 Years	39	3.8144	.51318	.08218	2.9772	3.9931	2.43	3.86
above 20 Years	44	4.0549	.67829	.10226	3.8487	4.2612	1.86	4.57
Total	265	3.5789	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	40.827	4	10.207	20.866	.000
Within Groups	127.182	260	.489		
Total	168.009	264			

Table 11: ANOVA Result Showing the Difference in the Levels of Organisational Commitment given Job Tenure

Descriptives

Organisational Commitment

Job Tenure	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 2 Years	31	3.1512	.64440	.11574	2.9148	3.3875	2.57	4.43
2 - 4 Years	47	3.3023	.85005	.12399	3.5527	4.0519	2.00	4.57
5 - 7 Years	52	3.3668	.87053	.12072	3.2531	3.9100	2.00	4.57
8 - 10 Years	66	3.4193	.47965	.05904	3.0749	3.6311	2.43	3.86
above 10 Years	69	4.5050	.72207	.08693	3.8761	4.7223	1.86	4.57
Total	265	3.5489	.79775	.04901	3.5158	3.7088	1.86	4.57

ANOVA

Organisational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.255	4	8.314	16.041	.000
Within Groups	134.754	260	.518		
Total	168.009	264			

As indicated in the table below, the results of our analysis also demonstrate that all the demographic characteristics except gender are positively and significantly related to the various measures of organizational commitment.

Table 11: Results of Spearman Rank Correlation between Different Dimensions of Corporate Culture and Measures of Leadership Style.

Independent Variable	Age	Level of Education	Gender	Marital Status	Job Tenure
----------------------	-----	--------------------	--------	----------------	------------

Dependent statistic					
Affective Commitment					
Rho	.854	.882	.857	.816	.812
Prob.	.000	.000	.000	.000	.000
Continuance Commitment					
Rho	.775	.731	.871	.855	.762
Prob.	.000	.000	.000	.000	.000
Normative Commitment					
Rho	.741	.770	.772	.819	.818
Prob.	.000	.000	.000	.000	.000

Note: Probability is for a two-tailed test

Specifically, as indicated in Table 11 above, employees' age, level of education, gender, marital status, and job tenure were revealed to have a strong positive and statistically significant correlation with affective commitment: age (Rho=.854, $p < 0.01$); level of education (Rho=.882, $p < 0.01$); gender (Rho=.857, $p < 0.01$); marital status (Rho=.816, $p < 0.01$); and job tenure (Rho=.812, $p < 0.01$) respectively. Similarly, employees' age, level of education, gender, marital status, and job tenure were also revealed to have a strong positive and statistically significant correlation with continuance commitment: age (Rho=.775, $p < 0.01$); Level of education (Rho=.731, $p < 0.01$); gender (Rho=.871, $p < 0.01$); marital status (Rho=.855, $p < 0.01$); and job tenure (Rho=.762, $p < 0.01$) respectively. Employees' age, level of education, gender, marital status, and job tenure were also revealed to have a significant positive influence on normative commitment: age (Rho=.741, $p < 0.01$); level of education (Rho=.770, $p < 0.01$); gender (Rho=.772, $p < 0.01$); marital status (Rho=.819, $p < 0.01$); and job tenure (Rho=.818, $p < 0.01$); respectively.

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

The aim of this investigation was to explore the correlation between various demographic

factors (such as age, gender, education level, job tenure, marital status, and job experience) and dimensions of organizational commitment (affective, normative, and continuance commitments). Our analysis of the gathered data revealed a robust and statistically significant positive association between demographic variables and organizational commitment, consistent with previous research by Salami (2008), Dodd-McCue and Wright (1996), Mannheim et al. (1997), and Morrow (1993). Salami (2008) observed significant positive correlations between demographic factors like age, marital status, education level, and job tenure with organizational commitment. However, no significant correlation was found between gender and organizational commitment in Salami's study. Regarding age, our findings indicate a strong positive relationship with organizational commitment dimensions, aligning with earlier studies (Jeruto, 2013; Rhodes, 1983; Cotton and Tuttle, 1986). Older employees tend to exhibit higher commitment possibly due to longer job tenure, providing them with stability and better work conditions, as noted by Baridam and Nwibere (2008). Similarly, higher education levels are linked with increased commitment, possibly because educated workers occupy higher positions and have more responsibilities and rewards, as supported by Mannheim et al.

