

Investigating the Relation Between Organizational Atmosphere with Self-Efficiency and Organizational Commitment (Case Study Iran's Customs Headquarters)

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Abstract

The Propose of this study is checking relation between organizational atmosphere and self-efficiency and organizational commitment in Iran's customs. Statistical formed from 2300 people from Headquarters of Iran's customs. For doing this study 330 people choose as random sample and tools of use were shares' standard self-efficiency questionnaires. Allen organizational commitment and Haplin and Craft organizational atmosphere. Methods of statistics analysis were descriptive statistics (central Indexes, distribution Indexes, charts) and inferential statistics (regression, F test, path analysis). Questionnaires according to be standard evaluated and validated from professionals and supervisors. Stability coefficient are obtained using in order to estimate reliability of the questionnaire, cronbach's alpha coefficient method issued test for testing the validity of questionnaires they are 0.92, 0.97, 0.85 respectively for self-efficiency, organizational commitment and organizational atmosphere suggested that employment tools have good reliability. Obtained results show that organizational atmosphere can affect directly on self-efficiency and organizational commitment and in other hand organizational atmosphere through the organizational commitment influence on self-efficiency too. Also Demographic variables don't have effect on self-efficiency and affective commitment has most effect on self-efficiency.

Key Words: Organization, Atmosphere, Self-Efficiency, Commitment, Iran.

Introduction

In organization systematics way to specified goals. In this age almost we can't find anywhere it doesn't have organization. Organizations dominance on all aspect of life is one proof of it's importance. Studies showed organizational success is related directly on effective leadership on human resources. It is obviously that achieving organization goals depend on cooperation and coordination between all factors, that systematic interaction with each other means to essence of organization and one of that factors is human resources in all levels of organization that is most strategic source of any organization.

Base on Bendora's (1993) opinion, when someone believes that he has ability to grow and gain success, he is achieved to self-efficiency. Thought patterns, motivation, emotional reactions and human precept from his self-efficiency has effect on his performance through choosing activity. Therefore person with strong self-efficiency has higher motivation and more insistence when faces on bares and show more efficiency. Parsons believes that organizational commitment is loyalty to values, expectations and organization goals and professional commitment is having amenability and interest to special occupation and professional

society. Therefore organizational commitment cause a person has active participation in organization. also increase amount of his trend to continue in institute and finally increase his efficient job performance.

Organizational atmosphere is a relatively stable feature that causes difference from other organizations and social perception involves factors such as independence, trust and continuity, support, identify, recognition, innovation and impartiality is manifested in and it is creating through the interaction between members. It used as basis to change situation and reflective norms, values and attitudes of organizational culture. Also acts as effective source to forming behavior. For considering these important features, studying those variables on Iran custom personnel (Iran Central Customhouse) seemed necessary. It's obvious that efficiency and effectiveness depends on human resources. As studies show, personnel are neglected by their superiors in recent years, and it resulted different behavior and performance. As a result of the information above, this research studies the current circumstances of self-efficiency and commitment of personnel and their relation with organizational atmosphere.

Theory and Hypothesis

Organizational Atmosphere

Heavy and Miskel (1379) believed that behavior in organization isn't derived from formal expectations, personal needs or organizational goals, rather it's a consequence of dynamic relationships between these elements and organization atmosphere is a internal quality that distinguishes organizations from each other and help personnel to have a better mental condition. The Studies of Halpin & Craft (1962) in elementary schools is maybe the most noticeable defining and measuring research in organization atmosphere. Halpin & Craft model for organization atmosphere (Teacher-Headmaster behavior: Open - Close) is a Describing Survey. As Likret believed, organization atmosphere is based on Superior and inferior relations. He believed that organization can be placed on a diagram based on Superior-Inferior Relations.

Self-Efficiency

Bendora believed in different aspects of self-actualization, maybe none of concepts is as important self-efficiency. It plays the main role in motivating processes and operating learnings of a person and self-efficiency principles indicate person's attempt for a mission. Self-efficiency is the tendency for a behavior or for achieving a goal.

