

**THE INFLUENCE OF HUMAN RESOURCE PRACTICES,
SOCIAL SUPPORT AND PERSONALITY TRAITS ON
AFFECTIVE COMMITMENT: A STUDY ON PRIVATE
HIGHER EDUCATION COLLEGES IN OMAN**

SULTAN SAQAR OQAIDAN ALWAHAIBI



**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JUNE 2016**

**THE INFLUENCE OF HUMAN RESOURCE PRACTICES, SOCIAL SUPPORT
AND PERSONALITY TRAITS ON AFFECTIVE COMMITMENT: A STUDY ON
PRIVATE HIGHER EDUCATION COLLEGES IN OMAN**



**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for degree in Master of Human Resource
Management**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

The main objective of this study was to determine the factors that influence affective organizational commitment. The research framework contained three independent variables, namely Human Resource Practices (career development and financial incentives), Social Support, and Personality Traits (Conscientiousness and openness to experience). The dependent variable of this study was affective organizational commitment of employees. The targeted sample was the employees of private higher education colleges in Oman. The current research used the survey method. 181 questionnaires were distributed and 140 questionnaires were received back, giving the study a response rate of 77%. The analysis method used was structural equation modelling PLS. The main finding of the study showed that human resource practices, social support, and personality traits had significant influence on affective organizational commitment.

Keywords: affective commitment, human resource practices, social support, personality traits, Oman, private higher education colleges.

ABSTRAK

Objektif utama kajian ini adalah untuk menentukan faktor-faktor yang mempengaruhi komitmen afektif pekerja organisasi. Kerangka kajian meliputi tiga pembolehubah bebas, iaitu amalan-amalan sumber manusia (pembangunan kerjaya dan insentif kewangan), sokongan social, dan ciri-ciri personaliti (keprihatinan dan penerimaan terhadap pengalaman baru). Pembolehubah bersandar kajian ini ialah komitmen afektif pekerja. Sampel sasaran ialah kakitangan kolej pengajian tinggi swasta di Oman. Kajian ini menggunakan kaedah kajian tinjauan. 181 soal selidik telah diedarkan dan 140 soal selidik diterima balik, yang memberi kadar respon kajian sebanyak 77 peratus. Kaedah analisis yang digunakan ialah permodelan persamaan struktural PLS. Penemuan utama kajian ini menunjukkan bahawa amalan-amalan sumber manusia, sokongan sosial, dan ciri-ciri personaliti mempunyai pengaruh signifikan terhadap komitmen afektif kakitangan.

Kata kunci: komitmen afektif, amalan-amalan sumber manusia, sokongan social, ciri-ciri personaliti, Oman, kolej pengajian tinggi swasta.

ACKNOWLEDGEMENT

‘In the Name of Allah, Most Gracious, Most Merciful’

Foremost, I would like to express my sincere gratitude to my supervisor Assco. Prof. Dr. Mohmad Yazam bin Sharif for the continuous support of my master study and research, for his enthusiasm, motivation, patience, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis.

I am also grateful to Dr. Irene Yong for providing useful suggesting about this thesis. My sincere thanks also go to Dr. Hashed Mabkhot for his teaching and helping a lot in analysis process of thesis data. They are all hard working doctors and I believe their academic achievements will continue to increase.

In addition, I want to express my gratitude to my family members; my beloved uncle Associate Professor Dr. Muselem Al-Wehebi for his continuous guidance and encouragement from the childhood till now, my lovely wife has also shown immense love, caring, kindness, patience and persistent encouragement during the master journey. Indeed it was not easy for her pursuing a Master of Education degree; at the same time effectively making the home, my dear parents, brother, sisters, and brother in law Hamood, who held me throughout the entire procedure so that I never give up, be confident, and be prompted to finish this research report.

TABLE OF CONTENTS

PERMISSION TO USE.....	i
ABSTRACT.....	ii
ABSTRAK.....	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES.....	viii
LIST OF FIGURES	viii
LIST OF ABBREVIATIONS.....	x
CHAPTER ONE: INTRODUCTION	
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Problem Statement	7
1.4 Research Questions.....	10
1.5 Research Objectives.....	11
1.6 Significance of the Study.....	11
1.7 Scope of the Study.....	13
1.8 Organization of Thesis Chapters.....	14
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction.....	15
2.2 Definition of Key Variables.....	15
2.2.1 Affective Commitment	15
2.2.2 Human Resource Practices	16
2.2.3 Social Support.....	19
2.2.4 Personality Traits	20
2.3 Theoretical Background of Affective Commitment	21
2.4 Theoretical Background of Human Resource Practices	26
2.4.1 Career Development	28
2.4.2 Financial Incentives	34