(1997) and Morrow (1993). The relationship between gender and commitment indicates higher commitment levels among males, consistent with Affum-Osei, Acquaaah, and Acheampong (2015) and Jeruto (2013). This may be influenced by cultural and organizational factors where males traditionally hold higher positions.

Marital status also shows a positive correlation with commitment, as married employees tend to have more family responsibilities, making job stability more crucial, as suggested by Salami (2008), Dodd-McCue and Wright (1996), and Bowen et al. (1994). However, findings regarding gender differences in commitment contradict those of Salami (2008) and Baridam and Nwibere (2008). Despite claims of gender equality in intellectual abilities and job satisfaction, physical differences could influence performance, as highlighted by Baridam and Nwibere (2008).

Regarding job tenure, our study confirms a strong positive relationship with all dimensions of organizational commitment, consistent with previous research by Jeruto (2013), Mannheim et al. (1997), Salami (2008), Morrow (1993), Reicher (1986), and Super (1957). Longer tenure suggests higher emotional attachment and internalization of organizational values, supported by Becker (1960) and Ritzer and Trice (1969). Moreover, tenure is associated with increased investments in the organization, creating barriers to leaving, as discussed by Alutto, Hrebiniak, and Alonso (1973) and Meyer & Allen (1984).

In summary, our findings support the importance of demographic factors in shaping organizational commitment, emphasizing the roles of age, education, gender, marital status, and job tenure. While gender differences in organizational commitment exist, they are influenced by cultural and organizational contexts, alongside individual characteristics and responsibilities.

Managerial Implications

The results of this research carry significant implications for managerial strategies aimed at enhancing employees' dedication to their organizations. The study revealed that older, married, more seasoned, and better-educated

employees exhibit higher levels of organizational commitment compared to their younger, single, less experienced, and less educated counterparts. This suggests that younger, single, less experienced, and less educated individuals may still be in the process of career exploration, which could diminish their commitment to the organization.

Consequently, enterprise managers should carefully consider the demographic profiles of their workforce in devising human resource management strategies to bolster organizational commitment. For instance, younger and less experienced employees might benefit from guidance on the organization's mission, vision, values, and regulations provided by more experienced colleagues who could serve as mentors, thereby fostering greater commitment to the organization.

Limitations of the Study and Suggestions for Further Research

The present study has various limitations that could serve as springboards for future research endeavors. One significant limitation is the treatment of both age and tenure as time-related variables in the organizational commitment literature, suggesting similar effects and processes on organizational commitment. Future studies could employ experimental methodologies or longitudinal designs to address this issue. Additionally, further research is warranted to explore the simultaneous relationship between age and tenure alongside other pertinent work-related attitudes and outcomes.

REFERENCES

1. Affum-Osei, E., Acquaaah, E., and Acheampong, P. (2015) "Relationship between organisational commitment and demographic variables: Evidence from a Commercial Bank in Ghana. *American Journal of Industrial and Business Management*, 5, 769-778. <http://dx.doi.org/10.4236/ajibm.2015.512074>
2. Al-Kahtani, S.N. (2012) "An Exploratory Study of Organisational Commitment, Demographic Variables and Job & Work Related Variables among Employees in