Organizational Commitment

Moody (1982) shoed the first extensive organizational commitment theory and Allen & Mayer found out that based on the background studies, the concept includes three main subjects. As a result of Allen & Mayer Studies (1997) we can say that Commitment might appears in Emotional-Normal-Continues dependent credibility.

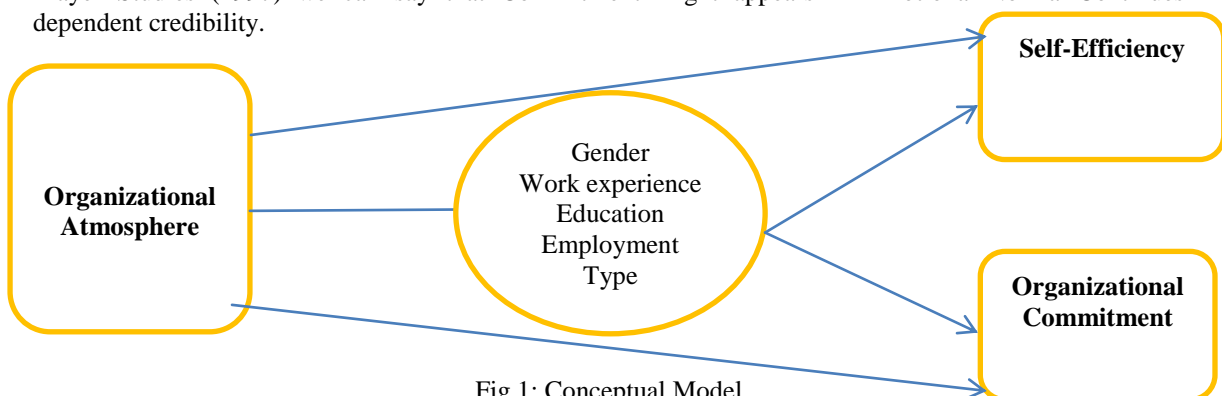


Fig 1: Conceptual Model

Hypothesis

For considering and strengthening these traits below, this research was conducted for studying effect of organizations atmosphere upon self-efficiency and organizational commitment in central staff customs of IRAN in form of supposition.

- 1-There is a significant relationship between organizational atmosphere and self-efficiency of employees
- 2-There is a significant relationship between organizational atmosphere and organizational commitment of employees
- 3-There is a significant relationship between organizational commitment and self-efficiency
- 4-There is a significant relationship between organizational atmosphere with self-efficiency and organizational commitment

Data and Results

Data Information collecting implements

The statistical society of this research were employees of Iran's custom Headquarters. COCRAN formula and random sampling method were used for defining the size of the sample and eventually we chose 330 people as random sample and questionnaire was used for collecting information about statistical society .questionnaire distributed in staff custom buildings of Iran in the presence of the researcher and 329 of 330 questionnaires were returned. Information collecting implements in this research were 3 standard questionnaires. Halpin and Crafts organizational atmosphere questionnaire 1982,this questionnaire shows eight dimensions of manager and employees attitude dimensions which includes teamwork sprite (questions 1-4) inconvenience(questions 5-8), Favorites(questions 10-12), Intimacy(questions 13-16), Consideration(questions 17-20), distance(questions 21-24), penetration and dynamism (questions 25-28)and emphasis on production are (questions 29-32). This questionnaire has 32 questions and it contains, 5-point Likert scale. very low, low, Medium, high, very, high. Questions related to the components of disturbance, distance and production concentration are rated in an opposite way.Shrer self-efficiency measure 1984,this 17 article questionnaire is in 5 degrees of Likret measure which contains ;quite disagree ,disagree ,not agree and not disagree, agree ,quite agree and questions 3, 8, 9, 13 and 15 have negative (revers) score. Miber and Allen organizational commitment questionnaire 1997, this questionnaire measures 3 components of it considering 3 dimensions of organizational commitment. Component of emotional commitment which includes the following items 1,2 5, 6, 7, 8,component of continuous commitment which includes the following items 4, 9 ,12, 13, 14 and component of normative commitment which includes the following items 3, 10, 11, 15, 16, 17, 18.And questionnaire questions 4, 5, 6, 8, 9, 12, 17, 18 have negative score. The method of scoring based on Likret method has been rated in 5 degrees. At first to confirm validity of this research's questionnaire and sample we used factors analysis. In this methods with using Kaiser and Mayer test statistic sample sufficiency is studied. In fact KMO index is sufficiency sample indicator that studies correlation between changeable components and with this way show that if variation of changeable is effected by participator variation of some hidden item or not. If the Sig is lower that 5 percent, factors analysis for identifying construction, becomes suppose of identified Matrix is rejected.

