

SUPPORT CULTURE AND WORKERS COMMITMENT IN MONEY DEPOSIT BANKS IN PORT HARCOURT

OBOH, Samuel Isek and ADIM, Chidiebere Victor

Department of Management,
Faculty of Management Sciences,
Rivers State University, Nkpolu-Oroworukwo,
PMB 5080, Port Harcourt,
Nigeria.
adimcvictor@gmail.com

ABSTRACT

This study investigated the relationship between support culture and workers commitment of Money Deposit Banks in Port Harcourt. Support culture was conceptualized as the dimensions of the independent variable while normative commitment, affective commitment and continuance commitment were used as measures of the dependent variable. A sample of one hundred and eighty-eight (188) respondents were drawn from a population of three hundred and fifty five (355) respondents across the seven selected Money Deposit Banks in Port Harcourt, Nigeria using the Taro Yamane's formula for sample size determination. The study adopted the cross-sectional survey in its investigation of the variables and applied both descriptive and inferential statistical techniques. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient (PPMCC). The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The result of the findings revealed that support culture gave rise to normative, affective and continuance commitment. Based on empirical findings, the study concluded that effective communication influences organizational commitment. The study recommends that Money Deposit Banks in Port Harcourt, Nigeria should make supervisory support important within the organization. Effective supervisory support such as support with personal and family matters, fairness in personal procedures should be aggressively pursued to enhance employee commitment.

Keywords: Support Culture, Normative Commitment, Affective Commitment and Continuance Commitment.

Introduction

Workers commitment to an organization is a sign that the workers are satisfied with their employer with regards to their expectations. When organizations meet the expectations of their employees', this will spur them to develop commitment to the organization. This means that commitment is the outcome of the organization providing an enabling environment for the workers to maximize their full potential; this enables the organization to derive value for its investment on the workers.

Chambers (1998) posited that when the level of commitment of workers are enhanced, it go a long way to provide an intrinsic kind of motivation on workers' to enhance the feeling of self-worth and the workers feel valued and develop a psychological attachment to the organization. This psychological attachment by workers' improves the commitment of workers and helps the organization to create a competitive advantage, higher productivity and low worker turnover level (Rodger & Pecond, 2005) cited in Subaka (2014). It is evident that people assume that in exchange for their commitment, they should get something valuable in return such as affection; attention, recognition, rewards and motivation. In today's organizations, in exchange of workers commitment organizations would provide forms of values as a way of compensating them; therefore, reciprocity by way of support culture affects the intensity of commitment.

The supportive culture traits of motivation, communication, growth opportunities and supervisory support make employee feel empowered to think and behave as a leader within their domain. The combination of physiological, psychological and environmental circumstances that causes an employee to voice out and say "I am satisfied with my job" is what Hoppock (1938) referred to as Job Satisfaction. It is argued that supportive culture in every organization results to employee job commitment which in turn influences employee performance. Job satisfaction is something that makes a worker or an employee feel that he/she is fully part of the organization and happy to give all his/ her best to improve the performance level of the company. Employees working hard and giving all their best position the company above its competitors.

Every organization in this world has a culture, whether it is deliberately implemented or not. However, some appears to be more supportive than others and that is what this study seeks to answer. Scholars like Kathryn (2002), Perrow (2014), March and Simon (1958) among others initially conceptualized supportive organizational culture as a coherent set of values, beliefs, assumptions and practices among the employees within the organization. These scholars further explained by putting much emphasis on the pervasiveness of consistent values, beliefs, assumptions and practices as well as the extent of consistency of the various values, beliefs, assumptions and practices of its members within the organization. Other proponents also argue that a supportive and pervasive organizational culture tend to benefit the organization since it fosters commitment, motivation, solidarity, identity and sameness which turn to facilitate employee job satisfaction.

Organizational Culture is based on cognitive systems which help to explain how employees think about and make decision. Charles and Gareth argued that, “organizational culture is the specific collection of values and norms that are shared by people and groups in an organization. To them, the culture of the organization control the way employees interact with each other and with stakeholders outside the organization.” In the words of Schneider (1983), organizational culture is the value of systems and assumption which guide the way the organization runs its business. This shows that the organization’s norms and values have a strong effect on all those who are attached with the organization. He further explained that, the norms are invisible but if the organization want to improve upon the performance of the employees and profitability, then norms must be their first priority.