- Kingdom of Saudi Arabia." Online International Interdisciplinary Research Journal, Vol. 3. PP. 1-13.
3. Allen, N. and J. Meyer. (1996) "Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity." *Journal of Vocational Behavior* 49: 252-276.
 4. Allen, N.J. and Meyer, J.P. (1990) The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the Organization. *Journal of Occupational Psychology*, Vol. 63. PP. 1-18.
<http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
 5. Alluto, J. A., Hrebiniak, L. G., & Alonso, R. C. (1973). On operationalizing the concept of commitment. *Social Forces*, 51. 448-454.
 6. Amabile, T. M. (1983) *The Social Psychology of Creativity*. New York: Springer-Verlag.
 7. Amabile, T.M. (1989): Personality Process and Individual Differences. *Journal of Personality and Social Psychology*, Vol. 45 pg. 357-375.
 8. Amangala, T.A. (2013) "The Effects of Demographic Characteristics on Organizational Commitment: A Study of Salespersons in the Soft Drink Industry in Nigeria." *European Journal of Business and Management*, Vol. 5. PP. 109-118.
 9. Angle, H.L. and Perry, J.L. (1981) "An Empirical Assessment of Organizational Commitment and Organizational Effectiveness." *Administrative Science Quarterly*, Vol. 27. PP. 1-14.
 10. Ashman, I. (2006) "An investigation of the British organizational commitment scale: A qualitative approach to evaluating construct validity", *Management Research News*, Vol. 30 Iss: 1, pp.5- 24.
 11. Atif, T and Zubairi, S.A (2018) "Impact of marital status on job satisfaction, organizational commitment and work life balance: A study on employees working in banking sector of Pakistan." *The Islamic Culture*, Vol. 40 (July-Deceber).
 12. Austrom, D. R., Baldwin, T. T., & Macy, G. J. (1988). *The Single Worker: an Empirical Exploration of Attitudes, Behavior, and Well-Being*. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 5(4), 22-29.
 13. Aven, F. F., Parker, B., and McEvoy, G. M. (1993). Gender and attitudinal commitment to organisations: A meta-analysis. *Journal of Business Research*, 26(1), 63-73.
 14. Bakan, I., Büyükbeşe, T., and Erşahan, B. (2011). An investigation of organizational commitment and education level among employees. *International Journal of Emerging Sciences*, 1(3), 231-245.
 15. Balfour, D.L and Wechsler, B. (1990) "Organizational Commitment: A Reconceptualization and Empirical Test of Public-Private Differences" *Review of Public Personnel Administration*, Vol. 10, Summer. PP. 23-40
 16. Baridam, D.M (2001) "Research Methods in Administrative Sciences". *Sherbrooke Associates*, Port Harcourt.
 17. Baridam, D.M and Nwibere, B.M. (2008) "Understanding and Managing Organizational Behaviour". *Sherbrooke Associates*, Port Harcourt.
 18. Battarsby, D., Hemmings, L., Kermode, S., Sutherland, S., and Cox, J., (1990) "Factors Influencing the Turnover and Retention of Registered Nurses in NSW Hospitals", A report to the NSW College of Nursing, NSW College of Nursing, Sydney.
 19. Becker, H. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-42.
 20. Blau, J., Light, S., and Chamlin, M. (1986). Individual and contextual effects on stress and job satisfaction: A study of prison staff. *Work and Occupations*, 13, 131-156.
 21. Bowen, C.F., Radhakrishna, R. and Keyser, R.: Job satisfaction and