$$KMO = \frac{\sum \sum r_{ij}^2}{\sum \sum r_{ij}^2 + \sum \sum a_{ij}^2}$$

Table 1. Bartlett and Kaiser-Mayer test result

.Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.89
Bartlett's Test of Sphericity	Approx. Chi-Square	1416.207
	Df	154
	.Sig	.001.

Table 2. The reliability of each dimension of questionnaires

Changeable	Component	Question No.	α coefficient
	Organizational atmosphere	Total questionnaire	0.85
Organizational atmosphere	Teamwork spirit	1, 2, 3, 4	0.73
	Inconvenience	5, 6, 7, 8	0.83
	Interesting	9, 10, 11, 12	0.75
	Cardinality	13, 14, 15, 16	0.68
	Regarding	17, 18, 19, 20	0.78
	Seclusion	21, 22, 23, 24	0.80
	Penetration and dynamism	25, 26, 27, 28	0.90
	Emphasis on production	29, 30, 31, 32	0.87
Organizational commitment	Organizational commitment	Total questionnaire	0.97
	Sentimental commitment		0.86
	Continual commitment		0.85
	Normative commitment		0.92
self-efficiency	General self-efficiency	Total questionnaire	0.92

Results Descriptive Statistics

Table 3. Descriptive statistics for each of the components of organizational Commitment

	Span toleration	Minimum	Maximum	Average	Average standard error	Median	Mode	Standard deviation	Variation	Kurtosis
Sentimental	2.83	1.67	4.50	3.007	0.0280	3	3	0.5080	0.258	0.590
Normative	3.00	1.57	4.57	3.005	0.0323	3	3.14	0.5875	0.345	0.037
Continual	3.20	1.80	5.00	3.092	0.0281	3.2	3.2	0.5217	0.272	0.323
Organizational commitment	2.28	2.22	4.50	3.030	0.0222	3	3.1	0.4035	0.163	0.886

As shown in table No 3, the average of factors mark in each proportion of commitment approximately is close to theoretical average, also a little interval between average, median at mode is seen. Also Kurtosis coefficient is less than 1 in all components

Table No 4. Descriptive statistics index for each component of organizational atmosphere.

	Span toleration	Minimum	Maximum	Average		Median	Mode	Standard deviation	Variation	Kurtosis
Spirit	3.25	1.75	5	3.686	0.0306	3.75	4	0.5567	0.310	-0.529
Inconvenience	4.50	0.50	5	2.633	0.0576	2.5	2	1.044	1.09	0.391
Interesting	3	2	5	3.733	0.0397	3.75	4	0.7215	0.521	-0.149
Cardinality	3.75	1.25	5	3.400	0.0352	3.5	3.5	0.6398	0.409	-0.096
Regarding	4.25	0.75	5	2.729	0.0544	2.75	3	0.9868	0.974	0.082
Seclusion	4.50	0.50	5	2.986	0.0442	3	3	0.8033	0.645	0.100
Penetration	4.25	0.75	5	2.808	0.0569	3	3	1.032	1.067	0.005
Production	4	1	5	2.883	0.0573	3	4	1.038	1.078	0.003
Organizational atmosphere	2.91	2.31	5	3.59	0.0285	3.5	3.28	0.5182	0.269	0.724

Table 4 shown the descriptive statistics indicators for each organizational atmosphere component. As seen the average in aspect of sprite, interesting and cordinality in order with 3.69 , 3.73 , 3.4 is higher than theoretical average (3) . and in other components in comparison with theoretical average is lower than 1.