Contrary to the above assessment, Perrow (2014) observed that supportive culture could sometimes result to employee unconstrained demanding from the company which can negatively be used as a barrier to adaptation and change by employees. March and Simon (1958) further explain that supportive culture like rewarding and compensation, growth opportunities (training), communication and supervisory support can sometimes lead to displacement of goals. They argue that these supportive cultures can shift employee’s attention from the organizational goals to their personal development and gains. Merton (1949) added that if the behavioural norms and ways of doing things become more important, it can overshadow the original purpose of the organization.

Despite the above contradictory assessment, Schein (2010) still believed that supportive culture like rewarding and compensation, communication, training and growth opportunities as well as supervisory support are conservative force for employee job satisfaction and a source of competitive advantage for a firm. He however, argues that the culture of every modern organization should be supportive but limited to certain conditions.

With all these concepts in view, the problem of this study is to examine the extent to which support culture influences workers’ commitment in Money Deposit Banks in Port Harcourt. The study would also seek to answer the following research questions:

- i. What is the relationship between support culture and workers’ affective commitment in Money Deposit Banks in Port Harcourt?
- ii. What is the relationship between support culture and workers’ normative commitment in Money Deposit Banks in Port Harcourt?
- iii. What is the relationship between support culture and workers’ continuance commitment in Money Deposit Banks in Port Harcourt?

Literature Review

Theoretical Foundation

The underpinning theory for this study will be anchored on the Social Exchange Theory (SET) as amplified by Cropanzano & Mitchell 2005. SET is one of the most impacting conceptual, very clear and typical examples that help in the comprehension of work place

culture. According to Cropanzano & Mitchell 2005, Social Exchange Theory typifies that people make decisions based on their individual satisfaction. This is also considered by Alexander (1990) to be a socio-psychological theory that explains how it relates to support culture and its effect on workers' commitment.

But as opined by Homans (1961), social exchange theory indicates that human behaviour and social interaction are basically exchange of both intrinsic and extrinsic activities. Pfeffer (1982) argued that in social exchange, "cultural compliance on the part of the individual is exchanged for something that is perceived to be contingent on the individual's culture. In other words, it allows the exchange of benefits, by giving others something more valuable than it cost to the receiver and vice versa (Homan, 1961).

Zafirovski (2005) argued that "actors in social exchange possess free will in making selections regarding alternative choice of action though guided by cost- benefit relationship". This argument leads to the general statement of social exchange theory which was stated by Zafirovski (2005) that:

Social exchange consists of engagements of actors that presuppose constellations of their interest and resources. Since these processes are assumed to be governed by reciprocal relations i.e, exchange is defined as social interaction characterized by reciprocal stimuli, which means that ordinarily they would not continue in the long-run if reciprocity principle is ignored. Consequently, exchange theory determines the process establishing and sustaining reciprocity in social relations or the mutual gratifications between individuals in the agreement.

Support Culture

This is defined as internal orientation and reinforced by a flexible organizational structure, a core belief being that the organization expresses trust and commitment to the employees. Scholars like Kathryn, (2002), Perrow, (1978), March and Simon, (1958) among others initially conceptualized supportive organizational culture as a coherent set of values, beliefs, assumptions and practices among the employees within the organization. These scholars further explained by putting much emphasis on the pervasiveness of consistent values, beliefs, assumptions and practices as well as the extent of consistency of the various values, beliefs, assumptions and practices of its members within the organization . Other proponents also argue that a supportive and pervasive organizational culture tend to benefit the organization since it fosters commitment, motivation, solidarity, identity and sameness which turn to facilitate employee job satisfaction. Organizational Culture is based on cognitive systems which help to explain how employees think about and make decision. Charles and Gareth argued that, "organizational culture is the specific collection of values and norms that are shared by people and groups in an organization. To them, the culture of the organization control the way employees interact with each other and with stakeholders outside the organization ." In the words of Schneider (1983), organizational culture is the value of systems and assumption which guide the way the organization runs its business. This shows that the organization's norms and values have a strong effect on all those who are attached

with the organization (Stewart, 2010). He further explained that, the norms are invisible but if the organization want to improve upon the performance of the employees and profitability, then norms must be their first priority.

