



This work is licensed under the Creative Commons CC BY-NC License.
<https://creativecommons.org/licenses/by-nc/4.0/>

THE IMPACT OF DEMOGRAPHIC VARIABLES ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN TRIBHUVAN UNIVERSITY

Surya Prasad Poudel

Padmakanya Multiple Campus, TU, Kathmandu

Corresponding author: Suryapoudel2024@yahoo.com

Received date: 26 Aug. 2023 – Accepted date: 20 Oct. 2023

ABSTRACT

Organizational commitment is concerned to maintaining the long term relation with employee for enhancing the organizational performance. It is the major challenging factor to every organization. The previous studies showed age, gender, year of services and educational qualification has significant impact on organizational commitment. This study have aims to assess the organizational commitment level according to the studied demographic variables and their impact on organizational commitment of official employees at TU.

The 106 purposive randomly selected official employees' opinions are analyzed by using 24 items organizational commitment structured questionnaire with 6 point Likert scale. The mean value analysis showed that the commitment level of official employees ranging between slightly committed to moderate commitment level with remarkable standard deviation. The significant number of slightly commitment level of employees with significant standard deviation refers, employees at TU are not fully committed. On the other hand, official employees have age less than 40 years and year of services less than 15 years have found slightly committed. The results showed that, younger employees are searching the alternative opportunity. The ANOVA analysis has shown that demographic variables have impact on organizational commitment. But the difference of impact has found differences according to year of services. The policy maker of TU should solve the prospective official employees' related problems by amendment of the existing human resource policy.

Keyword: organizational commitment, age, ANOVA, educational qualification, employees, etc.

INTRODUCTION

Organizational commitment is concerned to maintaining the long term relation with employees by the organization. Employees' commitment is regarded as a bond or link to the organization (Mizanur, *et al.*, 2013). It is defined by Mowday, Potter and Stters (1982) as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. It has been taken as means of understanding employees' attitude and behavior at work. The impact of organizational commitment in an employee is pointing as individuals with low levels of commitment to the organization may exhibit negative behaviors against the organization and work, such as not coming to work, coming to work late and leaving work (Ari, Gülova and Köse, (2017). Allen and Meyer (1991) are rightly pointing out it as organizational commitment is multidimensional construct.

Demographic variables or personal characteristics are the most studied antecedents of organizational commitment (Bakotic, 2022, P. 3553). The statement is supported as age, gender, educational level and experience have been frequently studied by earlier researchers to see their effects on organizational commitment (Khan, 2022, P.64). The research studies of Azeem, (2010) and Salami (2008) have shown, age and work experience have a significant relationship with organizational commitment and predictors of organizational commitment. All these demographic characteristics are related with organizational commitment of employees. This study has attempted to show the level of organizational commitment according to demographic variables and their impact on organizational commitment of official employee in Tribhuvan University (TU) Nepal.

LITERATURE REVIEW AND HYPOTHESIS OF THE STUDY

The various experts and researchers of organizational commitment have paid their attention to identify the behavioral, attitudinal, environmental, socio-economic factors with the purpose of enhancing the organizational performance through committed employees at work. Avci & Erdem, (2017) analyzed demographic variables, individual differences, work experiences and alternatives/investments. Personal characteristics refer to gender, age, educational qualification, tenure, marital status, etc. The research of Eleswed & Mohammed (2014, P, 154) and Shrestha (2016) have

shown gender, age, experience, education and position were predictor of organizational commitment. The study of Gopinath (2020) have concluded that organizational commitment is not significantly different on the basis of age, gender, academic qualification and year of experience except position. The study of Tandon, Mishra and Mehata (2020) have shown impact of age and experience on organizational commitment except gender and marital status. Regression analysis of Khan (2022) revealed that, age, job experience were significant predictors of organizational commitment.

Gender: The researchers have focuses job and gender theories for study of organizational commitment. Job theory assumed that, employees, regardless of sex, who are working in a similar working environment demonstrate the comparable levels of organizational commitment (Rajesh & Li-Ping Tang, 2015). But gender theory believes that men and women have different organizational commitment level (Sheikh, 2017). The study of Messner (2017), Gasengayire and Ngatuni (2019) have shown women are more committed than men. But the studies of Jena (2015) and Ayodele et al. (2020) have supported gender theory as man have higher commitment level than women. The study of Gautam (2017) has concluded female employee have comparatively higher level of organizational commitment in banking sector due to socio-economic causes. The study of Dogar (2014) and Afroz & Haque (2019) have not found significant differences in organizational commitment between men and woman. The studies of Ajayi, (2017) have concluded that there is no any relationship between gender and organizational commitment.