2.5 Theoretical Background of Social Support.....	38
2.6 Theoretical Background of Personality Traits	41
2.6.1 Conscientiousness.....	44
2.6.2 Openness to Experience.....	45
2.7 Human Resource Practices and Affective Commitment	48
2.7.1 Career Development and Affective Commitment.....	48
2.7.2 Financial Incentives and Affective Commitment	52
2.8 Social Support and Affective Commitment.....	54
2.9 Personality Traits and Affective Commitment	56
2.10 Underpinning Theory.....	59
2.11 Chapter Summary	62
CHAPTER THREE: METHODOLOGY	
3.1 Introduction.....	63
3.2 Research Framework	63
3.3 Hypotheses Development	64
3.4 Research Design.....	65
3.5 Operational Definition	67
3.6 Instrument Development.....	73
3.7 Population and Sampling	74
3.8 Pilot Test.....	75
3.8.1 Validity Test.....	76
3.8.2 Reliability Test.....	76
3.9 Data Collection	77
3.10 Procedures of Data Collection	78
3.11 Techniques of Data Analysis	78
3.12 Chapter Summary	79
CHAPTER FOUR: RESULTS AND FINDINGS	
4.1 Introduction.....	81
4.2 Response Rate.....	81
4.3 Data Screening and Initial Analysis.....	82

4.3.1 Missing Value Analysis	83
4.3.2 Assessment of Outliers	84
4.3.3 Normality Test	84
4.3.4 Multicollinearity Test.....	87
4.4. Respondents Demographic Profile	88
4.5 Descriptive Analysis of the Variables.....	90
4.6 Assessment of PLS-SEM Path Model Results.....	92
4.7 Assessment of Measurement Model	93
4.7.1 Individual Item Reliability.....	93
4.7.2 Internal Consistency Reliability.....	94
4.7.3 Convergent Validity.....	96
4.7.4 Discriminant Validity.....	96
4.8 Assessment of Significance of the Structural Model.....	98
4.9 Hypotheses Testing Summary	101
4.10 Chapter Summary	101
CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATION	
5.1 Introduction.....	102
5.2 Summarizes the Research's Finding.....	102
5.3 Discussion	103
5.3.1 The Influence of Human Resource Practices on Affective Commitment.....	103
5.3.2 The Influence of Social Support on Affective Commitment	105
5.3.3 The Influence of Personality Traits on Affective Commitment.....	107
5.4 Limitations and Recommendations.....	108
5.5 Conclusion	110
5.6 Research Implications.....	110
REFERENCES	113
APPENDIX A.....	131
APPENDIX B.....	132
APPENDIX C	137

LIST OF TABLES

NAME OF TABLE	PAGE NUMBER
Table 2.1 LR on Career Development and Affective Commitment	51
Table 2.2 LR on Financial Incentives and Affective Commitment	53
Table 2.3 LR on Social Support and Affective Commitment	56
Table 2.4 LR on Personality Traits and Affective Commitment	58
Table 2.5 Three component model of commitment	60
Table 3.1 Research Hypotheses	65
Table 3.2 Survey Items Related to Affective Commitment	68
Table 3.3 Survey Items Related to Career Development	68
Table 3.4 Survey Items Related to Financial Incentives	69
Table 3.5 Survey Items Related to Social Support	70
Table 3.6 Survey Items Related to Personality Traits	72
Table 3.7 Description of Survey's Section	74
Table 3.8 Variables' Reliability Statistics of pilot study	77
Table 4.1 Response Rate of the questionnaire	82
Table 4.2 The ratio of missing values	83
Table 4.3 Tolerance and Variance Inflation Factors (VIF)	88
Table 4.4 Demographic Characteristics of the Respondents	88
Table 4.5 Level of Agreement	91
Table 4.6 the result of variables' level	91
Table 4.7 Descriptive Statistics for Latent Variables	91
Table 4.8 Loadings, Composite Reliability and Average Variance Extracted	94
Table 4.9 Latent Constructs Correlations and Square Roots of (AVE)	97
Table 4.10 Cross Loading	98
Table 4.11 Structural Model Assessment	100
Table 4.12 Variance Explained in the Endogenous Latent Variables	100
Table 4.13 Hypotheses Testing Result	101

LIST OF FIGURES

FIGURE NAME	PAGE NUMBER
Figure 3.1 Research Framework	64
Figure 4.1 Histogram	86
Figure 4.2 P-P Plot	87
Figure 4.3 A Two-Step Process of PLS Path Model Assessment	92
Figure 4.4 Measurement Model	93
Figure 4.5 Structural Model	99



UUM
Universiti Utara Malaysia

LIST OF ABBREVIATIONS

AC	Affective Commitment
AVE	Average Variance Extracted
CD	Career Development
DV	Dependent Variable
FI	Financial Incentives
GoF	Goodness-of-Fit
H1	First Hypothesis
H2	Second Hypothesis
H3	Third Hypothesis
HRP	Human Resource Practices
IV	Independent Variable
LR	Literature Review
OC	Organizational commitment
PLS	Partial Least Squares
PT	Personality Traits
PTC	Personality trait Conscientiousness
PTO	Personality Trait Openness
SEM	Structural Equation Modelling
SPSS	Statistical Package of Social Science
SS	Social Support

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter contains seven main sections. They are focusing on the study background, the statement of research problem, questions about research, objectives of the study, the scope of the research, the research significance, lastly organization of this thesis. The main purpose of this part is to represent the structure of the study and the context of this research.

This chapter describes the general idea of the study that was investigated. Moreover, it debates about the human factors which interrelated Human Resource Practices, Social Support, Personality Traits, and its influence on Affective Commitment, that commitment is an essential feature which influence the organizational performance.

