

Person Organization Fit, Organizational Commitment, and Knowledge Sharing Attitude in Indonesian Holistic University

Caroline Laurens

Student of Management
International, Pelita Harapan
University Surabaya
Email:
carolinelaurens.cl@gmail.com

Angela Jiewanto

Student of Management
International, Pelita Harapan
University Surabaya
Email:
angela.jiewanto@gmail.com

Rudiyanto Tandrin

Student of Management
International, Pelita Harapan
University Surabaya
Email:
rudi_18thdecember@yahoo.co.id

Abstract: Holistic education is the culture that distinguishes X University with other university in Indonesia. Beside it, turnover rate of staffs in university is also high. So, the researchers want to analyze the concepts of person-organization fit toward normative commitment which is compared to continuance and affective commitment then its influence on knowledge sharing attitude toward X University. A quantitative approach was used to this research. The researchers used cross-sectional survey study and Structural Equation Model as tool analysis with PLS method. 45 questionnaires were returned from staffs. The results indicated that person-organization fit had a positive impact toward normative, continuance, and affective commitment. Thus, normative, affective, and continuance commitment were positively influence to the knowledge sharing attitude. However, continuance and normative commitment were not significantly influence toward knowledge sharing attitude. This research contributed for X University to recognize the significance of person-organization fit, organization commitment and knowledge sharing attitude of each staffs which regards to sustainability in higher education sector. Beside it, it would be an effective contribution in the existing body of knowledge.

Keyword: Person-Organization Fit, Normative Commitment, Continuance Commitment, Affective Commitment, Knowledge Sharing Attitude, X University

I. INTRODUCTION

As an organization with applying holistic education culture, X University has special and different culture among other universities in Indonesia (Chairman's Message). Holistic education culture is important in building good characters spiritually (Spiritual Growth) of each staffs. Because of holistic education culture, the staffs of this university have to follow many religious activities, such as weekly chapel in Wednesday, daily morning devotion, retreat, and other religious activities.

In the other hand, X University faces problem in the high rate of staffs' turnover.

Because of the holistic education culture and turnover rate, the researchers want to see whether the person – organization fit of each staff can positively influence towards the normative, affective and continuance commitment or not; also the researchers want to see whether those commitments can positively impact toward the knowledge sharing attitude among staffs.

For measuring the fitness of holistic education culture toward the employee, the researchers use person – organization fit. Person-organization fit is a highly influential variable generating numerous positive outcomes for an organization (Saleem et al., 2011). Sufficient empirical support is there for the notion that person-organization fit is an important predictor of positive work-related attitudes (Brown et al., 2005). Moreover, this research is conducted using knowledge sharing attitude and organizational commitment. Knowledge sharing defines as “the activities of how to help groups of people working together, facilitating the exchange of their knowledge, enhancing organizational learning capacity, and increasing their ability to achieve individual and organizational goal” (Lin, 2007). Hence, the company can create competitive advantage by focusing on improving knowledge sharing attitude. Next variable is organizational commitment which refers and focuses on the attachment, emotionally and functionally (E. Dov and K. Meni, 2001). Organizational commitment has an important place in the study of organizational behavior. Organizational commitment is important because committed employees are less likely to leave for another job and are more likely to perform at higher levels (Stup, 2006).

From the previous explanations, this research is conducted using person-organization fit, normative commitment, affective commitment, continuous commitment, and knowledge sharing attitude. Saleem, Adnan and Ambreen (2011) stated that person-organization fit positively influence to normative

commitment, affective commitment, and continuous commitment. Moreover, they also found that normative commitment, affective commitment, and continuous commitment positively influence toward knowledge sharing attitude. In this research, the researchers do not conduct the relationship between person-organization and knowledge sharing attitude because the relation is too far and not enough literature lists that support this relationship.

II. LITERATURE REVIEW AND HYPOTHESIS

Person Organization Fit and Organization Commitment

Chatman (1989) defined person-organization (P-O) fit as “the congruence between the norms and values of organizations and the values of persons” (p.339). Bateman and Strasser (1984) state that organizational commitment has been operationally defined as “multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain member ship” (p.95). Some researchers have explored the association between POF and organizational commitment and found a positive relationship between these two variables (Muthusamy, 2009; Guan et al. 2011; Brown et al. 2005).

Affective commitment has been linked to higher productivity, more positive work attitudes, and a greater likelihood of engaging in organization citizenship (Finegan, 2000). According to Mark van Vuuren (2006), if someone prefers ‘stability’ and a bureaucratic organization with clear role descriptions and order as its main characteristics can offer this, a positive evaluation of the fit between the individual and the organization may result in (affective) commitment.

Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization (Meyer and Allen, 1991). Wahyu (2011) indicated that there was significant correlation between person-organization fit with normative commitment. According to Saleem, Adnan, and Ambreen (2011), person-organization fit has the positive effect on the normative commitment. Person-organization fit was influenced by normative commitment, which was defined as the attachment to an organization based on value congruence (Karakurum, 2005).

Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Meyer and Allen, 1991). The recent meta-analysis conducted by Kristof-Brown et al., (2005) confirmed this approach by concluding that PO fit

had strong correlations with organizational commitment. That’s why continuance commitment is predicted also affected. Therefore it is hypotheses:

- H1:** Person organization fit will have positive influence to affective commitment.
- H2:** Person organization fit will have positive influence to normative commitment.
- H3:** Person organization fit will have positive influence to continuance commitment.

Organization Commitment and Knowledge Sharing Attitude

Sheldon (1971) defines commitments as being a positive evaluation of the organization and the organizations goals. Meyer and Allen (1991) identified three types of commitment; affective commitment, continuance commitment, and normative commitment.

Knowledge sharing is the “provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures” (Wang & Noe, 2010, p. 117). Saleem et al. (2011) indicated the notion that employees with high level of organizational commitment exhibit more willingness to share new idea, information and knowledge. Sharing of knowledge is followed by innovation and high organization performance (Anand et al, 2007). According to Anvari, et al. (2010) affective organizational commitment has positive relationship towards knowledge sharing attitude

A very important, interesting & comprehensive study by Han, Chiang and Chang (2010) found that there is a relationship between organization commitment and knowledge sharing attitude and found it to be positive and significant. Hence, Muthusamy (2009) identified that persons with the high level of affective commitment to their organizations were more willing to share tacit knowledge with their colleagues.

Similarly, Lee and Kim (2006) also showed that employee commitment has a significant impact on the level of knowledge sharing. The findings by Meyer et al. (2002) indicated that affective commitment has the strongest positive relationship with behaviors, followed by normative commitment. Furthermore, continuous commitment is one of the components of commitment by Meyer and Allen (1991). So, it can be concluded that continuous commitment positively impact toward knowledge sharing attitude. Therefore it is hypotheses:

- H4:** Affective commitment will have positive influence to knowledge sharing attitude.
- H5:** Normative commitment will have positive influence to knowledge sharing attitude.
- H6:** Continuance commitment will have positive influence to knowledge sharing attitude.

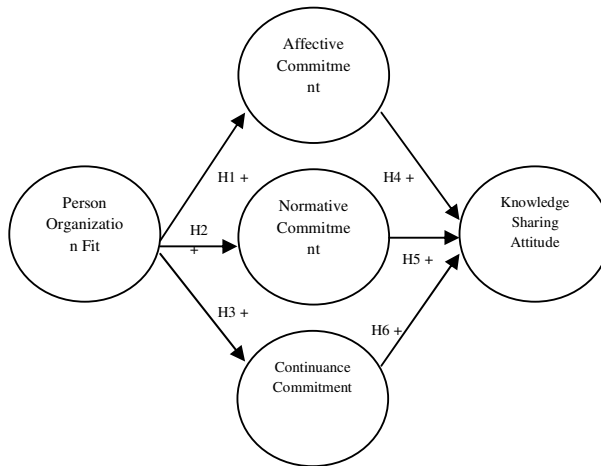


FIGURE 1. Structural Model

III. RESEARCH METHOD

A. Measures

Data were collected through personal visit of the researcher to the sample organizations and in face to face meetings with the respondents. Likert scales (ranging from 1 to 6), with anchors ranging from “strongly disagree” to “strongly agree” were used for all questions.

For the person – organization fit, the indicators are the fitness value between staff and organization, fitness value between staff with other staffs, and organization’s values and personality reflects staff’s values and personality (Cable, D & Judge, D, 1996).

The indicators of commitment are based on Allen and Meyer in 1990. One of the indicators of affective commitment is the staff very happy to stay the rest of his/her career in organization. Next, one of the indicators of normative commitment is the, the staff believes loyalty toward organization. Furthermore, one of the indicators of continuance commitment are the staff is afraid to leave organization if he/she do not have back-up job.

Last, the indicators of knowledge sharing attitude are coming from Morris et al. (2005) and Bock et al. (2005). The indicators are the staff feels that sharing knowledge with co-workers are good, pleasant, worthless, wise, or harmful.

B. Sample and Data

Data were collected from employees in X University. The population included only those employees who know and perceive the culture from X University which is holistic education. The total questionnaires that distributed across departments were 70 questionnaires according to X University’s employee quantity but only 45 returned.

C. Data Analysis

To test the hypotheses proposes, this study conducted a cross-sectional survey study. This research used PLS as statistical software. PLS is a powerful technique for analyzing latent variable structural equation models with multiple indicators (Sirohi et al., 1998).