- commitment of 4-H Agents. *Journal of Extension*, **32**(1): 1-22 (1994).
22. Britton, D. (1997). Perceptions of the work environment among correctional officers: Do race and sex matter? *Criminology*, *35*, 85-105.
 23. Brown, B.B. (2003) 'Employees' Organizational Commitment and their Perception of Supervisors' Relations-Oriented and Task-Oriented Leadership Behaviour. Dissertation submitted to the Faculty of the Virginia Polytechnic Institute and State University in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Human Development. Falls Church, Virginia.
 24. Buchanan, B., (1974) "Government Managers, Business Executives and Organizational Commitment", *Public Administration Review*, Vol.34, pp.339-347.
 25. Burrell, G. and Morgan, G. (1979) *Sociological Paradigms and Organisational Analysis*, London: Heinemann.
 26. Byrd, T., Cochran, J., Silverman, I., and Blount, W. (2000). Behind bars: An assessment of the effects of job satisfaction, job-related stress, and anxiety on jail employees' inclinations to quit. *Journal of Crime and Justice*, *23*, 69-89.
 27. Cacioppe (2000a), "Creating Spirit at Work: Revisioning Organization Development and Leadership – Part 1", *The Leadership and Organization Development Journal*, Vol 21, No.1, pp 48-54
 28. Camp, S., and Steiger, T. (1995). Gender and racial differences in perceptions of career opportunities and the work environment in a traditionally White, male occupation. In N. Jackson (Ed.), *Contemporary issues in criminal justice: Shaping tomorrow's system* (pp. 258-290). New York: McGraw-Hill.
 29. Chonko, L.B (1986) "Organizational Commitment in the Sales Force" *Journal of Personal Selling and Sales Management*, Vol.6, November, PP 19-27.
 30. Choong, Y. O., Tan, C. E., Keh, C. G., Lim, Y. H., and Tan, Y. T. (2012). How demographic factors impact organisational commitment of academic staffs in Malaysian private universities: A review and research agenda, *International Journal of Academic Research*, *4*, 72-76
 31. Clegg, C. W., (1983) "Psychology of Employee Lateness, Absence and Turnover: A Methodological Critique and an Empirical Study", *Journal of Applied Psychology*, Vol.68 pp. 88-101.
 32. Çogaltay, N. (2015). Organisational commitment of teachers: A meta-analysis study for the effect of gender and marital status in Turkey. *Educational Sciences: Theory and Practice*, *15*(4), 911-924.
 33. Cohen, A. (1993). Age and tenure in relation to organizational commitment: A metaanalysis. *Basic and Applied Social Psychology*, *14*(2), 143- 159.
 34. Commerias. N. and Forunier, C. (2002) "Critical Evaluation of Porter et al's Organizational Commitment Questionnaire: Implication For Researchers." *Journal of personal selling and sales management*, *21*(3): 239-259.
 35. Cooper, D.R. and Schindler P.M. (2001) *Business Research Methods*, New York: The McGraw Hill Co., Inc.
 36. Cooper, and I.T. Robertson (Eds.), *International review of industrial and organizational psychology* (1991 Vol. 12, pp. 175–228). Chichester, UK:Wiley.
 37. Cotton, J. L. and Tuttle, J. M., (1986) "Employee Turnover: A Meta-analysis and Review with Implications for Research", *Academy of Management Review*, Vol.11, pp.55-70.
 38. DeCotiis, T. A. and Summers, T. P., (1987)"A Path Analysis of a Model of the Antecedents and Consequences of Organizational Commitment", *Human Relations*, Vol.40, pp.445-470.
 39. Dodd-McCue, D. and Wright, G.B. (1996) "Men, Women & Attitudinal