1.2 Background of the Study

Nowadays, the competitiveness in the business world is based on behaviour and attitude of human resources in workplace. If employers assume their employees as a valuable resource in organization, employees will become satisfied, relaxed. As a result, they will attach emotionally and perceive the concept of organizational commitment as a real practicing in the workplace (Shumaila, Aslam, Sadaqat, Maqsood, & Nazir, 2012). Commitment is the major issue that has been and would always be of great significance for organizations to boost the productivity and decline cost tolerate of employee turnover (Saputra, 2014). In addition, organizations strive for the committed human resource in order to fulfil its strategic goal (Riaz, Haider, & Open, 2010). Moreover, organization

The contents of
the thesis is for
internal user
only

REFERENCES

- Abedi, G., Mahali, Q. A. M., Mirzaian, B., & Ghara, A. N. (2009). The effect of managers and supervisors personality traits on the employees' organizational commitment. *Arth Prabhand: A Journal of Economics and Management*, 3(6), 52-59.
- Agba, A., Nkpyoen, F., & Ushie, E. (2010). Career development and employee commitment in industrial organisations in Calabar, Nigeria. *American journal of scientific and industrial research*, 1(2), 105-114.
- Ahmad, A. (2013). *The moderating effect of organizational support on the relationship between social competencies, technical competencies, willingness and HR professionals' effectiveness: A study among bank managers in Pakistan*. Universiti Utara Malaysia.
- Ahmad, S., & Schroeder, R. G. (2003). The influence of human resource management practices on operational performance: recognizing country and industry differences. *Journal of operations Management*, 21(1), 19-43.
- Ahmadi, S. A., Ardi, S., Zare, R., & Fathizadel, A. (2012). Effect of personality Characteristic on organizational commitment and job performance. *Journal of American Science*, 8(1), 321-326.
- Ahmed, S. (2009). Methods in sample surveys. *Johns Hopkins Bloomberg School of Public*.
- Al-Hamadi, A. B., & Budhwar, P. S. (2006). Human resource management in Oman. *Managing Human Resource in the Middle East, Routledge, Oxford*, 40-58.
- Al-Lamki, S. M. (2006). The development of private higher education in the Sultanate of Oman: Perception and analysis. *International Journal of Private Education*, 1(1), 54-77.
- Allen, N. J., & Meyer, J. P. (1997). Commitment in the workplace: Theory, research and application. *Thousand Oaks*.
- Allport, G. W. (1961). *Pattern and growth in personality*. New York: Holt, Rinehart and Winston.
- Altbach, P. G., & Levy, D. C. (2005). *Private higher education: A global revolution* (Vol. 2).Rotterdam: Sense publishers.

- Andersen, L. B., & Pallesen, T. (2008). "Not Just for the Money?" How Financial Incentives Affect the Number of Publications at Danish Research Institutions. *International Public Management Journal*, 11(1), 28-47.
- Anderson, J. C., Rungtusanatham, M., & Schroeder, R. G. (1994). A theory of quality management underlying the Deming management method. *Academy of management Review*, 19(3), 472-509.
- Anvari, R., Amin, S., Ahmad, U., Seliman, S., & Garmsari, M. (2011). The relationship between strategic compensation practices and affective organizational commitment. *Interdisciplinary Journal of Research in Business*, 1(2), 44-55.
- Aplin, J. C., & Gerster, D. K. (1978). Career Development: An Integration of Individual and Organizational Needs. *Personnel*, 55(2), 23-29.
- Armstrong, M. (2006). Strategic human resource management: a guide to action. Philadelphia. Kogan Page U.S.
- Aycan, Z., Al-Hamadi, A. B., Davis, A., & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: the case of Oman. *The international journal of human resource management*, 18(1), 11-32.
- Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Psychology*, 1(04), 295.
- Baeten, X. (2010). Global Compensation and Benefits Management: The Need for Communication and Coordination. *Compensation & Benefits Review*, 42(5), 392-402.
- Baporikar, N. (2010). Knowledge management and entrepreneurship cases in India. *Knowledge Management in Emerging Economies: Social, Organizational and Cultural Implementation: Social, Organizational and Cultural Implementation*, 325.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel psychology*, 44(1), 1-26.
- Barnett, V., & Lewis, T. (1994). *Outliers in statistical data*. New York: Wiley & Sons Limited.
- Bartol, K. M., & Martin, D. C. (1982). Managing information systems personnel: a review of the literature and managerial implications. *MIS Quarterly*, 49-70.