Table 5. descriptive statistics indicators for self-efficiency

	Alteration range	Minimum	Maximum	Average	Standard	Median	Mode	Standard Deviation	Variation	Kutosis Coefficient
Self-efficiency	46	31	77	45.94	.4712	44	42	8.548	73.07	.868

Table 5 shows the descriptive statistics for self-efficacy, as the observed, The subjects' mean scores on self-efficacy (45/94) is lower than theoretical average (57/99).

The Analytical Data

Analysis of the data of the first hypothesis (Between organizational atmosphere. with self-efficiency there are significant relationship)

Table 6. Summary of the regression model for organizational atmosphere. and self- efficiency

Model	R	R ²	Corrected R ²	Evaluation Standard Error
1	.489	.239	.220	7.55809

Regression calculating in table 6 shows that 23.9 percent of self-efficiency is related to organizational atmosphere and the others (%76/1) related to other factor.

Table 7. F test for correlation coefficient significant between the organizational atmosphere and self efficiency.

Model		Sum of Squares	Freedom level	Average Squares	F	Significant levels
1	Regression	5735.53	8	716.94	12.550	.000
	Remaining	18222.8	319	57.12		23958.3
	Total	23958.3	327			

Since calculated F with a freedom level of 327 in level of 0.05, in table 7 is bigger than F critical value, it concluded that there is significant relationship between studied variables studied and this is not Because of chance.

Table 8. the original multiple regression model for each variables

Model		Non standard coefficient		Standard coefficient	T	Significant level
		B	Standard error	Beta coefficient		
1	Constant value	41.251	3.481		11.849	.000
	morality	-3.432	.839	-.223	-4.091	.000
	disturbance	3.096	.455	.378	6.807	.000
	favorite	-1.150	.670	-.097	-1.716	.087
	devotion	1.286	.754	.096	1.706	.089
	consideration	-.796	.698	-.092	-1.140	.255
	distance	.981	.590	.092	1.662	.097
	influence	1.706	.733	.205	2.327	.021
	production	1.235	.703	.150	1.758	.080

According to the results of table 8, B used for self-efficiency prediction. And also the t value of each coefficients is calculated which shows that, except favorite, devotion, consideration, distance and production variables, other variables changeable at self-efficiency is significant. Beta coefficient is used to predict and indicates the importance of each organizational climate variable in predicting self-efficiency. As can be seen, the amount of this coefficient is 0.378 for disturbance component and it has a greater share between variables in changing the self-efficiency. Because for a unit change in standard deviation, the dependent variable changes 0.378 unit. Penetration varies by a factor of 0.205 is next order. Because the regression coefficient is positive, we can say this change is directly and increasing. The drawing model for relationship between this variables can be seen in figure No. 2.