- Commitment: The Effects of Workplace Experiences and Socialization." *Human Relations*, Vol. 49. PP.1065-1089. <http://dx.doi.org/10.1177/001872679604900803>
40. Dunham, R. B., Grube, J. A. and Castaneda, M. B., (1994) "Organizational Commitment. The Utility of an Integrative Definition", *Journal of Applied Psychology*, Vol.79, No.3, pp.370-380.
 41. Eagly, A.H. and Carli, L.L. (1981) "Sex Research and Sex - typed Communication as Determinants of Sex Differences in Influentiability: A Meta - Analysis of Social Influence Studies". *Psychological Bulletin*, August. PP 1 - 20.
 42. Elizur, D. and Koslowsky, M., (2001) "Values and Organizational Commitment". *International Journal of Manpower*, Vol.22, No.7, pp.593-599.
 43. Farrell, D., & Rusbult, C. E. (1981). Exchange variables as predictors of job satisfaction, job commitment and turnover: The impact of rewards, costs, alternatives and investments. *Organizational Behavior and Human Performance*, 27, 78-95.
 44. Federico, S. M., Federico, P. A., & Lundquist, G. W. (1976). Predicting women's turnover as a function of extent of met salary expectations and biodemographic data. *Personnel Psychology*.
 45. Fitzmaurice, C. (2012). Job satisfaction in Ireland: an investigation into the influence of self-esteem, generalised self-efficacy and affect. *Forces*, 48: 526-529.
 46. Gallie, D. and White, M.(1993), *Employee Commitment and the Skills Revolution, First Findings From the Employment in Britain Survey*. Policy Studies Institute, London.
 47. Garrison, K. R., & Muchinsky, P. M. (1977). Attitudinal and biographical predictors of incidental absenteeism. *Journal of Vocational Behavior*, 10(2), 221-230.
 48. Gómez Zermeño, M. G., & Peña Cereceres, J. (2013). Adultos Mayores. Un estudio socioeducativo en Ciudad Juárez, Chihuahua, México. *Revista Interamericana de Educación de Adultos*, 35(2).
 49. Gould, S., & Hawkins, B. (1978). Organizational career stage as a moderator of the satisfaction-performance relationship. *Academy of Management Journal*, 21. 434-450.
 50. Gould. S. (1979). An equity-exchange model of organizational involvement. *Academy of Management Review*, 4, 53-62.
 51. Griffin, M. (2001). Job satisfaction among detention officers: Assessing the relative contribution of organizational climate variables. *Journal of Criminal Justice*, 29, 219-232.
 52. Hall, D. T., & Mansfield, R. (1975). Relationships of age and seniority with career variables of engineers and scientists. *Journal of Applied Psychology*, 60, 201-210.
 53. Hamidizadeh, M. R.; Jazani, N.; Hajikarimi, A. and Ebrahimi, A. (2011) "The Effect of Demographic Characteristics on Antecedents and Consequences of Customer Satisfaction in Banking Industry." *Canadian Social Sciences*, Vol. 7, No.4. <http://cscanada.net/index>
 54. Hofstede, G. (2001). *Culture's Consequences: comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, CA: SAGE Publications.
 55. Holt, D.H. (1992): *Entrepreneurship; New Venture Creation*, New York: Prentice Hall.
 56. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., and Gupta, V. (2004). *Leadership, Culture, and Organizations: The GLOBE Study of 62 Societies. The GLOBE study of 62 societies*, Thousand Oaks, CA: Sage Publications.
 57. Hunt, S.H. and R.M. Morgan (1994), "Organizational Commitment: One of Many Commitments or Key Mediating Construct?", *Academy of Management Journal*, 37,1568-87
 58. Iqbal, A., Kokash, H. A., and Al-Oun, S. (2011). The impact assessment of demographic factors on faculty