- Baruch, Y. (1996). Organizational career planning and management techniques and activities in use in high-tech organizations. *Career Development International*, 1(1), 40-49.
- Baruch, Y. (2003). Career systems in transition: A normative model for organizational career practices. *Personnel review*, 32(2), 231-251.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, 27(1), 95-112.
- Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of management Journal*, 45(3), 587-597.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 32-40.
- Benson, J. (1998). Dual commitment: contract workers in Australian manufacturing enterprises. *Journal of Management Studies*, 35(3), 355-375.
- Bhagat, R. S., & Chassie, M. B. (1981). Determinants of organizational commitment in working women: Some implications for organizational integration. *Journal of Organizational Behavior*, 2(1), 17-30.
- Black, I. R., Organ, G. C., & Morton, P. (2010). The effect of personality on response to sexual appeals. *European Journal of Marketing*, 44(9/10), 1453-1477.
- Boachie-Mensah, F., & Dogbe, O. D. (2011). Performance-Based pay as a motivational tool for achieving organisational performance: an exploratory case study. *International Journal of Business and Management*, 6(12), 270.
- Bowling, N. A., Beehr, T. A., Johnson, A. L., Semmer, N. K., Hendricks, E. A., & Webster, H. A. (2004). Explaining potential antecedents of workplace social support: reciprocity or attractiveness? *Journal of Occupational Health Psychology*, 9(4), 339.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative science quarterly*, 533-546.
- Buss, A. H. (1989). Personality as traits. *American Psychologist*, 44(11), 1378.
- Cattell, H. E., & Mead, A. D. (2008). The sixteen personality factor questionnaire (16PF). *The SAGE handbook of personality theory and assessment*, 2, 135-178.

- Caykoylu, S., Egri, C. P., & Havlovic, S. (2007). Organizational commitment across different employee groups. *The Business Review, Cambridge*, 8(1), 191-197.
- CDATA-Albrecht, T., & Adelman, M. (1987). Communicating social support: A theoretical perspective. *Communicating Social Support. Beverly Hills, CA: Sage*, 18-39.
- Chernick, M. R. (2011). *Bootstrap methods: A guide for practitioners and researchers* (Vol. 619). New York: John Wiley & Sons.
- Chew, J., & Chan, C. C. (2008). Human resource practices, organizational commitment and intention to stay. *International journal of manpower*, 29(6), 503-522.
- Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, 93(5), 1082.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Chudzikowski, K., Fink, G., Mayrhofer, W., & Migliore, L. A. (2011). Relation between big five personality traits and Hofstede's cultural dimensions: Samples from the USA and India. *Cross Cultural Management: An International Journal*, 18(1), 38-54.
- Cohen, A. (2003). *Multiple commitments in the workplace: An integrative approach*. Hove, UK: Psychology Press.
- Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17(3), 336-354.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2011). *Organizational behavior: Improving performance and commitment in the workplace*. New York: McGraw-Hill Irwin.
- Conway, E. (2004). Relating career stage to attitudes towards HR practices and commitment: Evidence of interaction effects? *European Journal of Work and Organizational Psychology*, 13(4), 417-446.
- Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework. *Psychological bulletin*, 131(2), 241.

- Costa, P. T., & MacCrae, R. R. (1992). *Revised NEO personality inventory (NEO PI-R) and NEO five-factor inventory (NEO FFI): Professional manual*: Psychological Assessment Resources.
- Cropanzano, R., James, K., & Konovsky, M. A. (1993). Dispositional affectivity as a predictor of work attitudes and job performance. *Journal of Organizational Behavior, 14*(6), 595-606.
- Cutrona, C. E. (1990). Stress and social support-in search of optimal matching. *Journal of social and clinical Psychology, 9*(1), 3-14.
- Daft, R. (2014). *The leadership experience*. Boston: Cengage Learning.
- Daneshfard, K. (2012). The Relation between Managers' Personality Characteristics and Organizational Commitment, and Its Demisions in Islamic Azad University Empolyees. *Interdisciplinary Journal of Contemporary Research in Business, 7*42-751.
- Davies, D., Taylor, R., & Savery, L. (2001). The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: a comparative study. *Journal of European Industrial Training, 25*(7), 366-373.
- Deckop, J. R., Mangel, R., & Cirka, C. C. (1999). Research notes. Getting more than you pay for: Organizational citizenship behavior and pay-for-performance plans. *Academy of Management Journal, 42*(4), 420-428.
- DeFillippi, R. J., & Arthur, M. B. (1994). The boundaryless career: A competency-based perspective. *Journal of organizational behavior, 15*(4), 307-324.
- DeNeve, K. M., & Cooper, H. (1998). The happy personality: a meta-analysis of 137 personality traits and subjective well-being. *Psychological bulletin, 124*(2), 197.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual review of psychology, 41*(1), 417-440.
- Duarte, P. A. O., & Raposo, M. L. B. (2010). A PLS model to study brand preference: An application to the mobile phone market *Handbook of partial least squares* (pp. 449-485). New York: Springer.

