

Full Length Research Paper

Predicting Organizational Commitment among Airport Staff: Role of Occupational Stress and Educational Attainment

¹Manasseh N. Iroegbu, ¹David O. Iloma, ^{*1}Moses T. Imbur, and ²Chizoba Iloma

¹Department of Psychology, University of Uyo, Uyo, Akwa Ibom State, Nigeria.

²Department of Psychology, University of Nigeria, Nsukka. Enugu State, Nigeria.

*Corresponding author E-mail: nnaroe@gmail.com

Received 5 November 2020; Accepted 28 November, 2020

ABSTRACT: This study investigated the predicting roles of occupational stress and educational attainment on organizational commitment among Victor Attah International Airport staff, Akwa Ibom State by recruiting one hundred and sixty-eight (168) airport staff with ages ranging from 20 years to 52 years, mean age of 31.61 years and standard deviation of 6.77. Of the 168 staff, 91 (54.2%) were males and 77 (45.8%) were females. To assess variables of interest, standardized instruments such as the 12-item Work Place Stress scale developed by Khurshid and Aurangzeb (2012) and the 23-item Organizational Commitment scale (OC) developed by Buchanan (1974) were used. Cross-sectional survey design utilized non-probability sampling of purposive and snowball sampling to recruit respondents. Data were analyzed using descriptive statistics, one-way ANOVA, and multiple linear regressions. Three hypotheses were proposed and tested;

the first hypothesis which stated that occupational stress will significantly predict organizational commitment among airport staff was confirmed. In the same way, the second hypothesis which stated that there will be a significant influence of educational attainment on organizational commitment of airport staff was retained; while the third hypothesis which stated that occupational stress and educational attainment will jointly predict organizational commitment was also retained. In line with the empirical findings, recommendations were proffered; policy and practice related directions were outlined to enhance organizational commitment among airport staff in Akwa Ibom State.

Keywords: Organizational commitment, aviation, occupational stress, educational attainment

INTRODUCTION

One important aspect of employee-organization connection which has received robust attention from both behavioural scientists and managers in industrial/organizational psychology is the concept of employee commitment. The concept's popularity is increasing from day to day due to the assumed effect organizational commitment has on workers and organizational outcomes. Organizational commitment is one of the job-related attitudes which have attracted the minds of scholars and practitioners in the field of human resources management due to the impact it has on

employees and organizational performance (Robbins, 2005). Literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer and Allen, 1997). Opkara (2004) conceptualized organizational commitment as an employees' disposition to subscribe to organizational goals, while Allen and Meyer (2000) views organizational commitment as a psychological state that binds an

employee to an organization, thereby reducing the incidence of turnover. Organizational commitment is a bond between an employee and the employer (Chen and Hseeh, 2006), and the more favourable an individual's attitudes toward the institution, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization. The first important element that any employee must have in order to boost productivity and efficiency of any organization is organization commitment. Thus, organizational commitment is an important attitude in assessing employees' intention to quit and the overall contribution of the employee to the organization (Allen and Meyer, 1990) especially the affective commitment, representing something beyond mere passive loyalty to an organization. Hence, when employees are committed to their organizations, they perform better and vice versa (Naser, 2007).

Most times, one of the reasons that can cause an employee to leave his organization is occupational stress; which variably is part of this study. In another twist, educational attainment has always been an important variable when it comes to the possibility of workplace promotion, growth and commitment in any given organization. An employee is faced between the workplace requirements and the competency to carry out workplace duties and expectations in an efficient way. Many organizational factors such as work overload, being underpaid, unfriendly working environment can be some of the causes of occupational stress. When someone is not equipped with the required training educationally, occupational stress and inefficiency are possibilities. This subtly explains the relative theoretical link between educational attainment and occupational stress which is to be proved empirically. Occupational stress occurs when an individual identify inequity between demands placed on them on the one hand, and their ability to cope with such demands on the other; it may begin through superficial/real pressures/deadlines/threats/disquiets within the working environment. Occupational stress is a very complex construct to define. Occupational stress can also be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, responses, or needs of the worker (National Institutes for Occupational Safety and Health, 1999). As surveys of the scientific literature indicate, occupational stress fundamentally initiates a number of complex changes on the psychological and emotional level (tiredness, anxiety and lack of motivation), cognitive level (increased potential for error and, in some cases, accidents arising through error), behavioral level (poor or deteriorating relationships with colleagues, irritability, indecisiveness, absenteeism, smoking, excessive eating and alcohol consumption) and on the physical level, increasing ill health associated with headaches, general aches, pains, and dizziness (Stranks, 2005). The aviation industry being a highly

