

EMPLOYEE PRESPECTIVE: A STUDY ON THE EFFECT OF BENEFITS PACKAGE ON ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE

Mary Rose Anne J. Rosalejos¹, Alex Adrian Y. Tacderas¹, and Ramon Marticio, DBA^{2,a}

¹Bachelor of Science in Human Resource Development and Management,
College of Business Administration and Accountancy

²Faculty Member, Operations Management Program, College of Business Administration and Accountancy

^aramon.marticio@letran.edu.ph

ABSTRACT

With the high turnover rates and resignations, companies are in need of employees with excellent skills and capabilities, along with expanded knowledge and experiences that would commit to the organization. In relation to that speculation, excellent and superb employees are now as rare as a diamond with increasing needs and wants. This study aims to find the significant effect of benefits package on the commitment and job performance of the employees to the organization. 100 respondents participated in the fulfillment of the study. The gender of the respondents was considered with a result of 50.0% males and 50.0% females. The highest percentage on the age bracket was from 21 - 25 years old, interpreting those respondents were in their mid-twenties. On the educational attainment, 57.0 % of the respondents were college undergraduates. The SPSS statistical tool was used to process the data gathered. The regression analysis model proved three (3) hypothesis with the application of Herzberg's Two-Factor Theory of Motivation: (1) Benefits package has a moderate impact to the commitment of the employees to their organization; (2) Organizational Commitment does not entirely affect the performance or productivity of the employees in terms of their responsibilities; and (3) Benefits have a much greater effect on the job performance of the employees. As a conclusion, this study may become vital information to the companies by asserting the importance of every factor considered for the Human Resource decision making for recruitment.

Keywords: Benefits package, organizational commitment, job performance

INTRODUCTION

On the rise of turnovers and resignations, companies lose engaging, committing, productive, and competitive employees that would contribute to the attainment of the organizational goals. Commitment of employees towards the organization has great impact on the company's competitive advantage. Some employees tend to search for other companies and jobs because of company reasons or complaints. Organizations need to gain and retain the commitments of the people in the company. Commitment to the organization is related to the employee's performance and therefore is it a direct issue to importance.

As to gaining the commitment of the employees, this also means that they are to retain and keep that employee within the organization. "Compensation is output and the benefit that employee receive in the form of pay, wages and also rewards like a monetary exchange for the employees to increase the performance" (Rahaman et al, 2016). The performance and productivity of the employees are used as a criterion for which they are evaluated if they are high, marginal, or poor job performers. "Job performance is a means to reach a goal or a set of goals within a job, role, or organization (Campbell, 1990)." But as employees exert their endless efforts, many of them are wasted and unrecognized by their company. This then leads to them leaving and resigning, searching for a different jobs and companies.

The objectives of this research are: (1) to see the significant effect of benefits package on each type of organizational commitment; (2) to find out if the types of organizational commitment have a significant effect on each factor of job performance and; (3) if the benefits package has a direct significant effect on each factor of job performance on each of the chosen companies. This study may be used as basis for organization conflict solution and reference for further studies and researches.

Literature Review

Benefits Package

"Indirect financial compensation which is called benefit; it can be defined as all employers provided reward and services, other than wage or salaries" (Ayache & Naima, 2014) "Employee benefits is defined as any form of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer" (Ju, et al., 2008). Benefits package plays a vital role to every employee in the organization. Employee benefits programs are necessary and pleasing for working.

When compensation and benefits is concerned, the management should always consider the total compensation arrangements they are providing for their employees. Some total compensation structure

incorporates these elements: insurance, allowances, cash incentives, bonuses, reimbursements and salaries. Compensation gives the employees ability whether to permit themselves to commit to an organization. "Research has shown that to influence employee attitudes is the perception of the benefits offered by organization, pay and benefits and which in turn leads to strong organizational performance" (Ayache & Naima, 2014).

H1: The higher the benefits offered, the higher the commitment of the employee in the organization.

Organizational Commitment

"Be loyal to the company, and the company will be loyal to you, a credo emblematic of bygone era" (Mowday, Porter, & Steers, 1982). Porter et al (1974, p 604) further describes organizational commitment as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf".