- Ducharme, L. J., & Martin, J. K. (2000). Unrewarding work, coworker support, and job satisfaction a test of the buffering hypothesis. *Work and Occupations, 27*(2), 223-243.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology, 87*(3), 565.
- Elliott, A. C., & Woodward, W. A. (2007). *Statistical analysis quick reference guidebook: With SPSS examples*. Thousand Oaks: Sage.
- Erdheim, J., Wang, M., & Zickar, M. J. (2006). Linking the Big Five personality constructs to organizational commitment. *Personality and Individual Differences, 41*(5), 959-970.
- Eysenck, H. J. (1971). *The IQ Argument. Race, Intelligence and Education*. Library Press
- Fairuzah Zaharos, M. (2012). *Perceived Organizational Support, Compensation Satisfaction and Organizational Commitment of Expatriates: Study at a Malaysian Public University*. Universiti Utara Malaysia.
- Feist, J., & Feist, G. (2008). Theory of personality. *Alih Bahasa [2006]*. Santoso. Yogyakarta: Pustaka Pelajar.
- Field, A. (2009). *Discovering statistics using SPSS*. Thousand Oaks: Sage publications.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of managerial psychology, 19*(2), 170-187.
- Foong-ming, T. (2008). Linking Career development practices to turnover intention: The mediator of perceived organizational support. *Journal of Business and Public Affairs, 2*(1), 1-16.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research, 39*-50.
- Frese, M. (1999). Social support as a moderator of the relationship between work stressors and psychological dysfunctioning: a longitudinal study with objective measures. *Journal of occupational health psychology, 4*(3), 179.
- Gambill, T. R. (1979). Career Counseling: Too Little, Too Late? *Training and Development Journal, 33*(2), 24-27.

- Gardner, T. M., Moynihan, L. M., & Wright, P. M. (2007). The influence of human resource practices and collective affective organizational commitment on aggregate voluntary turnover. *Available at SSRN 1089190*.
- Gay, L., Mills, G., & Airasian, P. (2006). *Education research: Competencies for analysis and applications*. Columbus, OH: Pearson Education: Inc.
- Ginzberg, E., Ginsburg, S., Axelrad, S., & Herma, J. (1951). Occupational choice. *New York: Columbia University Press*.
- Goldberg, L. R. (1990). An alternative" description of personality": the big-five factor structure. *Journal of personality and social psychology*, 59(6), 1216.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach *Handbook of partial least squares* (pp. 691-711). New York: Springer.
- Greenhaus, J. H. (1971). An investigation of the role of career salience in vocational behavior. *Journal of Vocational Behavior*, 1(3), 209-216.
- Gutteridge, T. G. (1993). *Organizational Career Development: Benchmarks for Building a World-Class Workforce*. *Jossey-Bass Management Series*: ERIC.
- Hair, J., Money, A., & Samouel, P. Page. M (2007),'. *Research Methods for Business*. UK Edition, West Sussex England: John Wiley and Sons Ltd.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6): Pearson Prentice Hall Upper Saddle River, NJ.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science*, 40(3), 414-433.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks: Sage Publications.
- Hall, D. T., & Mirvis, P. H. (1996). The new protean career: Psychological success and the path with a heart. *The career is dead: Long live the career*, 15-45.

- Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2008). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*.
- Hauck, E. L., Snyder, L. A., & Cox-Fuenzalida, L.-E. (2008). Workload variability and social support: Effects on stress and performance. *Current Psychology*, 27(2), 112-125.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in international marketing*, 20(1), 277-319.
- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565-580.
- Hirsh, W. (1996). Strategies for Career Development: Promise, Practice and Pretence. Report 305.
- House, J. S., Kahn, R. L., McLeod, J. D., & Williams, D. (1985). Measures and concepts of social support. San Diego, CA: Academic Press.
- Howard, P. J., & Howard, J. M. (1995). The Big Five Quickstart: An Introduction to the Five-Factor Model of Personality for Human Resource Professionals. Center for Applied Cognitive Studies (CentACS). Charlotte, North Carolina.
- Hsu, M. K., Jiang, J. J., Klein, G., & Tang, Z. (2003). Perceived career incentives and intent to leave. *Information & Management*, 40(5), 361-369.
- Huselid, M. A. (1995). The influence of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.
- Ivancevich, J., & Lee, S. (2002). HRM in Asia: Singapore. McGraw-Hill.
- Ivancevich, J. M. K., & Matteson, R. (2011). *Organizational behavior and management*. New York. McGraw-Hill.
- Iverson, R. D., & Buttigieg, D. M. (1999). Affective, normative and continuance commitment: can the 'right kind' of commitment be managed? *Journal of management studies*, 36(3), 307-333.
- Jackson, P. B. (1992). Specifying the buffering hypothesis: Support, strain, and depression. *Social Psychology Quarterly*, 363-378.

- Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705-714.
- Joarder, M. H., & Sharif, M. Y. (2012). The intervening effects of affective commitment on HRM practices and turnover intention relationship: an evidence from non-Western context. *ABAC Journal*, 32(1).
- John, O. P., & Srivastava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. *Handbook of personality: Theory and research*, 2(1999), 102-138.
- Joiner, T. A., & Bakalis, S. (2006). The antecedents of organizational commitment: the case of Australian casual academics. *International Journal of Educational Management*, 20(6), 439-452.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: a meta-analysis. *Journal of Applied Psychology*, 87(3), 530.
- Juniper, E. (2009). Validated questionnaires should not be modified. *European Respiratory Journal*, 34(5), 1015-1017.
- Just, C. (2011). A review of literature on the general factor of personality. *Personality and Individual Differences*, 50(6), 765-771.
- Kent, W. E., & Otte, F. L. (1982). Career development: the ultimate incentive. *Advanced Management Journal*, 47, 8-13.
- Kessler, I., & Purcell, J. (1992). Performance related pay: objectives and application. *Human Resource Management Journal*, 2(3), 16-33.
- Khan, M. S., Kundi, G. M., Khan, S., Khan, I., Khan, H., & Yar, N. B. (2014). The Cause-& Effect and Correlation between Job Satisfaction and Organizational commitment on Intention to leave among the Academicians in higher Educational Institutions of Khyber Pakhtunkhwa, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(2), 100-113.
- Kidd, J. M., & Smewing, C. (2001). The role of the supervisor in career and organizational commitment. *European Journal of Work and Organizational Psychology*, 10(1), 25-40.