sensitive and highly-risky industry conscientiously requires that their staffs are not over-stressed due to work load, risky work, relationship problems with colleagues which can decrease their level of commitment with work and organization (Latorella and Prabhu, 2000). This is because, without competent staff, airports and the aviation sector at large will be unable to achieve their goals and objectives. Most times, aviation customers are well-to-do and educated class; which implies that some level of educational attainment becomes expedient for members of aviation staff if they are to remain relevant and efficiently commit to their jobs which is a very sensitive one.

Furthermore, The Economic Times (2013) reported that the aviation industry along with the hospitality industry has the highest turnover rates (22%) compared to all other sectors. However, despite the high rate of voluntary turnover in the aviation industry, explanations for these rates remain untold. The inability to retain staff within the aviation industry has serious implications for service delivery, customer satisfaction and passenger safety (Latorella and Prabhu, 2000). According to data released by the Aviation Safety Council (2010), during the past decade there were approximately 1.08 accidents per million flight hours worldwide. Among various factors cited causing aviation safety, human errors were the primary cause of approximately 90% of flight safety-related events from 2000 to 2009, followed by environmental factors and aircraft mechanical errors (Aviation Safety Council, 2010). Aviation industry is a particular industry where the safety and lives thousands of people depend on employees working on a daily basis in the industry. Work-induced stress and low motivation can cause personal coping difficulties and may have adverse effects on both the individual worker's health, their commitment and on job performance. The researchers further contend that to effectively manage airport staff and bring out the best in them, it is essential for organizations to understand the organizational commitment of airport staff, and to ensure that various efforts be embarked upon to design and implement better policies and procedures for attracting, developing and retaining quality employees are paramount (Satardien, 2014). To this end, the researchers attempt to investigate the predictive influence of occupational stress and educational attainment on organizational commitment among staff of Victor Attah International Airport.

Based on this premise, three research hypotheses were formulated to examine the influence of organizational commitment among aviation staff while assessing the role of occupational stress and educational attainment: (1) Occupational stress will significantly predict organizational commitment among staff of Victor Attah International Airport? (2) Educational attainment will significantly influence organizational commitment among staff of Victor Attah International Airport? (3) Occupational stress and educational attainment will

jointly predict organizational commitment among staff of Victor Attah International Airport?

Literature review

For an all-encompassing theory, this study is founded on Work Design Theories (Fried et al., 2008); which describes how jobs, tasks, and roles are structured, enacted, and modified, as well as the impact of these structures, enactments, and modifications on individual, group, and organizational outcomes. A more contemporary example concerns the high levels of interdependence and time pressure experienced by airport staff that collaborate with, and receive feedback from, clients, customers, suppliers, and coworkers especially in the aviation industry. In each case, the work can be redesigned, by the organization or in some cases by employees themselves, to alter the structure and content of the work, with the goal of improving outcomes such as customer's satisfaction, employee commitment and well-being. Researchers now recognize that jobs vary not only in terms of the core task characteristics, but also in terms of knowledge characteristics such as job complexity, information processing, problem-solving, and specialization, as well as in terms of physical characteristics such as ergonomics, physical demands, equipment use, and work conditions (Morgeson and Humphrey, 2006); most of these core task characteristics being possible with good educational attainment and specialized trainings. A number of empirical studies have shown the correlations between occupational stress and organizational commitment; while scant studies exist between educational attainment and organizational commitment. In all these studies, little or no research has been carried out among airport staff. The findings of the International Transport Worker's Federation (2009) revealed a disturbing picture of a steady decline in conditions faced by civil aviation workers in all three occupational groups, in all regions, between 2000 and 2007. The results show that indeed, stress and fatigue among civil aviation workers became global in nature between 2000 and 2007, and this pandemic (a situation prevalent throughout an entire country, continent, or the whole world) has worsened progressively since year 2000. Highly committed employees feel the effects of stress more than less committed employees do; they might experience more negative reactions to such stressors than less committed ones (Meyer et al., 2002).