According to (Northcraft & Neale, 1996), "commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and wellbeing".

Organizational commitment can be the primary predictor of the employee's performance and attitude to the organization and can also be a predictor of employee turnover, withdrawal, and termination. The organizational commitment of employees can be summarized in three indicators, such as "having faith in organizational values and sharing its aims, making efforts beyond expectations in the name of the organization and willingness to maintain membership of the organization" (Mowday, Steers and Porter, 1979). An employee with an immense or high level of organizational commitment is a benefit for the organization because it can reduce turnovers and increase their work performance.

Organizational commitments are classified into three different types, namely: the "affective commitment", "continuance commitment" and "normative commitment".

Affective Commitment

The affective commitment is defined as employees' emotional attachment to, identification with, and involvement in the organization (Solinger, Olfen & Roe, 2008). In this approach, the commitment of employees is based on their feelings or emotional attachment to the organization. "Employees' with high level of affective commitment possess a strong belief in and acceptance of organizational goal, objectives and values" (Mowday et.al. 1979). Therefore, this classification of commitment depends on the desire of the employee to commit them to the organization.

Continuance Commitment

The continuance component is defined as the perception of costs associated with leaving the organization (Solinger, Olfen & Roe, 2008). In other words, this classification of commitment depends on the employees' needs and dependence to the organization. This tackles about the employees benefit on the organization.

Normative Commitment

The last classification of commitment is the normative commitment; it refers to the person's or employees' sentiments of obligation to stay to an organization. Wiener (1982) articulates that "individuals who exhibit normative commitment believe staying with their organization is the "right" and moral thing to do".

H2: The higher committed and employee, the higher the performance in the organization

Job Performance

Job performance is defined as the result or input of employees to achieve and aim the goals of the organization. Organizations must have highly performing and committed individuals in order to meet their goals, to deliver the expectations of the stakeholders, and to achieve competitiveness and continuous improvement. "From the perspective of an employee, job performance and effort are different. Effort is an input to work, and job performance is an output from this effort" (Christen, Ayer & Soberman, 2006). Performance of employees is relevant to giving the organization a good quality outcome. Manifestation of high performance and output in accomplishing a job results in satisfaction, commitment, and the feelings of efficacy.

Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). Moreover, performance of a job with a good output leads to recognition, promotion, rewards and other benefits that will give the employees motivation to continue working. High performers get rewarded and promoted more easily and have better career opportunities than the low performers. Thus, it hypothesized that:

H3: The higher the offered benefits package, the higher the job performance.