- commitment in the Kingdom of Saudi Arabian universities. *Journal of College Teaching and Learning*, 8(2). PP. 1 - 14.
59. Jalilvand, M.R. and Ebrahimabadi, F. (2011) "The Effects of Demographic Characteristics on Employees' Motivation to Participate in the In-Service Training Courses based on the Modified Expectancy Theory." *Canadian Social Sciences*, Vol. 7, No.3. <http://cscanada.net/index>
60. Jena, R. K. (2015). An assessment of factors affecting organisational commitment among shift workers in India. *Management: Journal of Contemporary Management Issues*, 20(1). PP. 59-77.
61. Jeruto, K.D. (2013) "The Effects of Demographic Characteristics on Organisational Commitment, job Satisfaction and Turnover Intentions: the Case of Employees in Kenyan Universities." *Journal of Organisation and Human Behaviour* Vol. 2, Iss. 1, PP. 20-33.
62. Joiner, T. A., and Bakalis, S. (2006). The antecedents of organisational commitment: The case of Australian casual academics. *International Journal of Educational Management*, 20(6). PP. 439 – 452.
63. Jurik, N., and Winn, R. (1987). Describing correctional security dropouts and rejects: An individual or organizational profile? *Criminal Justice and Behavior*, 24, 5-25.
64. Kanter RM (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities, *American Sociol. Rev.*, 33:449-517.
65. Khalili, A. and Asmawi, A. (2012). Appraising the impact of gender differences on organisational commitment: Empirical evidence from a private SME in Iran. *International Journal of Business and Management*, 7(5). PP. 110-110. <http://www.ccsenet.org/journal/index.php/ijbm/article/view/11704/10438>
66. Kibkebut, D.J., (2013). The Effects of Demographic Characteristics on Organizational Commitment, Job Satisfaction and Turnover Intentions: The Case of Employees in the Kenyan Universities. *Journal of organizational and Human Behavior* 2(1), 20-33.
67. Koch, J., & Steers, R. (1978). Job attachment, satisfaction, and turnover among public sector employees. *Journal of Vocational Behavior*, 12, 119-128.
68. Kónya, V., Matić, D., and Pavlović, J. (2016). The influence of demographics, job characteristics and characteristics of organisations on employee commitment. *Acta Polytechnica Hungarica*, 13(3), 119-138
69. Lambert, E. (2004). The impact of job characteristics on correctional staff. *The Prison Journal*, 84, 208-227.
70. Luthans, E.: *Organizational Behaviour*. Irwin/McGraw-Hill, New York (1998).
- Maruyama, G. (1998). *Basics of structural equation modeling*. Thousand Oaks, CA: Sage.
71. Luthans, F. (1992) *Organizational Behaviour*. New York: McGraw Hill, Inc.
72. Malhotra, N., and Mukherjee, A. (2004) "The relative influence of organisational commitment and job satisfaction on service quality of customer-contact employees in banking call centres", *Journal of Services Marketing*, Vol. 18 Iss: 3, pp.162 – 174.
73. Mannheim, B., Baruch, Y. and Tal, J.: Alternative models for antecedents and outcomes of work centrality and job satisfaction of high-tech personnel. *Human Relations*, 50(2): 1537-1562 (1997).
74. Marsden, P. V., Kalleberg, A. L., and Cook, C. R. (1993). Gender differences in organizational commitment influences of work positions and family roles. *Work and Occupations*, 20(3), 368-390.
75. Mathieu, J. E., and Hamel, K. (1989). A causal model of the antecedents of organizational commitment among professionals and non-professionals.