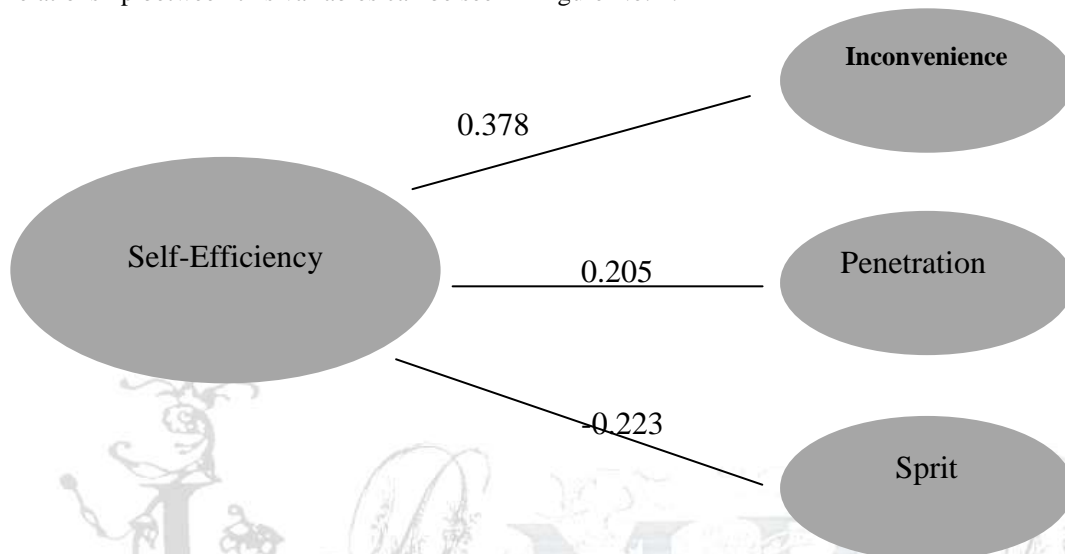


Figure Number 2: The level of importance on each component of organizational atmosphere in self-efficiently

Data analysis refers to second hypothesis of the research. There is significant relationship between organizational climate and organizational commitment.

Table 9: The regression model summary for organizational atmosphere and organizational Commitment components

Model	R	R ²	Corrected R ²	Evaluation Standard Error
1	0.459	0.211	0.191	0.36291

Calculating regression with simultaneous entry in chart g shows that 21 percent changing in organizational commitment is related to organizational climate components and the other percent is related to other factors. In addition, the multiple correlation coefficient between these variables is 459/0 that shows the intensity component correlation between organizational climate and organizational commitment.

Table 10: F test for correlation coefficient significant between Organizational climate and organizational commitment.

Model		Total second powers	Freedom degree	Average Second power	F	Significance
1	Regression	11.218	8	1.402	10.647	.000
	Rest	42.012	319	.132		
	total	53.230	327			

Because in Table 10, F is calculated 10/65, with 327 degree of freedom at the level of 0/05 is larger than the critical value of F. Therefore the result shows that there is a significant relationship between the variables and the relationship is not due to chance.

Components of organizational climate and organizational commitment)

Table 11 : the model of original multiple regression for each components

Model		not standard coefficient		Standard coefficient	T	Significant
		B	Standard Error	Beta Coefficient		
1	Stable amount	1.917	.167		11.470	.000
	Sprit	-.009	.040	-.012	-.223	.823
	Inconvenience	.114	.022	.295	5.216	.000
	Interest	.040	.032	.071	1.238	.217
	cordinality	.089	.036	.142	2.471	.014
	Regarding	.070	.034	.171	2.092	.037
	Interval	.056	.028	.112	1.985	.048
	Penetration	.003	.035	.008	.092	.926
	Production	.009	.034	.023	.264	.792

Based on the results of table 11, column B use for predicting organizational commitment. Also, the quantity of t value for each one of those coefficient are calculated, which indicates the other variables except, morale, interest, penetration and production variables which , effect of the other components for organizational commitment. The beta coefficient is also use for prediction and it shows how organizational atmosphere is important in organizational commitment predicting. The value of this coefficient is 0.295 for inconvenient component and it has a bigger effect on variables in varieties of organizational commitment, because a unit of a change in scale of deviation of this variable causes 0.295 unit of change in the dependent variable. The considering variable also with 0.171, devotion with 0.142, distance with 0.112 are in the next level of importance. The relation between the variables shown in Figure no 3.