The Hypothesized Model

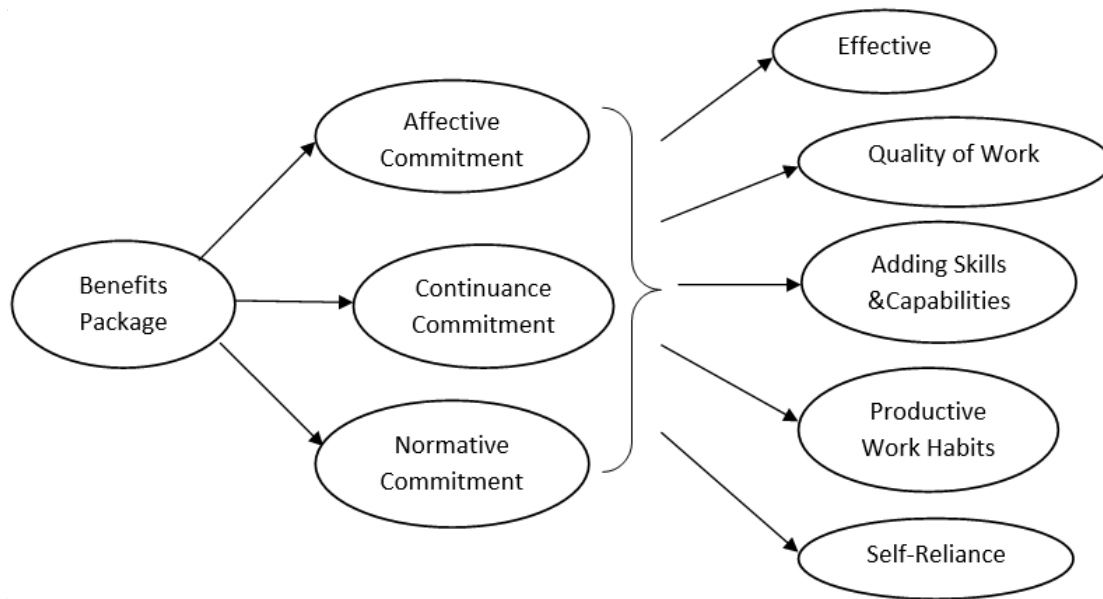


Figure 1: Proposed theoretical model of the effect of benefits package on organization commitment and job performance of Company A, B and C.

METHOD

The research utilizes quantitative data collection with the use of Regression Analysis. There are three (3) variables and two (3) hypotheses in the study, wherein Benefits Package is considered to be exogenous variable, Organizational Commitment as mediating variable, and job performance as endogenous variable. The information and data were gathered through the survey questionnaires sent. The set of items in the survey questionnaire were adopted from similar literatures which were used as reference for the conduct of the study. All three variables were measured through a 8-point Likert Scale rating from 8 (satisfied to a much extent) to 1 (dissatisfied to a much extent) and 8 (agree) to 1 (disagree). One to Three (1-3) call center companies around Metro Manila and Quezon City was chosen as the locus of the study. One hundred (100) employees from any department as selected by the chosen company are the target respondents are one hundred (100) employees from any department selected by chosen company from each proportionately in ratio of 60:20:20.

RESULTS AND ANALYSIS

Table 1: Profile of the Respondents

DEMOGRAPHIC PROFILE		Frequency	Percentage
Gender	Male	50	50.0
	Female	50	50.0
Age	20 years old & below	6	6.0
	21 - 25 years old	63	63.0
	26 - 30 years old	18	18.0
	31 - 35 years old	9	9.0
	36 - 40 years old	1	1.0
	above 40 years old	3	3.0
Civil Status	Single	90	90.0
	Married	10	10.0
Employment Status	Part-time	4	4.0
	Full-time	96	96.0
Educational Background	High School	3	3.0
	College Graduate	40	40.0
	College Undergraduate	57	57.0

The demographic profile of the respondents presented above (Table 1) depicts that of the 100 respondents, they consist of both genders, Male (50.0%) and Female (50.0%). Most of them are within the age bracket of 21 – 25 years old (63 or 63.0%) and a majority of full-time employees (96.0%). Majority of the call center respondents are single (90.0%), mostly with college undergraduates (57.0%).

Table 2: Benefits Package

Benefits	Mean	Std Deviation	Interpretation
Life Insurance	4.12	0.73	Appealing to a somewhat extent
Health Insurance	4.30	0.76	Appealing to a much extent
Dental Insurance	4.51	0.71	Appealing to a much extent
Vision Insurance	4.20	0.75	Appealing to a somewhat extent
Short Term Disability	4.09	0.79	Appealing to a somewhat extent
Long Term Disability	4.06	0.71	Appealing to a somewhat extent
Paid Holidays	4.21	0.71	Appealing to a much extent
Paid Sick / Personal days	4.09	0.71	Appealing to a somewhat extent
Employee Assistance Program	4.00	0.83	Appealing to a somewhat extent
Over-all	4.12	0.76	Appealing to a somewhat extent

Legend: 7.13-8 much extent; 6.25-7.12 somewhat; 5.38-6.24 appealing; 4.50-5.37 moderately appealing

Table 2 depicts the indicators' weighted mean and standard deviation to which appeals to the employees of the call centers. The over-all mean of the variable is 4.12 and standard deviation of .76 which means that all of the indicators appeal to a somewhat extent to all the respondents. Benefit package indicators as a source of appeal

to the employees are mostly exhibited by the Dental Insurance with the mean of 4.51 and standard deviation of .71, Health Insurance with the mean of 4.30 and standard deviation of .76, and Paid Holidays with the mean of 4.21 and standard deviation of .71.