Contrary to the above assessment, Perrow (1978) observe that supportive culture could sometimes result to employee unconstrained demanding from the company which can negatively be used as a barrier to adaptation and change by employees. March and Simon (1958) further explain that supportive culture like rewarding and compensation, growth opportunities (training), communication and supervisory support can sometimes lead to displacement of goals. They argue that these supportive cultures can shift employee's attention from the organizational goals to their personal development and gains. Merton (1957) added that if the behavioural norms and ways of doing things become more important, it can overshadow the original purpose of the organization.

Despite the above contradictory assessment, Schein (1992) still believe that supportive culture like rewarding and compensation, communication, training and growth opportunities as well as supervisory support are conservative force for employee job satisfaction and a source of competitive advantage for a firm. He however, argues that the culture of every modern organization should be supportive but limited to certain conditions. A study conducted last year by the conference board executives (2016) of Pennsylvania State University in the United State, found out that talent is now seen as critical to success and its management integral to all aspect of business. And one after another, futurists are saying that companies must be sure their organizations have employees in choice positions. From the scholars' opinion, it is an invitation to create a flexible, supportive work environment, one that can, will be comprehensive and lasting, that will transform your culture and serve the need to be with employee and employer. There's no one- size-fit all plan to ensure success. But we belief there are steps that will increase the chances of success.

Concept of Workers Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1996; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets) including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times.

According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Measures of Workers Commitment

Normative Commitment

According to Madi, et al (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Meyer & Smith, 2000; Bal, *et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that coworkers' commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization

Unarguably, Meyer & Maltin (2010) opined that latter observation regarding normative commitment is consistent with recent findings; demonstrating that normative commitment can have two faces, one reflecting a moral imperative and the other reflecting indebted obligation (Geltatly, et at, 2006; Meyer & Parfyonova, 2010). Firstly, the moral imperative mindset is experienced when normative commitment combines with strong affective commitment. Secondly, the indebted obligation mindset results from a combination of strong normative commitment and continuance with weak affective commitment.

Affective Commitment

According to Meyer & Allen (1991) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi et al, 2012). They further asserted that the use of these antecedents is consistent with the findings by

Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Continuance Commitment

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment. Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004).

Support culture and Workers' Commitment

To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty. Environmental uncertainty represents an important contingency for organization structure and internal behaviours (Daft, 2003). Organizations need to have the right fit between internal structure and the external environment. Denison (2007) identified three aspects of adaptability that impact an organization's effectiveness. These include first, ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of their department or function. Third is the capacity to restructure and re-institutionalize a set of behaviours and processes that allow the organization adapt. Without the ability to implement support response, an organization cannot be effective (Denison, 2007). An organization must learn so that it can adapt to changing environment (Lee, 1999). Given the ever-accelerating rate of global scale change, the more critical learning and adaptation becomes to the organization's relevance, success and ultimate survival. Managers must encourage their employees to share and develop their knowledge bases with each other to improve performance. Personal relationships are very important for the meaningful internal transfer of information that will enable the organization

to adapt to changes in the environment. To achieve adaptability, the organization needs to deliberately align its organizational dimensions: vision, strategy, leadership, culture, structure and processes to facilitate organizational learning (Redding, 1997).

The foregoing argument gave rise to the following hypotheses:

- Ho₁:** There is no significant relationship between support culture and workers normative commitment in money deposit banks in Port Harcourt.
- Ho₂:** There is no significant relationship between support culture and workers affective commitment in money deposit banks in Port Harcourt.
- Ho₃:** There is no significant relationship between support culture and workers continuance commitment in money deposit banks in Port Harcourt.

Methodology

The study adopted the cross-sectional survey method in the generation of data. A sample of one hundred and eighty-eight (188) respondents were drawn from a population of three hundred and fifty five (355) respondents across the seven selected Money Deposit Banks in Port Harcourt. The sample size was obtained using the Taro Yemen's for sample size determination. Descriptive statistics and Pearson Product Moment Correlation Coefficient (PPMCC) was used to test the hypothesis at a 95% confidence interval and a 0.05 level of significance with the aid of the SPSS Package version 20. Our instrument had a Crombach Alpha reliability coefficient of 0.900 which was above the bench mark set up by Nunally (1970).