Jailapdeen (2015) investigated organizational commitment (affective, continuance, and normative) and education level among employees. A questionnaire study was undertaken with 269 respondents in a construction equipment manufacturing industries based in Thiruvallur districts of Tamil Nadu. Results showed that there are statistically significant relationships between educations

level and organizational commitment. Employees who graduated from the vocational school have the highest level of affective commitment, followed by the employees graduated from the university, secondary school and primary school. Employees with high school degree reported the lowest level of affective commitment. For continuance commitment, employees who graduated from secondary school, vocational school and university reported the higher level of continuance commitment than the employees, who graduated from the primary school and high school; while for normative commitment, employees who graduated from the university, vocational school and secondary school are the higher committed employees than the employees graduated from primary school and high school. In a sharp contrast, Visanh and Xu (2018) conducted a study in Vientiane Capital to investigate the factors affecting organizational commitment and the level of the organizational commitment of employees of Lao Development Bank. The study sampled 196 employees and results found that the level of the organizational commitment of employees of Lao Development Bank was at high level. When considering the educational level, most of the respondents (51%) hold a bachelor's degree with the frequency of 100 respondents, while 38.3% or the frequency of 75 respondents hold master's degree, there were 16 respondents who graduated with doctoral degrees, which was equal to 8.2% and only 2.6% with the frequency of 5 respondents hold below a bachelor's degree. Using the one way ANOVA, results from the employees of Lao Development Bank classified by educational level, was found that the overall picture of the level of organizational commitment of employees among a group which had a different educational level, there was the level of the commitment to organization with no difference. Again, when each aspect was considered, such as affective, continuance and normative commitment showed that the group of a different educational level, there was the level of the commitment to organization with no difference.

METHODOLOGY

Design and setting

The study utilized a cross sectional survey design using Victor Attah International Airport, Akwalbom State as the study area.

Participants

A total of one hundred sixty seven (168) airport staff from various departments were recruited for the study with age ranging from 20 years to 52 years, mean age of 31.61 years and standard deviation of 6.77. Of the 168 airport

staff, 91 (54.2%) were males and 77 (45.8%) were females. The marital status of participants showed that most were singles, 68 (40.5%) quickly followed by married staff 49 (29.2%) and those who are in a relationship but not married 24 (14.3%). Participant's ethnic group revealed that majority were Ibibio's 108 (64.3%); while participant's educational status indicated that 4 (2.4%) had SSCE, 31 (18.5%) had a Diploma/OND, 76 (45.2%) had HND/BSC, 34 (20.2%) were PGD-MSC holders, whereas 12 (7.1%) were Ph.D. holders.

Measures

Questionnaires were used in the study to gather information. The questionnaires were divided into three sections. Section A comprised of demographic information such as sex, age, level of education, marital status, religion, and ethnic group. Section B presented the occupational stress scale, while section comprised of the organizational commitment scale.

Occupational stress

Occupational stress in this study was assessed using the 44-item Occupational Stress Scale for Medical Doctors (OSSMD) developed by Khurshid and Aurangzeb (2012) which was modified to reflect airport staff. The scale is a contemporary, reliable and valid instrument having a 5-point Likert scale. The scale has five subscales which covered the dimensions of occupational stress: work place stress; management related stress; psychological effects of occupational stress; personal adjustment and occupational stress and physiological factors related to occupational stress. However, the Cronbach alpha for the main study was .70. Scores above the norm 47.55 was considered high on occupational stress while scores below the norm 47.55 was considered low on occupational stress.