Table 3: Organizational Commitment

INDICATORS	Mean	Std Deviation	Interpretation
AFFECTIVE	4.78	2.08	Moderately Agree
I would be very happy to spend the rest of my career with this organization.	5.42	0.60	Agree
I really feel as if this organization's problems are my own.	5.06	.078	Moderately Agree
CONTINUANCE	4.95	2.00	Moderately Agree
It would be very hard for me to leave my organization right now, even if I wanted to.	4.99	2.21	Moderately Agree
Too much in my life would be disrupted if I decided to leave my organization now.	4.99	1.93	Moderately Agree
I believe I have too few options to consider leaving this organization.	5.02	2.06	Moderately Agree
NORMATIVE	4.97	2.00	Moderately Agree
I would feel guilty if I left this organization.	5.33	2.02	Moderately Agree
This organization deserves my loyalty.	5.40	2.05	Moderately Agree
I would not leave my organization right now because of my sense of obligation to it.	5.34	1.94	Moderately Agree
OVER-ALL	4.98	2.05	Moderately Agree

Legend: 7.13-8 very strongly agree; 6.25-7.12 strongly agree; 5.38-6.24 Agree; 4.50-5.37 moderately agree

Table 3 presents the respondents' affective, continuance, and normative commitment to their organization. The over-all result of all the indicators show a weighted mean of 4.98 and a standard deviation of 2.05 which interprets that the respondents moderately agree in committing to their companies. Of the six (6) item indicators on the affective commitment, the respondents' affection of spending the rest of their career in their organization show a weighted mean of 5.42 and a standard deviation of .60 which interprets that they moderately agree; and with an over-all result of 4.78 weighted mean and 2.08 standard deviation interpreting that the respondents moderately agree to the affective commitment items.

Likewise, of the six (6) items of the continuance commitment, the respondents moderately agree that they have few options to leave their current organizations with the weighted mean of 5.02 and a standard deviation of 2.06. the table shows that the respondents moderately agree to the continuance commitment with the weighted mean of 4.95 and a standard deviation of 2.21.

Lastly, three (3) of the six (6) items of the normative commitment exhibits that the respondents moderately agree with an over-all weighted mean of 4.97 and 2.00 standard deviation. It is mostly exhibited by the admirable loyalty of the employees to their organization with a weighted mean and standard deviation of 5.40 and 2.05, respectively.

Table 4: Job Performance

INDICATORS	Mean	Std Deviation	Interpretation
EFFICIENCY	5.34	2.31	Moderately Agree
I was able to meet my appointments.	5.45	2.2	Agree
I was able to cope well with difficult situations and setbacks at work.	5.17	2.44	Moderately Agree
I had trouble setting priorities in my work.	5.24	2.14	Moderately Agree
QUALITY OF WORK	5.38	2.2	Agree
I worked towards the end of result of my work.	5.38	2.2	Agree
ADDING SKILLS AND CAPABILITIES	5.2	2.26	Moderately Agree
I came up with creative ideas at work.	5.2	2.14	Moderately Agree
I came up with creative solutions to new problems.	5.19	2.36	Moderately Agree
PRODUCTIVE WORK HABITS	5.25	2.64	Moderately Agree
I was open to criticism of my work.	5.31	2.56	Moderately Agree
I tried to learn from the feedback I got from others on my work.	5.24	2.39	Moderately Agree
SELF RELIANCE	5.24	2.39	Moderately Agree
I easily adjusted to changes in my work.	5.24	2.39	Moderately Agree
I asked for help when needed.	5.51	2.48	Agree
Weighted Mean	5.29	2.36	Moderately Agree

Legend: 7.13-8 very strongly agree; 6.25-7.12 strongly agree; 5.38-6.24 Agree; 4.50-5.37 moderately agree

Table 4 depicts the efficiency, quality of work, added skills and capabilities, productive work habits, and self-reliance of the respondents. The indicators show that respondents moderately agree on their own efficiency performance; weighted mean of 5.34 and a standard deviation of 2.31, it is mostly exhibited by their capability to meet their appointments with the weighted mean of 5.45 and a standard deviation of 2.20. On the quality of work of the respondents

which is meeting or working towards the end results with the weighted mean of 5.38 and a standard deviation of 2.20.