Results and Discussions

Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses Ho₁ to Ho₃ which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

Test of Research Hypothesis One

H₀₁: There is no significant relationship between support culture and normative commitments of Money Deposit Banks in Port Harcourt.

Table 1: Correlation Result for Support Culture and Support Normative Commitment

		Support Culture (SC)	Normative Commitment (CC)
Support Culture (SC)	Pearson Correlation	1	.745**
	Sig. (2-tailed)		.000
	N	180	180
Normative Commitment (NC)	Pearson Correlation	.745**	1
	Sig. (2-tailed)	.000	
	N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 Data Output, 2017

From the result in table 1 it was revealed that a significant and positive linear relationship exists between support culture and normative commitments. The (r) value of .745 specifies that the relationship is significant at $p = 0.001 < 0.01$ level of significance. The r coefficient shows a high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate hypothesis was upheld meaning that there is a significant relationship between support culture and normative commitments of Money Deposit Banks in Port Harcourt.

Test of Research Hypothesis Two

H₀₂: There is no significant relationship between support culture and affective commitment of Money Deposit Banks in Port Harcourt.

Table 2: Correlation Result for Support Culture and Support Affective Commitment

		Support Culture (SC)	Affective Commitment (AC)
Support Culture (SC)	Pearson Correlation	1	.821**
	Sig. (2-tailed)		.000
	N	180	180
Affective Commitment (AC)	Pearson Correlation	.821**	1
	Sig. (2-tailed)	.000	
	N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 Data Output, 2017

From the result in table 2 it was revealed that a significant and very strong positive linear relationship exists between support culture and affective commitments. The (r) value of .821 indicates that the relationship is significant at $p = 0.001 < 0.01$ level of significance. The r coefficient shows a very high correlation indicating also a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate hypothesis was upheld meaning that there is a significant relationship between support culture and affective commitments of Money Deposit Banks in Port Harcourt.

Test of Research Hypothesis Three

Ho3: There is no significant relationship between support culture and continuance commitment of Money Deposit Banks in Port Harcourt.

Table 3: Correlation Result for Support Culture and Continuance Commitment

		Support Culture (SC)	Continuance Commitment (CC)
Support Culture (SC)	Pearson Correlation	1	.994**
	Sig. (2-tailed)		.000
	N	180	180
Continuance Commitment (AC)	Pearson Correlation	.994**	1
	Sig. (2-tailed)	.000	
	N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 Data Output, 2017

From the result in table 2 it was revealed that a significant and very strong positive linear relationship exists between support culture and continuance commitments. The (r) value of .994 indicates that the relationship is significant at $p = 0.001 < 0.01$ level of significance. The r coefficient shows a strong correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate hypothesis was upheld meaning that there is a significant relationship between support culture and continuance commitments of Money Deposit Banks in Port Harcourt.

Discussion of Findings

The findings revealed a strong and positive significant relationship between support culture and workers commitment of money deposit banks in Port Harcourt using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that support culture has a positive effect on workers commitment. The test of hypotheses one, two, and three in shows that there is a strong positive relationship between support culture and each of the measures of organizational commitment.

This finding corroborates the views of Schein (1992) who believed that supportive culture like rewarding and compensation, communication, training and growth opportunities as well as supervisory support are conservative force for employee job satisfaction and a source of

competitive advantage for a firm. He however, argues that the culture of every modern organization should be supportive but limited to certain conditions. A study conducted last year by the conference board executives (2016) of Pennsylvania State University in the United State, found out that talent is now seen as critical to success and its management integral to all aspect of business. And one after another, futurists are saying that companies must be sure their organizations have employees in choice positions. From the scholars' opinion, it is an invitation to create a flexible, supportive work environment, one that can be comprehensive and lasting, that will transform the culture and serve the need to be with employee and employer.

Conclusions and Recommendations

Conclusively therefore and from empirical findings, support culture significantly and positively influences workers commitment.

Based on the findings of this study, the study recommends that Money Deposit Banks in Port Harcourt, Nigeria should make supervisory support important within the organization. Effective supervisory support such as support with personal and family matters, fairness in personal procedures should be aggressively pursued to enhance employee commitment.

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