Organizational commitment

Organizational Commitment was measured in this study with Organizational Commitment scale (OC) as developed by Buchanan (1974). The 23-item inventory assesses three components of commitment which are: (a) Identification - adopting organizational goals as one's personal goals, (b) Job Involvement - being psychologically immersed in work-role activities, (c) Loyalty - affection and attachment to an organization. The scale has items for direct and reverse scoring. Direct score items include: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 14, 17, 18, 19, 22, and 23. Reverse score items include, 8, 12, 13, 15, 16, 20, 21. In addition, the items for the subscales

are: Identification - 1-6; Job Involvement - 7-12; and Loyalty - 13-23. However, to ascertain the reliability for the current population Cronbach alpha of .71 was realized. Scores higher than the norm 114.13 indicates high organizational commitment and scores lower than the norm indicates low organizational commitment.

Procedure and statistical analysis

The study was conducted in two phases. The first phase was a pilot study conducted in other to ensure instrument reliability. Twenty staff of the Ministry of Transport, Akwalbom State was recruited and internal consistency result revealed a Cronbach alpha of .61 for occupational stress, and .66 for organizational commitment. Based on this, the researcher(s) were convinced that the scales had adequate internal consistency to be utilized for the main study.

The second phase was the main study. In this phase, having been armed with the Letter of Introduction from the Head of Department, Psychology Department, University of Uyo, the researcher(s) proceeded to the airport, and submitted the letter to the Managing Director (MD), Victor Attah International Airport. Thereafter, the MD aided in assembling key members of staff and the purpose of the study was made known to them. Most members of staff were warm and receptive and were eager to be part of the study. The researcher assured the respondents that information which will be given will be kept confidential and used for research purpose only. Using the non-probability sampling of purposive and snowball sampling, respondents were recruited. Upon consent of the introduction, rapport was created; then a member of the administrative staff assisted by two other staff including a National Youths Service Corp (NYSC) member helped in collecting the data from respondents who are currently staff of the airport. Two hundred (200) copies of questionnaire were submitted for distribution, and after a period of one week, 182 copies of questionnaire were collected; but 14 copies were not properly filled, while 168 copies were finally utilized for data analysis representing a response rate of 84%. To test the research hypotheses, descriptive statistics such as frequencies, percentages, standard deviation and means were utilized; while inferential statistics employed one-way ANOVA and multiple linear regressions.

RESULTS

Table 1 contains one model. This model shows the summary and overall fit statistics. We find that the adjusted R^2 of our model is 0.375 with the $R^2 = 0.379$. This means that the linear regression explains 37.9% of the variance in the organizational commitment. The adjusted R^2 gives us some idea of how well our model

Table 1: Linear regression showing the contributing influence of occupational stress on organizational commitment among airport staff.

Variable	Mode 1 β	β	95% Confidence Interval
Constant	24.25		6.52, 41.98
Occupational Stress	1.89	0.62	1.52, 2.26]
R	0.62		
R ²	0.38		
F	101.34		
Adjusted R	0.38		
N	168		
Sig.	<0.05		

Table 2: Summary of One-way ANOVA showing the influence of educational attainment on organizational commitment of airport staff.

Source	SS	df	MS	F	Sig.
Between	3349.23	4	837.31	3.48	<0.05
Within	36614.50	152	240.86		
Total	39963.73	156			

Variable	N	Mean
SSCE	4	116.25
Diploma/OND	31	105.45
HND/BSC	76	116.32
PGD/MSc	34	118.09
Ph.D.	12	117.58

generalizes, which ideally should be very close to the value of R². In this model, the difference is (0.379 - 0.375 = 0.004 or 0.4%). This shrinkage means that if the model were derived from the population of airport staff it would account for approximately 0.4% less variance in the outcome.

The next is the F-test. With F = 101.34 and 167 degrees of freedom the test is highly significant, thus we can assume that there is a linear relationship between occupational stress and organization commitment. The next on the table is the regression coefficients, the intercept, the significance level and the intercept in the model. The linear regression analysis estimates the linear regression function to be $y = 24.25 + 1.89x$. This means that an increase in one unit of x results in an increase of 1.89 units of y. The t-test finds that both intercept and variable are highly significant ($p < 0.05$) and thus we might say that they are significantly different from zero. From the regression results, investigation on the predicting influence between occupational stress and organization commitment were carried out using standardized tests. Then a simple regression analysis was conducted to substantiate the suspected relationship. The estimated regression model is organization commitment score = $6.107 + .224^*$ occupational score with an adjusted R² of 37.5%; it is highly significant with $p < 0.05$ and F = 101.34. Thus we can not only show a positive linear relationship, and we can also conclude that for every additional occupational stress score achieved the organization commitment score will increase by approximately 1.89 units. Hence, the first