Likewise, with the other indicators, the highest exhibited mean and standard deviation of 5.51 and 2.48, respectively, is the needing for help or inability to work independently which respondents agree on.

Table 5: Benefit Package, Organizational Commitment and Job Performance of each Call Center Companies

INDICATORS	COMPANY A			COMPANY B			COMPANY C		
	Mean	Std Deviation	Interpretation	Mean	Std Deviation	Interpretation	Mean	Std Deviation	Interpretation
Benefit Packages	5.25	2.25	Moderately Agree	4.51	2.21	Moderately Agree	5.83	2.02	Moderately Agree
Organizational Commitment	4.97	1.97	Moderately Agree	4.5	2.03	Moderately Agree	5.44	1.99	Moderately Agree
Affective	4.75	2	Moderately Agree	4.78	1.99	Moderately Agree	4.82	2.21	Agree
Normative	5.08	1.97	Moderately Agree	4.12	1.99	Moderately Disagree	5.41	2.05	Agree
Continuance	5.13	1.95	Moderately Agree	4.59	2.11	Moderately Agree	6.09	1.72	Moderately Agree
Job Performance	5.35	2.33	Moderately Agree	3.72	2.29	Moderately Disagree	6.7	1.3	Strongly Agree

*significant at 0.05

The table above shows the weighted mean and standard deviation of the variables to each company respondents to determine

which relates more to the findings of this study. Thus, as the table presents, the variables' indications are mostly present on company C.

Table 6: Regression Analysis of Benefits Package, Organizational Commitment and Job Performance

VARIABLES	COMPANY A			COMPANY B		
	r	R-squared	r	R-squared	r	R-squared
Compensation and Benefits and Organizational Commitment	0.455	0.207	0.516	0.266	0.149	0.022
Organizational Commitment and Job Performance	0.669	0.447	0.430	0.185	0.171	0.029
Compensation and Benefits Job Performance	0.092	0.008	0.411	0.169	0.188	0.035

This table shows the significance of the variables to each other and on which to which company mostly exhibits the effectiveness. As the table shows, the variables are most effective or has more impact on company A with a computed-r of .455 between benefits package

and organizational commitment; and .669 between organization commitment and job performance. But for the effectiveness between benefits package and job performance, it is mostly exhibited on company C with a computed-r of .188.

Table 7: Correlations of Compensation and Benefits, Organizational Commitment and Job Performance

	Computed <i>r</i>	Interpretation	p-Value	Decision	Conclusion
Benefits and Organizational Commitment	0.453	Moderate Correlation	0.000	Reject Ho	Significant
Organizational Commitment and Job Performance	0.617	Moderate Correlation	0.000	Reject Ho	Significant
Benefits Job Performance	0.633	Moderate Correlation	0.000	Reject Ho	Significant

Table 7 depicts the significant effect of the variables to each other that interprets moderate correlation in between each variable. The table interprets that all variables are significant to each other presenting that each hypothesis has relation with a computed-*r* of .453, .617, and .633, respectively.

The Emerging Model

This study claimed to test a hypothesized model that shows the effect of benefits package and organizational commitment to job performance and the effect of benefits package and organizational commitment of employees of the call center companies. The regression analysis of the hypothesized model.

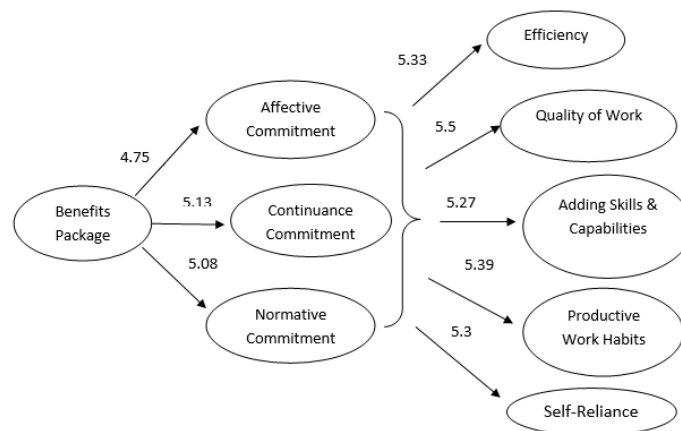


Figure 2. Emerging model of the relationships between benefits package, organizational commitment and job performance of employees in the Call Center Company A.