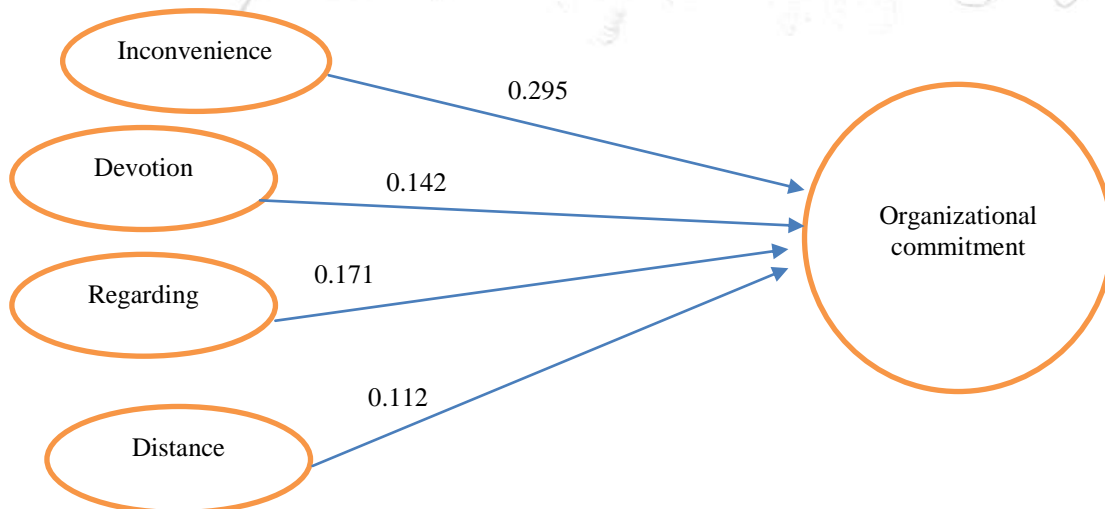


Figure 3.The importance of every organizational atmosphere components in organizational commitment prediction

Data analysis for third hypothesis of the research (there is a significant relation between organizational commitment and self-efficiency).

Table 12. A summary of regression model for organizational commitment and self-efficiency components

Model	R	R ²	Corrected R ²	Evaluation Standard Error
1	.553	.306	.299	1.15593

The Calculation of regression shows, 30.6 percent changing of self-efficiency is related to organizational commitment component and the other percent is related to the other factors. In addition, the multiple correlation coefficients between these variables is 0.553 which shows the intensity of correlation between organizational commitment and self-efficiency component.

Table 13- the examination of F for correlation coefficient significant between organizational commitment and self-efficiency components.

Model		Sum of squares	Freedom level	Average square	F	The significance level
1	Regression	7324.62	327	2441.542	47.680	.000
	Remaining	16642.4	325	51.207		
	Total	23967.0	328			

F is calculated (47.68) with a freedom level of 327 in level 0.05, in table 13, is much bigger than the critical value of F so it will be resulted that there is a significant relation between the studied variables in this research and it's not occur by chance!

Organizational commitment and self-efficiency components

Table 14-the original multiple regression model for each components

Model		Nonstandard coefficient		Standard coefficient	T	Significant level
		B	Standard error	Beta coefficient		
1	Constant value	10.688	3.053		3.501	.001
	Emotional	6.106	.850	.363	7.182	.000
	Normative	3.335	.723	.229	4.613	.000
	Continuous	2.223	.837	.136	2.657	.008

According to the table 14, column B use for predicting self-efficiency. And also the T value of each mentioned coefficients is calculated which indicates the importance of each organizational commitment components in predicting self-efficiency. The value of this coefficient for sentimental commitment is 0.363 and it has a bigger effect on self-efficiency prediction between the other types of organizational commitment. Because changing a unit of the deviation of this variables, make change 0.363 unit of the dependent variable. Normative commitment by coefficient 0.229 and continuous commitment with a coefficient of 0.136 are in the next level of importance from the aspect of Self-efficiency power.