IV. ANALYSIS & RESULT

Analysis Data Technique

1. Descriptive Statistic

In this research, the authors did frequency distribution calculation and mean to give description of the obtained data.

2. Partial Least Square (PLS)

Partial least square is developed from Structural Equation Model based from variants that more oriented in prediction, and to explain whether there is a relationship or not among latent variables. Ghazali (2006) explained that if structural model and measuring model which the hypothesized is right (it is defined by explaining covariance of all indicators and data condition also the required sample size), so the covariance based on SEM gives optimal estimation from parameter model.

Respondent Profile Analysis

In this research, the total respondent is 45 respondents. From the data, there are 47% male respondents and 53% female respondents. The origin of the respondents is diversified by two, which are East Java and other region. From the data gathered, 78% of respondents are coming from East Java and 22% are coming from outside East Java, such as North and South Sulawesi, Sumatera and Central Java. The respondents that work < 1 year are 7%, 1.1 – 2 year are 38%, and > 2.1 years are 55%.

Partial Least Square Analysis

1. Validity and Reliability Test

Before testing structural model, research is better to achieve validity and reliability test (Roostika, 2012). Through PLS analysis, validity and reliability testing is done by testing measurement model (outer model) that included internal composite reliability (ICR), average variance extracted (AVE) and discriminant validity (Chin, 1998).

Table 1 show that all the criteria statistics meet the requirements, which are ICR > 0.6 (Fornell dan Larcker, 1998) and AVE > 0.5 (Ghozali, 2006).

TABLE 1. AVE Testing

| Variable | ICR | AVE |
|----------------------------|----------|----------|
| Person Organization Fit | 0.955629 | 0.877745 |
| Affective Commitment | 0.938006 | 0.658141 |
| Continuance Commitment | 0.936079 | 0.647532 |
| Normative Commitment | 0.894986 | 0.554625 |
| Knowledge Sharing Attitude | 0.956748 | 0.816161 |

Source: Data Processed (2012)

To do discriminant validity testing, Ghazali (2006) said that this testing valued based on cross discriminant validity. Based on the explanation, it can be concluded that latent variables predict the indicator for each variable block compare with other blocks. Therefore, from ICR, AVE, and cross loadings, it can be concluded that all the statistic requirements for validity and reliability can be accepted. The validity of each variable can be seen in Table 3. The indicator is adequate if the loading factor is ≥ 0.5 (Hair et al., 1987).

2. Hypothesis Test

In PLS, hypothesis testing can be done by test structural model (inner model) which consist of R2, path coefficients, and t-statistics (Chin, 1998). Path analysis can be seen in Figure 2 which include R2 and path coefficient in inner model testing. Figure 2 conclude that path coefficient for influence of POF to affective commitment is 0.723, POF to normative commitment is 0.575, and POF to continuance commitment is 0.436. Furthermore, the path coefficient for influence of affective commitment to KSA is 0.346, normative commitment is 0.178, and continuance commitment to KSA is 0.055. This also can be seen in Table 4.

According to Table 4 and Figure 2, it can be seen that *hypothesis 1* is supported by data with coefficient parameter for POF influence is 0.722855 with significance level at 0.05 and T-statistic >1.96 (Ghozali, 2006). So, it can be concluded that POF have positive influence to affective commitment. Affective commitment variability can be explained by POF as much as 52.3% ($R^2=0.523$). This result is supported from previous research (Meyer & Herscovitch, 2001).

Hypothesis 2 is supported by data with coefficient parameter for POF influence is 0.574667 with significance level at 0.05 and T-statistic is 8.875012. So, it can be concluded that POF have positive influence to normative commitment. Normative commitment variability can be explained by POF as much as 33% ($R^2=0.33$). *Hypothesis 3* is supported by data with coefficient parameter for POF influence is 0.722855 with significance level at 0.05 and T-statistic is 5.095383. So, it can be concluded that