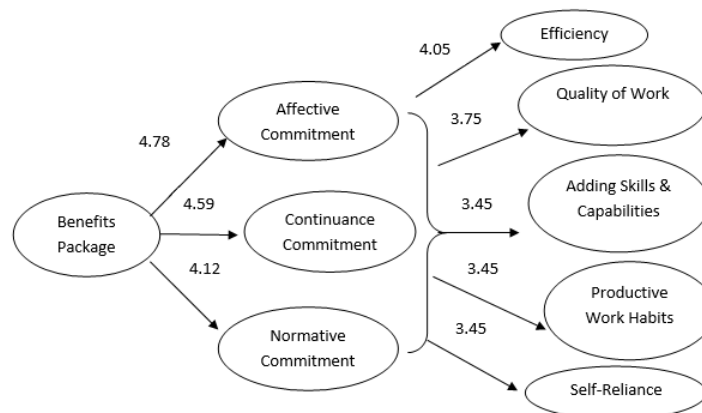


Figure 3. Emerging model of the relationships between benefits package, organizational commitment and job performance of employees in the Call Center Company B.

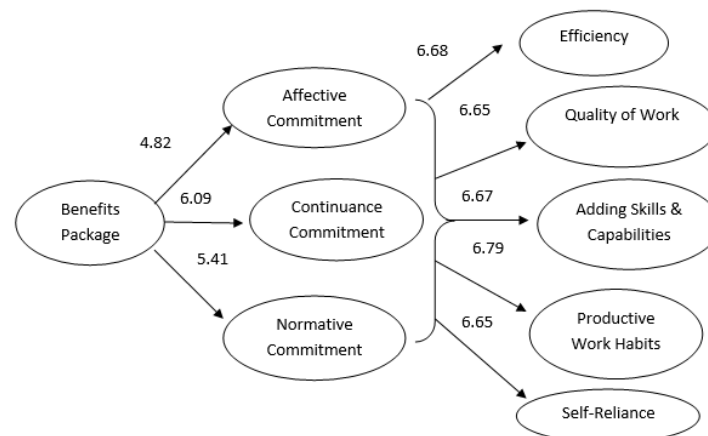


Figure 4. Emerging model of the relationships between benefits package, organizational commitment and job performance of employees in the Call Center Company C.

DISCUSSION

The main purpose of this study is to show the effect of compensation and benefit package satisfaction to the organizational commitment and job performance of employees in a call center industry.

First, the resulting correlation between benefits package and organizational commitment is constant with the theoretical framework stated in this study of Herzberg (1959), the two-factor theory namely the motivation and hygiene theory. The hygiene factor theory does affect the employee's motivation and productivity towards their work. Thus, the employee benefits become fundamental and necessary if the employees are well-maintained, satisfied and committed. The human resource department, particularly the compensation and benefits department should develop a desirable guidelines and approach that will be appealing, satisfying, engaging and motivating as well as retaining the employees and by that it will lead to organizational commitment. This research is intended to study whether the benefits package of the company will satisfy the employee and could give an impact towards organizational commitment.

Second, the conclusion of the analysis shows the forthright effect and positive correlation between employees' organizational commitment and job performance. Job satisfaction is one of the leading effects in the performance and commitment of the employee. It has been assumed that "employees with low levels of commitment are more likely to leave their organizations (Meyer et al., 2002)." Therefore, employee's commitment to the organization can be labeled as a significant purpose to work performance, in the fact that it signifies that employees are committed in performing much as they are given satisfactory benefits. Committed and satisfied employees are profoundly the contributors and performers towards the achievement of organizations' improvement, productivity and success.