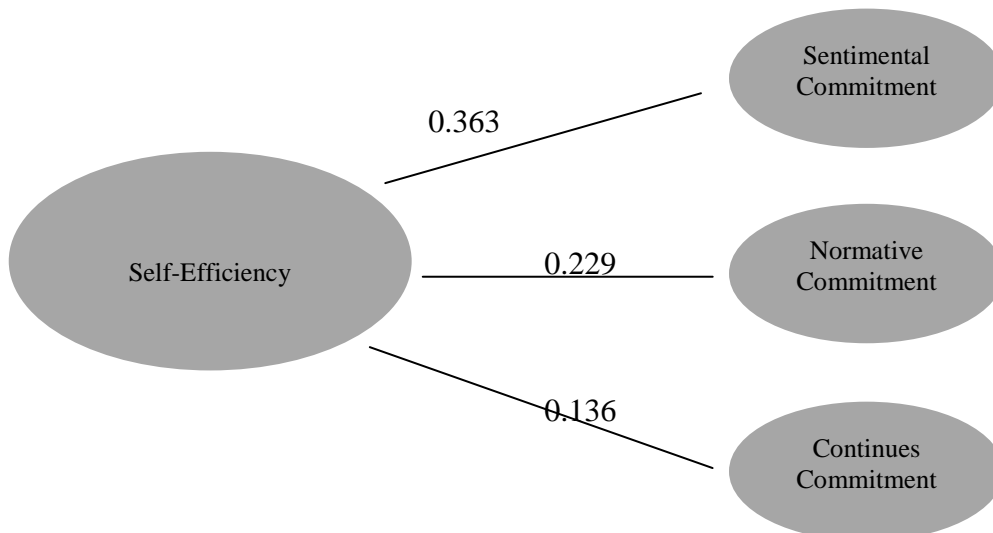


Figure 4: importance of each components of organizational commitment for self-efficiency prediction.

Analyzing Data of fourth hypothesis (significant relation between organization atmosphere and personnel self-efficiency & their organizational commitment)

Table 15: summary of the regression model of organizational atmosphere variables with self-efficiency.

Evaluation Standard Error	Corrected R ²	R ²	R	Model
8.21206	0.077	0.080	0.283	1

In the table 15, calculating regression shows that changing 8 percent of self-efficiency is related to organization atmosphere and the other percent is related to other factors. In addition, the multiple correlation coefficients between these variables are 0.283 which indicates correlation intensity between them.

Table 16 : the F examination for correlation coefficient signification between organizational atmosphere and self-efficiency.

Model		Sum of squares	Freedom level	Average square	F	Significant level
1	Regression	1914.79	10.401	1914.796	28.393	.0000
	Rest	22052.2	327	67.438		
	total	23967.0	328			

As shown in table 16, F calculated (28.393) with freedom level 327 and in level of 0/05, F is bigger than the critical value of F. Therefore, the result shows, there is a significant relation between the studied variables in this research.

Table 17- the original multiple regression model for each variables.

Model		Nonstandard Coefficient		The standard Coefficient	T	Significant level
		B	Standard error	Beta coefficient		
1	Constant	29.208	3.174		9.204	.000
	Organizational climate	4.663	.875	.283	5.329	.000

Based on the results of table 17, column B use for predicting the efficiency. Also, the T value of coefficients calculated that shows the relation between these two variables is a significant relation. Beta coefficient use for prediction. 0.283 coefficient indicates that changing a unit of the standard deviation of organizational atmosphere; make change self-efficiency for 0.283.

Table 18. Summary of regression models for organizational atmosphere and organizational commitment.

Model	R	R ²	Corrected R ²	Evaluation Standard Error
1	.474	.225	.223	.35578

Base of table 18 that shows, changing 22.5 percent of organizational commitment is related to changing organizational atmosphere; the rest (77/5%) is due to other factors. In addition, the multiple correlation coefficient between these variables is 0/474 that intensity of indicate the correlation between these two variables.

Table 19: The F examination for correlation coefficient signification between organizational atmosphere and organizational commitment.

Model		Sum of squares	Freedom level	Average of square	F	Significance level
1	Regression	12.016	1	12.016	94.929	.000
	Remaining	41.391	327	.127		

Table 19 shows, F calculated (94/929) with 327 level of freedom at the level of 0/05 is bigger than the critical value of F. Therefore, concluded that there is significant relation between the variables.

Table 20. the original multiple regression model for each variables.

Model		nonstandard correlation		The standard correlation	T	Significant level
		B	Standard error	Beta coefficient		
1	Constant Value	1.704	.137		12.39	.000
	Organizational atmosphere	.369	.038	.474	9.743	.000

Column B of table 20 is used to predict organizational commitment. These coefficients are also calculated t value, indicating that there is a significant relationship between these two variables. There is 0/474 coefficients indicates that a unit change is standard deviation unit change in climate caused 0/474 organizational commitment the regression model between organizational commitment and self-efficiency variables are shown in table 21.