- Journal of Vocational Behaviour*, 34(3), 299-317
76. Mathiew, J.E. and Zajac, D.M.A. (1990) "A Review and a Meta-analysis of the antecedents, correlates and consequences of organizational commitment." *Psychological Bulletin*, 108: 171-194
 77. Meyer, J. P., & Allen, J. N. (1984). Testing the side ba theory of orgmimtiaal commitment: Some methodological considerations. *JourMII of Applied psVcholo~*, 69, 372-378.
 78. Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*, 75, 710-720.
 79. Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1W). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156.
 80. Meyer, J. P., Stanley, D. J., Herscovitch, L., and Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organisation: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
 81. Meyer, J.P. and Allen, N.J. (1991) "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1 No. 1, pp. 61-89.
 82. Meyer, J.P., Allen, N.J. (1987). Organizational Commitment: Toward a Three-Component Model, *Research Bulletin*, No:660, The University of Western Ontario, Department of Psychology, London.
 83. Meyer, J.P., Allen, N.J. and Smith, C.A (1993) "Commitment to organizations and occupations: extension and test of a three-component conceptualisation" *Journal of Applied Psychology*, Vol. 78, pp.538-551.
 84. Moorhead, G. and R.W. Griffin (1995), *Organizational Behavior: Managing People and Organizatons*, 4th. ed. Boston: Houghton Mifflin Company
 85. Morris, J. H. and Scherman, J. D., (1981) "Generalizability of an Organizational Commitment Model", *Academy of Management Journal*, Vol.24, No.3, pp.512-526.
 86. Morrow, P.: *The Theory and Measurement of Work Commitment*. CT: JAL, Greenwich (1993).
 87. Mottaz, C. (1988). Determinants of organizational commitment. *Human Relations*, 41(6), PP. 467-482.
 88. Mount, M. K. (1984). Managerial career stage and facets of job satisfaction. *Journal of Vocational Behavior*, 24, 348-354.
 89. Mowday, R. T., Porter, L. M., & Steers, R. M. (1982). Employee-organizational linkage. New York: Academic.
 90. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14.
 91. Mowday; R. T. Steers, R. M., and Porter, L. W., (1979), "The Measurement of Organizational Commitment", *Journal of Vocational Behaviour*, Vol.14, pp.224-247.
 92. Nachmias, C.F. and Nachmias, D. (2009). Research methods in the social sciences, 5th ed., London: Hodder Education.
 93. Nartgün, Ş., & Menep, İ. (2010). The analysis of perception levels of elementary school teachers with regard to organizational commitment: Şırnak/İdil case. *Journal of Human Sciences*, 7(1), 288-316.
 94. Nifadkar, R. S., and Dongre, A. P. (2014). To study the impact of job satisfaction and demographic factors on organisational commitment among girls' college, Pune, India. *Journal of Business Management and Social Sciences Research*, 3, 1-8.

95. Nijhof, W. J. De Jong, M. J. and Beukhof, G., (1998) "Employee Commitment in Changing Organizations: An Exploration", *Journal of European Industrial Training*, Vol.22, No.6, pp.243-248.
96. Northcraft, G.B. and M.A. Neale (1990), *Organizational Behavior*, A Management Challenge, The Dryden Press: USA.
97. Olatunji, S. O., & Mokuolu, B. O. (2014). The influence of sex, marital status, and tenure of service on job stress, and job satisfaction of health workers in a Nigerian federal health institution. *African*
98. Pala, F., Eker, S., and Eker, M. (2008). The effects of demographic characteristics on organisational commitment and job satisfaction: an empirical study on Turkish health care staff. *The Journal of Industrial Relations and Human Resources*, 10 (2), 54 – 75
99. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
100. Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974) Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 1974, 59, 603-609.
101. Pourghaz, A., Tamini, K.B. and Karamad, A. (2011) "Do Demographic Characteristics Make a Difference to Job Satisfaction, Organizational Commitment and Burnout among Travel Agency Drivers? (A Case Study in Iran)." *Journal of Basic and Applied Scientific Research*, Vol. 1. PP. 916-923.
102. Prestholdt, P.H., Lane, I.M. and Mathews, R.C. (1987) Nurse turnover as reasoned action; Development of a process model. *Journal of Applied Psychology*, 72, 221-228.
103. Randall, D. M. (1990). The consequences of organizational commitment: Methodological investigation. *Journal of Organizational Behavior*, 11, 361 -37%.
104. Reichers, A. E. (1986). Conflict and organizational commitment. *Journal of Applied PSYC~O~O~V*. 71, 508-514.
105. Rhodes, S.R (1983) "Age-Related Differences in Work Attitudes and Behaviour: A Review and Conceptual Analysis". *Psychological Bulletin*, March, PP. 328 - 367
106. Ritzer, G. and H. TRICE, "An Empirical Study of Howard Becker's Side Bet Theory", *Social Forces*, 47, 1969, 475-479.
107. Rogers, R. (1991). The effect of educational level on correctional officer job satisfaction. *Journal of Criminal Justice*, 19, 123-137.
108. Rusbult, C. E., & Farrell, D. (1983). A longitudinal test of the investment model: The impact on job satisfaction, job commitment and turnover of vatktions in rewards, costs, alternatives and investments. *Journal of A~q~lki pSyChOlo#*, 68, 429438.
109. Rush, J. C., Peacock, A. C., & Miikovich, G. T. (19W). Carm stages: A partial test of Levinson's model of life/career stages. *Journal of Vocational Behavior*, 16, 347-359.
110. Salami, S.O. (2008) Demographic & Psychological Factors Predicting Organisational Commitment among Industrial Workers. *Anthropologist*, 10.. 31-38.
111. Salami, S.O. and Omole, O.A.: Participation in decision making process, incentives and training as predictors of organizational commitment among industrial workers. *African Journal for the Psychological Study of Social Issues*, **8(2)**: 210-227 (2005).
112. Salancik, G. R., and Pfeffer, J., (1977) "An Examination of Need Satisfaction Models of Job Attitudes", *Administrative Science Quarterly*, 22, 427-456.
113. Schein, E. H., (1970) *Organizational Psychology*, Englewood Cliffs, N.J.: Prentice-Hall.