- Kirshenblatt-Gimblett, B. (2006). Part 1, What Is Research Design? The Context of Design. *Internet: <http://www.nyu.edu/classes/bkg/methods/005847ch1.pdf>*.
- Kocabacak, A., Sendogdu, A. A., & Güven, Ş. (2013). The relationship between human resource management practices and organizational commitment: A field study.
- Krejcie, R. V., & Morgan, D. W. (1970). Table for determining sample size from a given population. *Educational and Psychological Measurement, 30*, 607-610.
- Kumar, K., & Bakhshi, A. (2010). The five-factor model of personality and organizational commitment: Is there any relationship. *Humanity and Social Sciences Journal, 5*(1), 25-34.
- Leach, J. (1977). The notion and nature of career. *The Personnel Administrator, 22*, 31 - 37.
- Leach, J. (1980). Career Development: Questions and Answer. *The Personnel Administrator, 20*, 30 - 37.
- Lawler, E. E. (2003). Treat people right. *How Organizations and Employees can Create a Win Win Relationship to Achieve High Performance at All Levels, San Francisco/CA*.
- Lawler, E. J. (1992). Affective attachments to nested groups: A choice-process theory. *American Sociological Review, 327-339*.
- Leibowitz, Z. B., Farren, C., & Kaye, B. L. (1986). *Designing career development systems*: Pfeiffer. San Francisco, CA: Jossey-Bass Publishers.
- Leveson, L., & Joiner, T. (2006). *Organizational commitment, organizational support and social support: dual effects for contract workers*. Paper presented at the 20th Australia and New Zealand Academy of Management Conference.
- Lew, T. (2008). Perceived Organizational Support: Linking Selected Human Resource Management Practices with Affective Organizational Commitment and Turnover Intention.
- Liao, H., Joshi, A., & Chuang, A. (2004). Sticking Out Like a Sore Thumb: Employee Dissimilarity and Deviance at Work*. *Personnel Psychology, 57*(4), 969-1000.
- Lips-Wiersma, M., & Hall, D. T. (2007). Organizational career development is not dead: A case study on managing the new career during organizational change. *Journal of Organizational Behavior, 28*(6), 771-792.

- Lissy, T., & Venkatesh, J. (2014). Factors that influence the Organizational Commitment-A Case of Paramedical Staff at Private Hospitals. *International Journal of Multidisciplinary Approach & Studies*, 1(6).
- Lo, H.-J., Lin, C.-H., Tung-Hsing, L., & Tu, P.-F. (2014). The Mediator Effect of Career Development between Personality Traits and Organizational Commitment: The Example of Sport Communication Technology Talents. *Turkish Online Journal of Educational Technology-TOJET*, 13(4), 137-143.
- London, M. (1993). Relationships between career motivation, empowerment and support for career development. *Journal of occupational and organizational psychology*, 66(1), 55-69.
- Luthans, F. (2010). *Organizational behavior: An evidence-based approach*. New York: McGraw-Hill Irwin.
- Maheshwari, S., Bhat, R., & Saha, S. (2005). Human Resource Practices and Commitment of Senior Officials in Health System: Reflections from a Progressive State in a Developing Economy.
- Martocchio, J. J. (1998). *Strategic compensation: A human resource management approach*: Delhi. Pearson Education India.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of personality*, 60(2), 175-215.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.

- Milkovich, G., & Newman, J. (2008). *Compensation*. Boston: Irwin McGraw Hill.
- Mohamad Niekmat, A. (2012). *HRM Practices and Organizational Commitment: A Case Study of Oil and Gas Companies in Malaysia*. Universiti Utara Malaysia.
- Moncarz, E., Zhao, J., & Kay, C. (2009). An exploratory study of US lodging properties' organizational practices on employee turnover and retention. *International Journal of Contemporary Hospitality Management*, 21(4), 437-458.
- Morrow, P. C. (1993). *The theory and measurement of work commitment*: Jai Press.
- Mottaz, C. J. (1988). Determinants of organizational commitment. *Human relations*, 41(6), 467-482.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*: Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- National center for statistics and information. Sultanate of Oman. Retrieved from: http://www.ncsi.gov.om/NCSI_website/N_Default.aspx. Accessed on 2nd April, 2016.
- Nawab, S., & Bhatti, K. K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2(8).
- Nazrifairuz, M. (2012). *Human Resource Management Practices, Career Planning, Individual Personality Traits Towards Career Success Among Government Officer: A Study at Public Service Department*. Universiti Utara Malaysia.
- Newstrom, J. W., & Davis, K. (1986). *Human behavior at work*: New York. McGraw-Hill.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (1997). *Human resource management: Gaining a competitive advantage*: Irwin Chicago, IL.
- Norazizi, C., & Mastar, C. (2012). *Factors Influencing Organizational Commitment in Technical-Based Public Learning Institutions*. Universiti Utara Malaysia.
- Nunnally, J. (1978). *Psychometric Theory*, 2nd. New York: McGraw-Hill.