Table 21. The original multiple regression model for each variables.

Model		nonstandard correlation		The standard correlation	T	Significant level
		B	Standard error	Beta coefficient		
1	Constant value	11.577	3.024		3.828	.000
	Organizational climate	11.343	.989	.535	11.464	.000

Table 21 column B, use for predicting self-sufficiency. Also, the t-value for that coefficient is calculated which shows there is a significant correlation between the two variables. The β coefficient is also use for prediction. This coefficient is equal to 0.535 which shows 1 unit of the standard deviation of organizational commitment, will cause 0.535 unit of change in self-efficiency.

If we show the results of regression using the route sketching model, the results will be obtained according to figure 5:

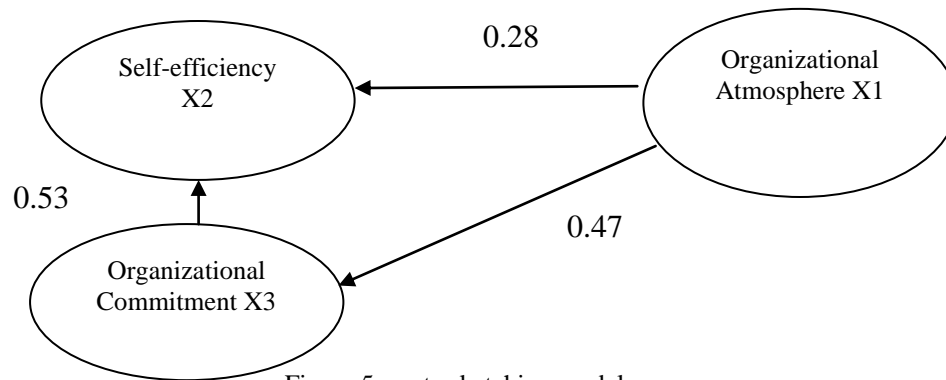


Figure 5: route sketching model

According to the model, each variable has a direct and an indirect effect. The organizational atmosphere affects self-efficiency directly (0.283) and on the other hand, it affects self-efficiency (0.535) through organizational commitment (0.474).

According to these calculations, the direct and indirect effects of organizational atmosphere on self-efficiency and organizational commitment shown in table 22.

Table 22: The direct and indirect effects of organizational atmosphere on self-efficiency and organizational commitment

Effect Type	Route	Effect level based on β coefficient
Direct	$X_1 \rightarrow X_2$	0.283
Indirect	$X_1 \rightarrow X_3 \rightarrow X_2$	$(0.474)(0.535) = (0.2536)$
Total		$(0.283) + (0.2536) = (0.537)$

Discussion and Conclusion

The results of the study showed by using the prevailing organizational atmosphere, we can affect the self-efficiency of the staff. Of course, based on the findings, inconvenient, sprite, and eventually the influence are the components influencing self-efficiency of the staff. In other words, participation of the employees in decision making procedure and using their ideas and suggestions and their partial responsibility will leave positive effect on self-efficiency. Among the entire components organizational atmosphere, inconvenient, cordinality, distance and consideration leave the most effect on organizational commitment changes. This is while the sprite, interesting, influence and production have no effect on the organizational commitment of the staff. The sentimental commitment of the staff will leave the most effect on self-efficiency prediction and then normal commitment and eventually the continuous commitment. The final results of the study showed that organizational atmosphere can directly influence on self-efficiency and organizational commitment and on the other hand, it will affect self-efficiency through organizational commitment. Using this we can take steps in changing the staff approach and create a suitable environment. In other words, the prevailing organizational atmosphere for the costume has been in an average level; and the results of the mood, friendliness and enthusiasm show that the staff has positive sprite and have a sense of closeness and interesting towards their colleagues. They are interested in their jobs and have a positive view on the values and norms of their organization and respect them. They have a moderate belief in their self-efficiency and moderate beliefs towards their abilities in performing their job duties, and are still interested in continuing to cooperate with this organization and feel responsible towards it. In sum, they have acceptable organizational commitment.

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