H1: There is no significant differences in organizational commitment according to gender of official employees at TU.

Year of services: Theoretically it is assumed that the employee who work longer period in an organization having more organizational commitment due to their time investment, deserve loyalty and emotionally attached. The statement is supported by Sheikh (2017) and Tandon et. al. (2020) as positive relationships between organizational commitment and year of services. But Eleswed and Mohammed (2014) and Clarence and George (2018) had shown mixed result as employees having experience more than 20 years least committed and experience 16-20 years were most committed. But the study of Rampal *et. al.*, (2023) have concluded older employees with significant work experience are more committed than their younger counterparts with lesser work experience. Basnet et. al. (2023)

have organizational commitment as well as continuous commitment were not influenced by tenure in employees of Nepalese Co-operative. Chaudhry and Saini (2014) have not any shown significant difference in organizational commitment of employees according to tenure.

H2: There is no significant differences in organizational commitment of official employees' according to year of services at TU.

Age: Age is a factor which is moderating the persons' expectation, habits, value, norms, behavior and attitude. Employees who have stayed with an organization for a long time or older are likely to become emotionally involved with the organization (Riordan *et. al.*, 2003). The study of Yucel and Bektas (2012) have shown that teacher's organizational commitment differ between older and younger in Turkey. The study of Akinyemi (2014) concluded younger employees were more committed than older. But Arora *et. al.* (2012) have shown employees' age of more than 45 are less committed than age of 25-45. But the research studies of Clarence and George (2018), Basnet (2023) and Timalsina *et. al.* (2018) have not found any differences in organizational commitment according to age.

H3: There is no significant differences in organizational commitment in official employees' at TU according to age.

Academic qualification: Education is life long process. Eleswed and Mohammed (2014) have concluded employees with high school had the highest level of commitment followed by employees with bachelor, then master, and lastly with doctorates. But the study of Arora *et. al.* (2012), master degree have more commitment than lower level degree. Similar conclusion have drawn by Timalsena, *et. al.*, (2018) as nurses has shown higher academic qualification should predict higher level of organizational commitment. Low educational qualification employees' have more organizational commitment due to few job opportunity (Khan *et al.*, 2013). But the teachers' organizational commitment have not been found different according to educational level by Clarence and George, (2018).

H4: There is no significant difference in organizational commitment of official employees at TU according to educational qualification.

STATEMENT OF PROBLEM AND RESEARCH GAP

The official employees are responsible for management and daily operation of the campus. The increasing speed and scale of change in organizations' managers are constantly seeking ways to generate employees'

commitment, which translates to competitive advantage and improved work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions (Lok & Crawford, 2001). What is the level of organizational commitment in official employees' at TU?

The researchers and experts of organizational commitment have theoretically and empirically proved that organizational commitment is a means of enhancing the organizational performance. The studies of Tandonet. al. (2020), Yucel and Bektas (2012), Shrestha (2016), etc. have proved different level of impact of age, educational qualification, year of experience, gender on organizational commitment. Do demographic variables have impact on organizational commitment of official employees at TU?

There have been found different research on the topic by different researchers in Nepalese, bank, service sector even TU. But they have not focused on demographic variables and organizational commitment relating with TU official employees. Therefore, the study has aimed to explore the impact of demographic variables on organizational commitment of employees at TU in this study.

OBJECTIVES OF THE STUDY

The main objective of this study is to analyze the impact of demographic variables on employees' organizational commitment at TU. Specific objectives are;

1. To assess the organizational commitment level of official employees' on the basis of gender, year of service, age and academic qualification at TU.
2. To analyze the impact of different demographic characteristics on organizational commitment of official employees at TU.

SIGNIFICANCE AND LIMITATION OF THE STUDY

The study of organizational commitment level of employees and impact of demographic variables on organizational commitment helps to the management and policy maker who know about their employee's organizational commitment level. That is useful in the process of policy making for enhancing the TU performance. It will be beneficial to other researchers on the topic in future. However this research has been organized on the helps of official employees' of selected campuses in Kathmandu

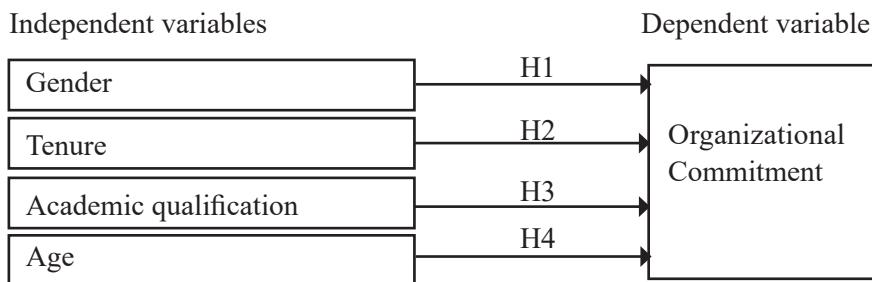
valley. A short snap analysis would not provide a real presentation of commitment of overall employees at TU.