114. Schwartz, S. H., and Tessler, R. C. (1972). A test of a model for reducing measured attitude behavior inconsistencies. *Journal of Personality and Social Psychology*, 24, 225-236.
115. Scott, K. D. & McClellan, E. L. (1990) "Gender Differences in Absenteeism." *Public Personnel Management*, Summer.
116. Sheldon, M. E. (1971). Investment and involvement as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 143-150.
117. Slocum, J. W., & Cron, W. L. (1985). Job attitudes and performance during three career stages. *Journal of Vocational Behavior*, 26, 126-145.
118. Somers, M.J. (1995) "Organizational commitment, turnover and absenteeism: an examination of direct and interaction effects", *Journal of Organizational Behavior*, Vol. 16, pp. 49-58.
119. Stebbins, R. A. (1970) *Commitment to Deviance* Westport, CT: Greenwood.
120. Steers, R. M., (1977) "Antecedents and Outcomes of Organizational Commitment", *Administrative Science Quarterly*, Vol.22, pp.46-56.
121. Steers, R. M., and Rhodes, S. R., (1978), "Major Influences on Employee Attendance. A Process Model", *Journal of Applied Psychology*, Vol.63, pp.391-407.
122. Stumpf, S. A., & Rabinowitz, S. (1981). Career stage as a moderator of performance relationships with facets of job satisfaction and role perceptions. *Journal of Vocational Behavior*, 18, 202-218.
- Super, D. (1957). *The psychology of careers*. New York: Harper
123. Sukardi, I. S. (1991). *Entrepreneur traits. Unpublished doctoral dissertation*, University of Indonesia. Unpublished.
124. Suliman, A. and Iles, P., (2000) "Is Continuance Commitment Beneficial to Organizations? Commitment-Performance Relationship: A New Look". *Journal of Managerial Psychology*, Vol.15, No.5, pp.407-426.
125. VandenHeuvel, A. and Wooden, M. (1995) "Do Explanations of Absenteeism Differ for Men and Women?" *Human Relations*, November. PP 1309 – 1329.
126. Việt, V. V. (2015). Demographic factors affecting organisational commitment of lecturers. *VNU Journal of Science: Education Research*, 31(4), 16-25
127. Walton, R. E. (1985). From control to commitment in the workplace. *Harvard Business Review*, 63.
128. Wiedmer, S.M.: *An Examination of Factors Affecting Employee Satisfaction*, (2006). Retrieved 13th July
129. Yahaya, R., and Ebrahim, F. (2016). Leadership styles and organisational commitment: Literature review. *Journal of Management Development*, 35(2), 190-216.
130. [Young, G.J.](#); [Meterko, M.](#); and [Desai, K.R.](#) (2000) "Patient satisfaction with hospital care: effects of demographic and institutional characteristics." *Med Care*, Vol. 38, No.3 (March). PP. 325-34. <http://www.ncbi.nlm.nih.gov/pubmed/10718357>