Third, the analysis results show direct significance of benefits on job performance and have a positive correlation. Compensation, benefits, rewards, bonuses and other offered salaries is an instrument that encourages and persuades the employees to accomplish the goals of the organization. In an organization, it is believed that the most important asset of the companies are its employees. Offering them sufficient and adequate earnings and compensation will give them the impulse to do something favorable for themselves and for the organization.

Based on the findings of the study, employees are committed to the organization and perform well when there is an adequate and satisfactory compensation and benefits. The tables from the results provide comparison of the effect of the variables from the three (3) locus or study site of this study. The emerging model of company A shows that the benefits package of the company is correlating to the continuance commitment and has a significance to the job performance specifically the productive work habits. In company B, the emerging model shows that the benefits package offered by the organization mainly influences the affective commitment of the employees which means there is a positive connection between the employees and the organization. The company B highly exhibited the relation of the affective commitment to the effective or efficiency performance of the employee. Lastly, the emerging of company C depicts that the benefits package provided by the company for its employees much presented that it has an effect on continuance commitment and productive work habits of job performance. As a conclusion, the variables are mostly present and exhibiting effect on company C. These findings support the Herzberg's Two-factor Theory of Motivation (1959) which indicates the outcome wherein there is a relationship among the three variables in this study.

CONCLUSION

In the beginning of the study, the researchers have set four (3) objectives upon finding the results: first, to see the significant effect of benefits package on organizational commitment; second, to find out if the organizational commitment has a significant effect on job performance and; lastly, if the benefits package has a significant effect on the performance of the employee. Base on the results, the study shows that there is significant effect on each of the variables which presents great impact to each. Also, the demographic profile shows no effect to the other variables of the research. The result implies that compensation and benefits have higher effect the job performance of employees than their organizational commitment.

In relation to the Herzberg's Two-Factor Theory of Motivation, this study proves that the benefits packages are satisfiers that can motivate and boost the performance and productivity of the employees. Likewise, for HR practitioners, as part of motivating, creating the pay structure, and giving incentives for the welfare of the employees, this study implies all the necessary information for improving and developing the system. This study has achieved in finding the desired results based on the objectives and Related literatures.

RECOMMENDATION

The researchers recommend Organizations and companies to look and explore other factors that may affect or heighten the job performance of the employees and their intent to stay or commit to their organization. Other researchers may also develop a different concept of this study by using a different contributing factor to an employee's productivity. This recommendation may be implemented by doing other researches. Other factor may relate or have different effect on the respondent's productivity.

Development and improvement of job performance can affect the competency of the company which in turn, increases the profitability and sustainability of the organization. Leveling out the expectations of the employees can integrate better performance for the organizations' benefit.