RESEARCH METHODOLOGY

Figure 1

Theoretical and research model

The Research Model



Design: The research frame work showed organizational commitment is dependent variable and demographic variables are independent variable.

This research is organized to describe the organizational commitment variables of official employees according to groups of selected demographic variables. This research has been carried out by the helps of quantitate approach as Tandon et.al (2020) for justification of research objectives. Empirical and descriptive design has been applied for analysis of the level and impact of demographic variables on organizational commitment .

Population and Sample

In this research, seven constituent campuses of TU in Kathmandu Valley are selected under random sampling method. Out of population 148 employees are selected as sample by use of statistical formula $n = \frac{z^2 PQ}{d^2}$. But respondents are select under purposive random sampling method from selected campuses according to their position. Only 108 respondents are interested in participating in the research work. Only 106 respondent's opinions were analyzed for the fact that respondents failed to finish the answers in complete form.

Research Instruments, Reliability and Validity

The structured questionnaires were developed under the guideline of Allen and Meyer (1991) at 6 point Likert Scale and distributed during June, 2018 to official employees of selected campus. The scale were fitted as strongly disagreed (1), moderately disagreed (2), slightly disagreed (3), slightly agreed (4), moderately agreed (5) and strongly agreed (6).

Statistical Tools and Reliability Test

The construct reliability of the questionnaires are measured by use of Cronbach Alpha value of 0.937 and sample adequacies KMO (Kaiser-Meyer-Olkin) test value of 0.910. Both measure are allowed to study on the topic. Regarding the statistical tools, descriptive statistics, (frequency table, mean and standard deviation) as well as inferential statistics (ANOVA) were used for hypothesis testing. All these tools have been applied by Tandon, (2020), Clarence & Georg, (2018), Shrestha, (2016). The results of the study has been drawn by the helps of SPSS version 18th.

RESULTS AND DISCUSSION

Table 1

Frequency table of respondents, year of services (YS), age, academic qualification (AQ) and gender (Gen)

YS	F	%	Age	F	%	AQ	F	%	Gen	F	%
<5	17	16	20-30	9	8.5	SLC/ Equa	13	12.3	M	49	46
5-10	7	6.6	30-40	19	17.9	PCL/+2	18	17	F	57	54
10-15	10	9.4	40-50	30	28.3	Bachelor	38	35.8		106	100
15-20	9	8.5	50-60	26	24.5	Master	37	34.8			
20-25	22	20.8	60<	22	20.7	Total	106	100			
25-30	14	13.2	Total	106	100						
30-35	27	25.5									
Total	106	100									

Source: Survey 2018

Table 1 has shown higher participants from 20-35 year of services, 40 to above 60 year age groups, bachelors and master degree and female respondents in this research.

Table 2 has analyzed the mean and standard deviation of studied demographic variables. The employees have shown 15 years and above year of services higher level of commitment (moderately) than bellow 15 years toward the university. The employees of age more than 40 years and

above have moderate level organizational commitment than age of less than 40 years. The study has shown employees of PCL/ +2 have higher level of commitment than others. Females have higher commitment level than men. The remarkable standard deviation of each demographic variables have indicated there were differences in organizational commitment within groups of each variables.

Table 2

Mean and standard deviation of year of services (YS), age, academic qualification (AQ) and gender (Gen)

YS	M	SD	Age	M	SD	AQ	F	%	Gen	F	%
< 5	4.203	1.259	20-30	4.39	1.07	SLC/ Equa	4.89	1.27	M	4.5	1.49
5-10	4.757	1.052	30-40	4.02	1.15	PCL/+2	5.16	0.82	F	4.9	1.5
15-20	4.132	1.239	40-50	5.07	0.62	Bachelor	4.89	0.95			
15-20	5.038	0.991	50-60	5.15	0.84	Master	4.55	0.99			
20-25	5.01	0.776	60<	4.94	0.73						
25-30	5.167	0.459									
30-35	5.061	0.852									

Source: Researcher's calculation

Test of research hypothesis

H1: There is no significant differences in organizational commitment according to gender of official employees at TU.