hypothesis which states that occupational stress will significantly predict organizational commitment among airport staff was accepted. Educational attainment was found to play significant role on the organizational commitment among airport staff, confirming the second hypothesis that there will be a significant influence of educational attainment on organizational commitment among airport staff; and as expected, airport staff with post-graduate educational attainment reported more organizational commitment with mean for PGD-MSc being the highest (N=34, Mean =118.09), quickly followed by mean for airport staff with Ph.D. (N=12, Mean =117.58) and airport staff with BSc. (N=76, Mean =116.32). Participants with Diploma/OND and SSCE educational attainment reported the least organizational commitment (N=31, Mean =105.45; N=4, Mean =116.25) respectively. The result of one-way ANOVA indicated that educational attainment influenced organization commitment, $F(2, 156) = 44.01, P < 0.05$ (Table 2 and Figure 1). As shown in (Table 3), there was a joint prediction of organization commitment on the basis of occupational stress and educational attainment, $F(2, 156) = 44.01, P < 0.05$. The R square multiple correlations using the regression analysis revealed that 36.4% variation of organization commitment among airport staff was accounted for by the combined effect of occupational stress and educational attainment. However, on an independent basis, only occupational stress predicted organization commitment, ($\beta = 1.89; t = 8.83; P < 0.05$). Therefore, the third hypothesis which states that occupational stress and educational attainment will jointly

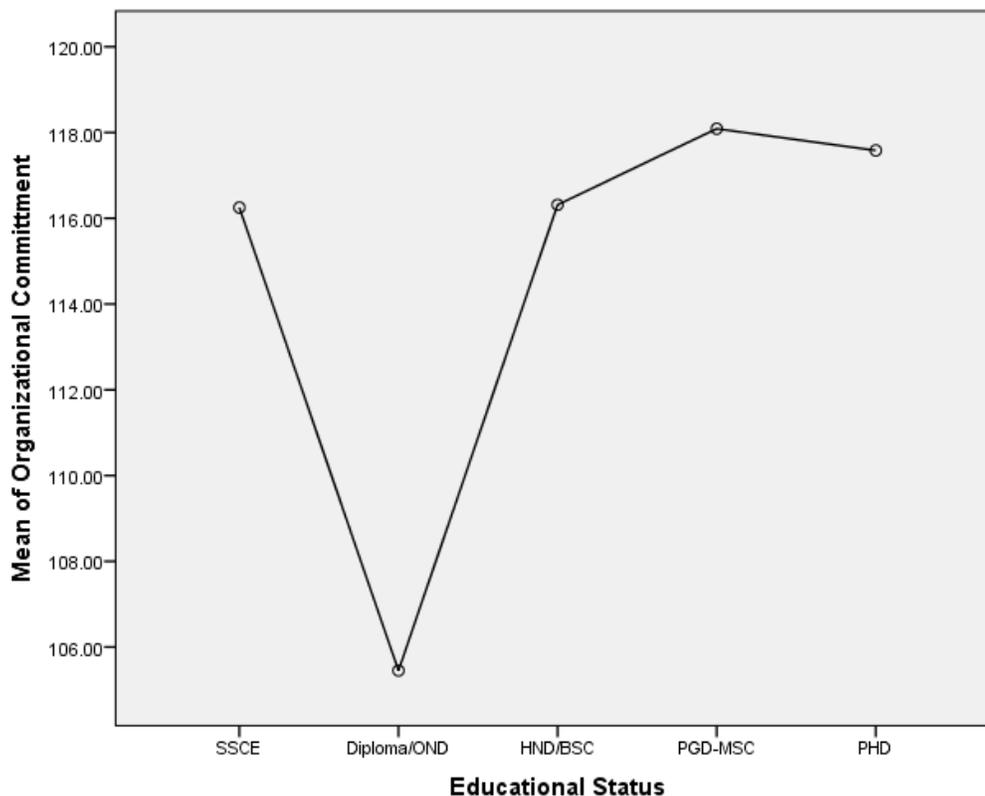


Figure 1: Graphical representation of One-Way ANOVA.