- Nyberg, A. J., Pieper, J. R., & Trevor, C. O. (2013). Pay-for-performance's effect on future employee performance integrating psychological and economic principles toward a contingency perspective. *Journal of Management*, 0149206313515520.
- O'driscoll, M. P., Pierce, J. L., & Coghlan, A.-M. (2006). The psychology of ownership work environment structure, organizational commitment, and citizenship behaviors. *Group & Organization Management*, 31(3), 388-416.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.
- Omaro, W. Y. (2011). *Career Incentives, Performance Base Pay, Organizational Benefits Influencing Employee Performance: A Case on Libyan Tobacco Company*. Universiti Utara Malaysia.
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *The journal of social psychology*, 135(3), 339-350.
- Panaccio, A., & Vandenberghe, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of vocational behavior*, 80(3), 647-658.
- Parris, M. A. (2003). Work teams: Perceptions of a ready-made support system? *Employee Responsibilities and Rights Journal*, 15(2), 71-83.
- Paul, A., & Anantharaman, R. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly*, 15(1), 77-88.
- Perry-Smith, J. E. (2006). Social yet creative: The role of social relationships in facilitating individual creativity. *Academy of Management journal*, 49(1), 85-101.
- Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *Journal of Applied Psychology*, 98(1), 194.
- Peterson, R. B., & Tracy, L. (1979). *Systematic management of human resources*: Reading, Mass.: Addison-Wesley.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of management*, 22(2), 259-298.

- Porter, L., Steers, R., & Mowday, R. (1982). *Employee-Organization Linkages*. New York: Academic Press.
- Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The leadership quarterly*, 15(3), 329-354.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476.
- Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of research in Marketing*, 26(4), 332-344.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
- Riaz, A., Haider, M. H., & Open, A. (2010). *Role of transformational and transactional leadership on job satisfaction and career satisfaction*. Paper presented at the Spirituality, Leadership and Management, Seventh National Conference Proceedings: Leadership for the Emerging World.
- Riketta, M., & Van Dick, R. (2005). Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior*, 67(3), 490-510.
- Ringle, C., Wende, S., & Will, A. S. (2005). 2.0 (beta). *University of Hamburg, Hamburg, Germany*.
- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM in MIS Quarterly. *MIS Quarterly (MISQ)*, 36(1).
- Robbins, S. P. (1991). *Organizational behavior: Concepts, controversies, and applications*. New Jersey: Prentice Hall.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences [by] John T. Roscoe*: New York, NY: Holt, Rinehart and Winston.
- Rousseau, V., & Aubé, C. (2010). Social support at work and affective commitment to the organization: The moderating effect of job resource adequacy and ambient conditions. *The Journal of social psychology*, 150(4), 321-340.

- Runyon, R., Haber, A., Pittenger, D., & Coleman, K. (1996). Statistical inference: categorical variables. *Fundamentals of Behavioral Statistics*. New York:McGraw Hill, 592-594.
- Saleem, S. (2011). The Influence of Financial Incentives on Employees Commitment. *European Journal of Business and Management*, 3(4), 258-266.
- Saputra, A. J. (2014). *The influence of leadership style and personality towards organizational commitment at PT. Pupuk Sriwidjaja Palembang in Indonesia*. Universiti Utara Malaysia.
- Schaubroeck, J., & Fink, L. S. (1998). Facilitating and inhibiting effects of job control and social support on stress outcomes and role behavior: A contingency model. *Journal of Organizational Behavior*, 19(2), 167-195.
- Schneider, B. (1987). The people make the place. *Personnel psychology*, 40(3), 437-453.
- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *The Academy of Management Executive* (1987-1989), 207-219.
- Schultz, D. P. (2013). *Sensory restriction: Effects on behavior*. Amsterdam: Elsevier.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
- Sekaran, U., & Bougie, R. (1992). *Business Research Methods*. New York: Mc. Graw-Hill Book Company, Inc.
- Sekaran, U., & Bougie, R. (2010). *Research Method for Business, A Skill Building Approach*. Singapore:John Wiley & Sons Inc.
- Shahnawaz, M. G., & Juyal, R. C. (2006). Human resource management practices and organizational commitment in different organizations. *Journal of the Indian Academy of Applied Psychology*, 32(3), 171-178.
- Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 143-150.
- Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of applied psychology*, 78(5), 774.