Table 3

ANOVA analysis of organizational commitment and gender

	Sum of squares	df	Mean square	F	Sig.
Between Groups	0.005	1	0.005	0.005	0.946
Within Groups	112.095	104	1.078		
Total	112.1	105			

Source: Researcher's calculation

Table 3 has shown calculated p value too higher in comparison with 0.05 percent significant level. It means that there is no significant difference in organizational commitment of official employees at TU according to gender.

H2: There is no significant difference in organizational commitment of official employees according to year of services.

Table 4 has shown the calculated p value 0.046 which is smaller as compared to significant level at 0.05 percent. The organizational commitment of employees has found significantly difference according to year of services of official employees at TU, within and between groups of year of services.

Table 4*ANOVA test of organizational commitment and year of services*

	Sum of squares	Df	Mean square	F	Sig.
Between Groups	13.37	6	2.228	2.234	0.046
Within Groups	98.73	99	0.997		
Total	112.1	105			

Source: Researcher's calculation

H3: There is no significant difference in organizational commitment of official employees according to age

Table 5*ANOVA analysis of age and organizational commitment*

	Sum of squares	df	Mean square	F	Sig.
Between Groups	94.436	50	1.889	1.513	0.067
Within Groups	68.658	55	1.248		
Total	163.094	105			

Sources: Researcher calculation

Table 5 has shown the p value of the F test 0.067 higher than significance level 0.05. The commitment level of official employees have not found significant difference according to age group between and within the group in the TU.

H4: There is no significant difference in organizational commitment of official employees according to academic qualification.

Table 6*ANOVA analysis of organizational commitment and academic qualification of employees.*

	Sum of squares	df	Mean square	F	Sig
Between Groups	3.946	3	1.315	1.241	0.299
Within Groups	108.153	102	1.06		
Total	112.1	105			

Source: Research's calculation

The Table 6 showed the p value of the F test too high as compared at significant level of 0.05. The organizational commitment of employees have not found significant difference according to academic qualification of official employees at TU.

DISCUSSION

Organizational commitment is an outcomes of attitude and behavior of employees at work. The attitude and behavior changed according to age, academic qualification and gender, year of services etc. The gender theory assume that, the organizational commitment of employees differ according to gender, the mean value analysis has shown women have higher level of organizational commitment than men. The research has support the study of Gautam (2017), Messner (2017), Gasengayire and Ngatuni (2019). But ANOVA test of genders have not shown significant differences in commitment level of administrative employees at TU. The results have found alike with the finding of Dogar (2014) and Afroz & Haque (2019). The causes of this may be job security, organizational reputation, scarcity of job opportunity, easy job in university than private sector, etc.

Theories believes that the employees who have higher year of services in an organization having higher level of organizational commitment due to possibilities of promotion, financial benefits, sacrifice in the organization, etc. The longer year of services refers older age of employees, they have less chances of alternative job opportunities than younger. The mean value analysis have shown official employees year of experience more than 15 years were more committed than year of services less than 15 years. The study has found agree with Rampalet. al. (2023). But the ANOVA has supported the mean value of results and showed significant differences in organizational commitment of official employees at TU. The study has supported the study of Eleswed and Mohammed (2014) and Clarence and George (2018). The employees have year of service more than 15 years sacrifice in organization, opportunity of promotion, relation with coworker may be causes behind this.

Age is influenced organizational commitment of employees at work. The researchers have shown higher age employees have higher level of organizational commitment than younger because they have low job opportunity, they have paid more time in an organization they are emotionally attached toward organization and becoming loyal toward organization. The mean value analysis has shown higher level of organizational commitment

of official employees' age more than 40 years than other this study supported to Riordan et. al., (2003). The analysis of ANOVA has shown. The study has not found significantly differences in organizational commitment of official employees at TU. The study has supported to the finding of Clearance and George et. al. (2018) and Timalsina et. at. (2018). The reason behind this may be scarcity of job opportunity, work experience, loyalty toward the organization, etc.

The standard deviation analysis has shown remarkable differences in opinion of commitment of official employees' organizational commitment at TU. About the slightly commitment level with higher standard deviation refers significant employees have some condition for commitment toward TU.