Table 3: Summary of multiple linear regressions showing the predictive influence of occupational stress and educational attainment on organizational commitment among airport staff.

Variables	Model 1 β	B	P	95% Confidence Interval
Constant	20.25	0.01	<0.05	0.27, 40.24
Occupational Stress	1.89	0.58	<0.05	1.47, 2.31
Educational Attainment	1.24	0.07	>0.05	-1.08, 3.56
R	0.60			
R ²	0.36			
F	44.01			
Adjusted R ²	0.36			
Number	168			
Sig.	<0.05			

predict organizational commitment among airport staff was retained. That is to say that when occupational stress interplays with educational attainment, a likely outcome of optimal organizational commitment is going to ensue.

DISCUSSION

In this present study, 168 staff of Victor Attah International Airport was examined to investigate the

influence of occupational stress and educational attainment on organizational commitment. In the first result occupational stress significantly predicted airport staff’s organizational commitment, confirming the first hypothesis. This implies that occupational stress remains one of the contributory factors of organizational commitment among airport staff. In other words, as organizational commitment increases, occupational stress of airport staff also increases. This finding is consistent with the findings of Sweeney and Quirin (2009) which have shown correlations between role stress and

organizational outcomes in the sense that job stress has been related to job attitudes, including job satisfaction, affective organizational commitment, and turnover intentions. In addition, the findings of this study agrees with the study of International Transport Worker's Federation (2009) revealed a disturbing picture of a steady decline in conditions faced by civil aviation workers in all three occupational groups, in all regions, between 2000 and 2007 to the extent that stress and fatigue among civil aviation workers became global in nature between 2000 and 2007, and this pandemic has worsened progressively since 2000. In order to give a probable explanation of this finding, it is quite understandable that reduced occupational stress can in turn stimulate adequate organizational commitment.

The second hypothesis that there will be a significant influence of educational attainment on organizational commitment among airport staff was confirmed. Airport staff with post-graduate diploma, masters, Ph.D. and BSc. educational attainment reported more organizational commitment than airport staff with Diploma/OND and SSCE reporting the least organizational commitment. This finding aligns with Jailapdeen (2015) who found statistically significant relationship between education level and organizational commitment. The finding however negates Visanh and Xu (2018) study which found that the level of the organizational commitment had no significant difference across different educational level.

Lastly, the third hypothesis which states that occupational stress and educational attainment will jointly predict organizational commitment among airport staff was retained. Though independently, only occupational stress predicted organization commitment. This finding corroborates Work Design Theories (Fried et al., 2008) which describes how jobs, tasks, and roles are structured, enacted, and modified. When an individual's stress level is low and his educational attainment that will enable him or her effectively tackle his tasks in the organization, it then follows that the work design is ideal for optimal functioning.

Policy Implication sand Recommendations

The major thrust of this study apart from the fact that a germane population (airport staff) was recruited is that occupational stress appears to be the major contributor to the organizational commitment of respondents; while being educated with a minimum of university degree, influences better organizational commitment outcomes. In other words, practical steps should be taken by airport authorities to ensure that staff who are not adequately trained should not be recruited in the airport while those already recruited but are not adequately trained educationally should be given study leave. In the same way drastic effort should be made for staff to guard