- Shumaila, S., Aslam, R., Sadaqat, S., Maqsood, S., & Nazir, S. (2012). *Perceived Organizational Support as Predictor of Organizational Commitment: A Comparative Study on Public and Private Sector Nurses*. Paper presented at the Proceedings of 2nd International Conference on Business Management.
- Shumaker, S. A., & Brownell, A. (1984). Toward a theory of social support: Closing conceptual gaps. *Journal of social issues, 40*(4), 11-36.
- Somers, M. J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior, 74*(1), 75-81.
- Spagnoli, P., & Caetano, A. (2012). Personality and organisational commitment: The mediating role of job satisfaction during socialisation. *Career Development International, 17*(3), 255-275.
- Spector, P. E., Schneider, J. R., Vance, C. A., & Hezlett, S. A. (2000). The relation of cognitive ability and personality traits to assessment center performance. *Journal of Applied Social Psychology, 30*(7), 1474-1491.
- Stinglhamber, F., & Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. *Journal of Organizational Behavior, 24*(3), 251-270.
- Sturges, J., Guest, D., Conway, N., & Davey, K. M. (2002). A longitudinal study of the relationship between career management and organizational commitment among graduates in the first ten years at work. *Journal of Organizational Behavior, 23*(6), 731-748.
- Sun, W., Chou, C.-P., Stacy, A. W., Ma, H., Unger, J., & Gallaher, P. (2007). SAS and SPSS macros to calculate standardized Cronbach's alpha using the upper bound of the phi coefficient for dichotomous items. *Behavior Research Methods, 39*(1), 71-81.
- Syafiqah, N., & Shkuri, M. (2011). *Organizational Support, Organizational Commitment, and Turnover Intention: A Study on PBJV Group Sdn. Bhd.* Universiti Utara Malaysia.

- Syazwani, M., & Malek, A. (2010). *Factors Influencing Affective Organizational Commitment Among Knowledge Workers: A Case Study at Jabatan Pengairan dan Saliran (JPS), Kelantan*. Universiti Utara Malaysia.
- Tabachnick, B., & Fidell, L. (2007). *Using Multivariate Statistics*, 5th edn. Boston, MA : Allyn and Bacon.
- Thomas, J. L., Bliese, P. D., & Jex, S. M. (2005). Interpersonal Conflict and Organizational Commitment: Examining Two Levels of Supervisory Support as Multilevel Moderators¹. *Journal of Applied Social Psychology*, 35(11), 2375-2398.
- Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of vocational behavior*, 54(3), 392-415.
- Thompson, C. A., & Prottas, D. J. (2006). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of occupational health psychology*, 11(1), 100.
- Tiwari, P., & Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan business review*, 9(2), 669-705.
- Tuah, R. H., & Iskandar, R. (2011). *The Relationship Between Human Resource Management Practices and Organizational Culture Towards Organizational Commitment: A Case at Tenaga Nasional Berhad*. Universiti Utara Malaysia.
- Tuleja, E. A., Beamer, L., Shum, C., & Chan, E. K. (2011). Designing and developing questionnaires for translation tutorial. *Professional Communication, IEEE Transactions on*, 54(4), 392-405.
- Tziner, A., Waisman-Manor, R., Vardi, N., & Brodman, A. (2008). The personality dispositional approach to job satisfaction and organizational commitment 1. *Psychological reports*, 103(2), 435-442.
- Verardi, V., & Croux, C. (2008). Robust regression in Stata. Available at SSRN 1369144.
- Veselka, L., Just, C., Jang, K. L., Johnson, A. M., & Vernon, P. A. (2012). The general factor of personality: A critical test. *Personality and Individual Differences*, 52(3), 261-264.

- Walton, R. E. (1985). *From control to commitment in the workplace*. Boston: Harvard business publishing.
- Waseem, M. (2010). Relative importance of pay level satisfaction, career development opportunities, and supervisor support in perceived organizational support. *Journal of Yasar University*, 3264, 3277.
- Waterman Jr, R. H. (1994). Toward a Career-Resilient Workforce. *Harvard Business Review*, 72(4), 87-95.
- WeiBo, Z., Kaur, S., & Jun, W. (2010). New development of organizational commitment: A critical review (1960-2009). *African Journal of Business Management*, 4(1), 12.
- Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. *MIS quarterly*, 177-195.
- Wright, P. M., & Gardner, T. M. (2003). The human resource-firm performance relationship: methodological and theoretical challenges. *The new workplace: A guide to the human influence of modern working practices*, 311-328.
- Yeung, A. K., & Berman, B. (1997). Adding value through human resources: Reorienting human resource measurement to drive business performance. *Human Resource Management*, 36(3): 321-335.
- Yuan, K., Le, V.-N., McCaffrey, D. F., Marsh, J. A., Hamilton, L. S., Stecher, B. M., & Springer, M. G. (2012). Incentive pay programs do not affect teacher motivation or reported practices results from three randomized studies. *Educational Evaluation and Policy Analysis*, 0162373712462625.
- Zeidan, S. (2006). Workers' affective commitment and their willingness to perform discretionary work behavior: The influence of commitment-oriented human resources management practices. *Journal of Business Systems, Governance and Ethics*, 1(1), 13-23.
- Zheng, Y., & Kleiner, B. H. (2001). Developments concerning career development and transition. *Management Research News*, 24(3/4), 33-39.
- Zhou, J., & Shalley, C. E. (2003). Research on employee creativity: A critical review and directions for future research. *Research in personnel and human resources management*, 22, 165-218.