CONCLUSION AND RECOMMENDATION

Organizational commitment in official employees in any organization is necessary factor for organizational performance. The employees' organizational commitment level influenced by demographic variables. This study tried to identify the organizational commitment level and impact of demographic variables on organizational commitment. For this purpose 6 point Likert Scale structural questionnaire were developed and distributed to the 148 official employees in seven constituent campuses of TU in Kathmandu Valley. Only 106 official employees opinion has been analyzed by use frequency, mean, standard deviation and ANOVA test.

The mean value of organizational commitment of demographic variables were ranging between slightly agreed to moderately agreed level with remarkable standard deviation. In other words all the employees have commitment level at slightly and moderately commitment level. On the other hand work experience less than 15 years, age group less than 40 years, highly academic qualification and men have low level of organizational commitment. The significant number of employees at slightly commitment level with remarkable standard deviation which refers, to the not confidence level, and it may create in trouble at TU near future. But the ANOVA analysis has shown there is no significant different in organizational commitment level of official employees according to demographic commitment except year of services. The demographic variables have impact on organizational commitment of official employees of TU.

The analysis has showed that employees' organizational commitment level at slightly commitment and moderately commitment

level. The significant number of employees shown slightly committed toward organization with remarkable standard deviation. On the other hand official staff of age +40 years and year of services +15 year were more committed which indicates that younger and low year of services official employees are searching the alternative job opportunity, may they have intention to leave the TU job in near future. On the other hand demographic variables have impact on organizational commitment of official employees. The policy makers of TU should amend their existing human resource policy for increasing the employees' organizational commitment. Organizational commitment in employees is a must for organizational performance.

REFERENCES

- Afroz, S., & Haque, M. I. (2019). Demographic characteristics & organizational commitment: A study of BPO employees in India. *Journal of the Gujarat Research Society*, 21(13), 240-251.
- Ajayi, M. O. (2017). Influence of gender and age on organizational commitment among civil servants in South-West, Nigeria. *Canadian Social Science*, 13(2), 29–33. <https://doi.org/10.3968/%25x>
- Ari, M., Gülova, A. A., & Köse, S. (2017). The relationship between organizational justice perceptions and organizational commitment behavior a research at a health institution. *DokuzEylul University Faculty of Nursing Electronics Journal*, 10(1), 240-251. doi:10.11114/jets.v5i4.2201
- Arora, N., Nuserir, M. T., Nuserir, T. T., & Arora, R. (2012). Study-based moderators influencing the relationship between organizational climate and employee's organization commitment: A meta-analysis .*EuroMed Journal of Business Emerald Article*, 7 (2), 201 – 220. <http://dx.doi.org/10.1108/14502191211245615>
- Akinyemi, B. O. (2014). Organizational commitment in Nigerian banks: The influence of age, tenure and education. *Journal of Management and Sustainability*, 4(4), 104-115. <https://doi.org/10.5539/jms.v4n4p104>
- Allen, N. J., & Meyer, J. P. (1991). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506>
- Avci, A., & Erdem, R. (2017). The role of demographic factors in predicting organizational commitment among security employees. *European*

- Journal of Multidisciplinary Studies*: 5(1), 409–415. <https://doi.org/10.26417/ejms.v5i1.p409-415>
- Ayodele, T.O., Ekemode, B.G., Oladokun, S., & Shakantu, K.K. (2020). The nexus between demographic correlates, career and organizational commitment: The case of real estate employees in Nigeria. *Journal of Facilities Management*, 18(5), 521-545.
- Azeem, M. S. (2010). Job satisfaction and organizational commitment among employees in the sultanate of OSman. *Scientific Research*, 1, 295-299. <https://doi.org/10.4236/psych.2010.14038>
- Bakoti, D. (2022). How do demographic characteristics relate to organizational commitment? Evidence from Croatia. *Economic Research*, 35, (1), 3551-3570. <https://doi.org/10.1080/1331677X.2021.1997624>
- Basnet, D.M., Shrestha, R.M., & Aryal, P.A. (2023). *Relationship between demographic characteristics, personality traits, and organizational commitment among Nepalese Saving and Credit Co-operative workers*. ICA CCR Global and European Cooperative Research Conference, Maria-Theresa College and University Hall at KU Leuven, Belgium 10– 13, July.
- Clarence, M, & George, T. S. (2018). Role of demographic variables in organizational commitment among Catholic College Teacher. Asia Pacific. *Journal of Research*, 1 (Special IX), 58-66.
- Chaudhry, N., & Saini, M. (2014). Impact of psycho -demographic variables on organizational commitment in the banking sector: a comparative study. *International Journal of Hospitality & Tourism Systems*, 7(2).
- Dogar, N. (2014). Relations between organizational commitment and demographic factors : a research in the banking sector. *Academicus International Scientific Journal*, (10), 103–115.
- Eleswed, M., & Mohammed, F. (2014). The impact of gender, age, year of experience, education level and position type on job satisfaction and organizational commitment. *International Journal of Business and Social Science*, 4(11), 108-119
- Gasengayire, J. C. & Ngatuni, P. (2019). Demographic characteristics as antecedents of organizational commitment. *The Pan-African Journal of Business Management*, 3(1), 1-18.