REFERENCE

- Allen & Meyer (1996). "Evaluation of Allen and Meyer's Organizational Commitment Scale: A cross- cultural application in Pakistan". Retrieved from <https://www.scribd.com/doc/59184261/Evaluation-of-Allen-and-Meyer-s-Organizational-Commitment-Scale-Abdullah>
- Antilla (2014). : "Components of organizational commitment – A case study consisting managers from Finnish industrial company." Retrieved from <https://tampub.uta.fi/bitstream/handle/10024/96724/GRADU1424344150.pdf?sequence=1>
- Ayani, Tella, Popoola (2007), Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. Retrieved from <http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1118&context=libphilprac>
- Ayache, Z. & Naima, G. (2014). The Impact of Flexible Benefits Plan on Organization Commitment and Intention to Quit. Retrieved from <file:///C:/Users/Lenovo/Downloads/2541-9982-1-PB.pdf>
- Bandura (1997). "Self – efficacy." Retrieved from <https://www.uky.edu/~eushe2/Bandura/Bandura1994EHB.pdf>
- Bernadin (2007). "Managing Employee Compensation and Benefits for Job Satisfaction in Libraries and Information Centres in Nigeria." <https://www.webpages.uidaho.edu/~mbolin/odunlade.pdf>
- Biswas (1994). "Compensation and Benefit Design." Retrieved from <http://ptgmedia.pearsoncmg.com/images/9780133064780/samplepages/0133064786.pdf>
- Bozlagan (2010). "Organizational commitment and case study on the union of municipalities of marmara." Retrieved from <http://www.usc.es/economet/journals2/eers/eers1023.pdf>
- Campbell (1990). The Development of a General Measure of Performance. Retrieved from <http://www.ijoa.org/imta96/paper77.html>.
- Christen, Ayer & Soberman (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory. Retrieved from <https://www-2.rotman.utoronto.ca/facbios/file/paper5.pdf>
- Fogleman (1999). "Employee Compensation and Job Satisfaction on Dairy Farm in Northeast". Retrieved from <http://ageconsearch.umn.edu/bitstream/21690/1/sp99fo02.pdf>
- Gerhart, Minkoff & Olsen (1995). "Employee Compensation: Theory, Practice, and Evidence". Retrieved from <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1193&context=cahrswp>
- Hunter & Hunter (1984). "Validity and Utility of Alternative Predictors of Job Performance." Retrieved from http://www.uam.es/personal_pdi/psicologia/pei/diferencias/Hunter1984JobPerformance.pdf
- Ju et al (2008). The Influence of Employee Benefits Towards Organizational Commitment. Retrieved from [file:///C:/Users/Lenovo/Downloads/1219-3661-1-PB%20\(2\).pdf](file:///C:/Users/Lenovo/Downloads/1219-3661-1-PB%20(2).pdf).
- Koopmans et al (2012). International Journal of Productivity and Performance Management. Retrieved from https://www.researchgate.net/profile/Linda_Koopmans/publication/233944832_Development_of_an_Individual_Work_Performance_Questionnaire/links/0912f50ebe237374b8000000/Development-of-an-Individual-Work-Performance-Questionnaire.pdf

- Mowday & et al (1982). "Organizational commitment, relationship commitment and their association with attachment style and locus of control." Retrieved from http://www.livingdementia.com/downloads/newsletters/2011/jul_aug/organization_relationship_locus_of_control.pdf
- Northcraft, T. & Neale, H. (1996). *Organisation Behaviour*. London: Prentice-Hall.
- O'Reilly & Chatman (1986). "Building organizational commitment: A multifirm study". Retrieved from <http://faculty.haas.berkeley.edu/CHATMAN/papers/Building%20organizational%20commitment.pdf>
- Porter et al (1974). "An Empirical Assessment of Organizational Commitment and Organizational Effectiveness". Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/downloaddoi=10.1.1.301.2571&rep=rep1&type=pdf>
- Rageb et al (2013). "Organizational Commitment, Job Satisfaction and Job Performance as a mediator between Role Stressors and Turnover Intentions A Study from an Egyptian cultural perspective." Retrieved from http://www.abrmr.com/myfile/conference_proceedings/Con_Pro_12315/8-dubai13.pdf
- Rahaman et al (2016). Organizational Commitment: Do Employees' Compensations and Benefits Matter?. Retrieved from http://www.academia.edu/30088469/Organizational_Commitment_Do_Employees_Compensations_and_Benefits_Matter.
- Solinger et al (2008). Beyond the Three-Component Model of Organizational Commitment. Retrieved from <https://dspace3-labs.atmire.com/bitstream/handle/123456789/6655/file14666.pdf?sequence=1>.
- Sonnentag & Frese (2001). Performance Concept and Performance Theory. Retrieved from http://ebme.uni-giessen.de/wps/pgn/dl/download/open/ebme_de/dac878eb3283497890af6840c900e60336fcd013db526ce8ab63788374b38ffa65aed206702a341626eae99be58387e4/Performance_concepts_and_Performance_Theory.pdf.
- Van Scotter, Motowidlo, & Cross (2000). The Effects of Citizenship Performance, Task Performance, and Rating Format on Performance Judgments. Retrieved from <http://etd.fcla.edu/SF/SFE0000186/Thesis.CURRENT2.pdf>
- Wiener (1984). Organization Normative Commitment (ONC) has Psychological Positive effects on employees' Performance. Retrieved from <http://aupc.info/wp-content/uploads/2012/10/AJSS.ONC-Vol-51-paper-7.pdf>