against occupational stress. For these reasons, the study recommends that: Victor Attah International Airport and the Nigerian aviation industry in general should as a matter of urgency, marshal out programs and work incentives that will be geared towards reducing occupational stress to the barest minimum among her members of staff. In the same vein, recruitment agencies for the airport should set minimum standard of a university degree during recruitment process and airport authorities should constantly send their staff for professional courses that will broaden their horizon and make them more committed to the organization. In conclusion, this study has helped the airport authorities to understand the predictive factors of improved organizational commitment among staff, which would be significant for the government of Akwalbom State and other relevant agencies in Nigeria to structure their policies and budgets relating to the aviation sector in such a way that provisions will be made to tackle issues affecting organizational commitment and occupational stress among airport members of staff. Conclusively, the findings would be used to know and arrest the factors that are instigating occupational stress among airport staff which will aid in increasing aviation staff's organization commitment and fill up the gap in empirical studies in this domain. Despite all this, future studies should be carried out in other airports across the Niger Delta region so as to broaden the understanding of the term organizational commitment in relation to aviation sector, as well as alternative data collection techniques such as participant observation and direct interviewing as the tool, rather than using only questionnaires. This will benefit the study by acquiring greater and deeper information which could be great advantage.

REFERENCES

- Allen NJ, Meyer JP (1990). The measurement and antecedents of affective, continuance and normative commitment to organization. *Journal of Occupational Psychology*, 63, 1-18.
- Allen NJ, Meyer JP (2000). Construct validation in organizational behaviour research: The case of organizational commitment. In: Problems and Solutions in Human Assessment (eds R.D. Goffin E. Helmes) pp. 285-314. Springer, New York.
- Aviation Safety Council, (2010). *Annual Report*. Retrieved from: http://www.asc.gov.tw/year_files/ASC99.pdf.
- Buchanan B (1974). Building organizational commitment: The socialization of managers in work organization. *Administrative Science Quarterly*, 19, 533-546.
- Chen C, Hseeh F (2006). "Job Satisfaction, Organizational Commitment, and Flight. *Academy of Management Journal*, 50, 1, 226-236.
- Fried Y, Levi AS, Laurence G (2008). Motivation and job design in the new world of work. In C. Cooper & C. Cartwright (Eds.). *The Oxford Handbook of Personnel Psychology*. Oxford University Press.
- International Transport Worker's Federation (2009). Stressed and fatigued on the ground and the sky: Changes from 2000-2007 in civil aviation worker's condition of work. A global study of 116 countries in Africa, Asia/Pacific, Middle East, North America, Latin/South America, Europe, in the post – 9/11 era.
- Jailapdeen S (2015). An investigation of organizational commitment and education level among employees. *Indian Journal of Applied*

- Research*, 5, 12, 115-117.
- Khurshid F, Aurangzeb W (2012). Development of occupational stress scale for medical doctors working in the teaching hospitals. *Elixir Psychology*, 43, 6827-6831.
- Latorella KA, Prabhu PV (2002). A review of human error in aviation maintenance and inspection. *International Journal of Industrial Ergonomics*, 26, 133-161.
- Meyer J, Allen, N (1997). Commitment in the workplace, theory research and application. Sage publications.
- Morgeson FP, Humphrey, SE (2006). The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91, 1321-1339.
- Naser S (2007). Exploring Organizational Commitment and Leadership Frames within Indian and Iranian Higher Education Institutions. *Bulletin of Education and Research*. 29, 1, 17- 32.
- National Institute for Occupational Safety and Health (1999). *Stress...at Work*. Centers for Disease Control and Prevention, U. S. Department of Health and Human Services. Publication no. 99-101.
- Opkara JO (2004). Job satisfaction and organizational commitment: Are there differences between American and Nigerian managers employed in the US MNCs in Nigeria.
- Robbins, S. (2005). *Organizational Behavior*. (13th ed.). New Jersey: Prentice Hall Inc.
- Satardien M (2014). Perceived organizational support, organizational commitment and turnover intentions amongst employees in a selected company in the aviation industry. Unpublished Ms.c. project, South Africa.
- Stranks JW (2005). *Stress at Work: Management and Prevention*. Amsterdam: Elsevier Publishing.
- Sweeney JT, Quirin JJ (2009). Accountants as layoff survivors: A research note. *Accounting, Organizations and Society*. 34:787-795.
- The Economic Times (2013). *Highest attrition in hospitality, aviation sector*. Survey retrieved from: http://articles.economictimes.indiatimes.com/2012-04-29/news/31477518_1_attrition-hospitality-auto-sector.
- Visanh P, Xu H (2018). Factors affecting organizational commitment of employee's of Lao Development Bank. *Sociology International Journal*, 2, 6, 809-818.