- Gautam, P. K. (2017). Issue of Organizational Commitment: Evidence from the Nepalese banking industry. *Management Dynamics*, 2(1), 118-129.
- Gopinath, R., Ramamoorthy, R., & Kalpana, R. (2020). Impact of emotional intelligence and organizational commitment: testing the mediatory role of job satisfaction. *International Journal of Management (IJM)*, 11(11), 2883-2893.
- Jena, R. K. (2015). An assessment of demographic factors affecting organizational commitment among shift workers in India. *Management*, 20(1), 59–77. <https://www.researchgate.net/publication/282299383>
- Khan, I., Khan, F., Khan, H., Nawaz, A., & Yar, N. B. (2013). Determining the demographic impacts on the organizational commitment of Academicians in the HEIs of DCs like Pakistan. *European Journal of Sustainable Development*, 2(2), 117–130. <https://doi.org/10.14207/ejsd.2013.v2n2p117>
- Khan, S. (2022). Predictors of organizational commitment: An empirical evidence from FMCG sector in Oman. *Open Journal of Social Sciences*, 10(6), 61-73.
- Lok, P. & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16 (7&8), 594-613.
- Messner, W. (2017). The role of gender in building organizational commitment in India's services sourcing industry. *IIMB Management Review*, 29(3), 188–202. <https://doi.org/10.1016/j.iimb.2017.07.004>
- Mizanur, R., Mohammad, J. and Mohammad, A. (2013). The role of human resource management practices on job satisfaction and organizational commitment in banking sector of Bangladesh- A comparative analysis. *Journal of Faculty of Business Administration (JFBA)*, 9(1 &2), 1-13
- Mowday, T. R., Porter, L. W., & Steers, R. (1982). *Employee- organizational linkages*. New York, NY: Academic.
- Rajesh, S., & Li-Ping Tang, T. (2015). Coping intelligence: Coping strategies and organizational commitment among boundary spanning employees. *Journal of Business Ethics*, 130 (3), 525–542. <https://www.researchgate.net/publication/322625561>

- Rampal, S., Arora, N., Nawaz, N, Gupta, S. K. & Kapoor, S. (2023). An assessment of demographic variables affecting employees' organizational commitment in India's thermal power sector. *Problems and Perspectives in Management*, 21(2), 701-710. [https://doi.org/10.21511/ppm.21\(2\).2023.62](https://doi.org/10.21511/ppm.21(2).2023.62)
- Riordan, C. M., Griffith, R & Weatherly, E. W. (2003). Age and work related outcomes: The moderating effects of status characteristics. *Journal of Applied Social Psychology*, 33(1), 37-57.
- Salami, S. O (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. *Anthropologist*, 10, 31-38. <https://doi.org/10.1080/09720073.2008.11891026>
- Sheikh, L. (2017). Antecedents and consequences of organizational commitment of teachers: Case of University of the Punjab. *Pakistan Economic & Social Review*, 55(2), 391–414. <https://www.jstor.org/stable/26616719>
- Shrestha, P. (2016). *Organizational Justice and Employee Work Outcomes in Service Sector of Nepal* (Unpublished, PhD, Dissertation). Faculty of Management, Tribhuvan University, Kirtipur, Kathmandu..
- Tandon, P., Mishra, S. & Mehta, J. D. (2020). A study on demographic variables and organizational commitment of employees. *International Journal of Management*, 11(9), 1416-1424. <https://doi.org/10.34218/IJM.11.9.2020.136>
- Timalsina, R., KC. S., Rai, N. & Chhantyal, A. (2018). Predictors of organizational commitment among university nursing Faculty of Kathmandu Valley. *Nepal.BMC Nursing*, 17(30), 1-8.
- Yucel, I.& Bektas. C. (2012). Job satisfaction, organizational commitment and demographic characteristics among teachers in Turkey: Younger is better? *Procedia - Social and Behavioral Science*, 46, 1598-1608.