TABLE 2. Cross Loading

| Indicator | KSA | AC | CC | NC | POF |
|-----------|----------|-----------|-----------|-----------|-----------|
| A10 | 0.510779 | 0.917336 | 0.430917 | 0.622283 | 0.526155 |
| A11 | 0.495726 | 0.887119 | 0.543418 | 0.560602 | 0.534857 |
| A4 | 0.223216 | 0.797141 | 0.417340 | 0.624876 | 0.639016 |
| A5 | 0.355789 | 0.717207 | 0.570992 | 0.584679 | 0.665458 |
| A6 | 0.285823 | 0.569368 | 0.322916 | 0.556095 | 0.410756 |
| A7 | 0.360590 | 0.805323 | 0.365330 | 0.482385 | 0.615115 |
| A8 | 0.467249 | 0.841614 | 0.513015 | 0.610530 | 0.608841 |
| A9 | 0.515248 | 0.897655 | 0.496584 | 0.605650 | 0.650654 |
| C12 | 0.305324 | 0.291350 | 0.726872 | 0.259486 | 0.323797 |
| C13 | 0.288428 | 0.459582 | 0.746759 | 0.490869 | 0.319458 |
| C14 | 0.118367 | 0.282412 | 0.823881 | 0.331444 | 0.194825 |
| C15 | 0.137347 | 0.367415 | 0.847707 | 0.390561 | 0.329215 |
| C16 | 0.167935 | 0.546046 | 0.852059 | 0.491851 | 0.386898 |
| C17 | 0.353635 | 0.609870 | 0.815971 | 0.543387 | 0.441856 |
| C18 | 0.369419 | 0.444417 | 0.758556 | 0.459622 | 0.310497 |
| C19 | 0.359576 | 0.509925 | 0.854200 | 0.543813 | 0.375714 |
| KSA28 | 0.850470 | 0.411284 | 0.201074 | 0.375016 | 0.329107 |
| KSA29 | 0.943403 | 0.448018 | 0.283940 | 0.459175 | 0.359843 |
| KSA30 | 0.937256 | 0.392827 | 0.303568 | 0.439090 | 0.373439 |
| KSA31 | 0.953414 | 0.546079 | 0.404522 | 0.457342 | 0.511080 |
| KSA32 | 0.824652 | 0.459524 | 0.377214 | 0.319106 | 0.472677 |
| N20 | - | -0.149931 | -0.093256 | -0.093256 | -0.247986 |
| | 0.261028 | | | | |
| N21 | 0.407766 | 0.632426 | 0.536858 | 0.797803 | 0.356380 |
| N22 | 0.384164 | 0.439659 | 0.304463 | 0.784641 | 0.411170 |
| N23 | 0.436538 | 0.614884 | 0.445768 | 0.868160 | 0.448992 |
| N24 | 0.322850 | 0.669590 | 0.589130 | 0.865004 | 0.554351 |
| N25 | 0.446816 | 0.445144 | 0.306906 | 0.738917 | 0.266917 |
| N26 | 0.221278 | 0.617244 | 0.574264 | 0.842841 | 0.546489 |
| N27 | 0.150683 | 0.450178 | 0.297009 | 0.651943 | 0.447958 |
| POF1 | 0.341256 | 0.560441 | 0.444532 | 0.497642 | 0.926563 |
| POF2 | 0.450159 | 0.715957 | 0.354154 | 0.561689 | 0.937280 |
| POF3 | 0.483957 | 0.740644 | 0.427096 | 0.551606 | 0.946690 |

Source: Data Processed (2012)

POF have positive influence to continuance commitment. Continuance commitment variability can be explained by POF as much as 18.9% ($R^2=0.189$). *Hypothesis 4* is supported by data with coefficient parameter for affective commitment influence is 0.345715 with significance level at 0.05 and T-statistic is 2.343034. So, it can be concluded that affective have positive influence to KSA.

Hypothesis 5 is not supported by data with coefficient parameter for normative commitment influence is 0.178496 and T-statistic is 1.195111 (<1.96), which mean it is not significant (below 0.05). So, it can be concluded that normative commitment have no relationship to KSA (*hypothesis 5* is rejected). *Hypothesis 6* is not supported by data with coefficient parameter for continuance commitment influence is 0.054625 and T-statistic is 0.554198 (<1.96), which mean it is not significant (below 0.05). So, it can be concluded that continuance commitment have no relationship to KSA (*hypothesis 6* is rejected). Therefore, continuance commitment and normative commitment are not significantly affecting KSA and 27.5% ($R^2=0.275$) only can be explained by affective commitment.

The summary of this result is in Table 5.

TABLE 3. Loading Factor Validity

| Indicators | Loading Factor | Validity |
|------------|----------------|-----------|
| POF1 | 0.927 | Valid |
| POF2 | 0.937 | Valid |
| POF3 | 0.947 | Valid |
| A4 | 0.797 | Valid |
| A5 | 0.717 | Valid |
| A6 | 0.569 | Valid |
| A7 | 0.805 | Valid |
| A8 | 0.842 | Valid |
| A9 | 0.898 | Valid |
| A10 | 0.917 | Valid |
| A11 | 0.887 | Valid |
| C12 | 0.727 | Valid |
| C13 | 0.747 | Valid |
| C14 | 0.824 | Valid |
| C15 | 0.848 | Valid |
| C16 | 0.852 | Valid |
| C17 | 0.816 | valid |
| C18 | 0.759 | Valid |
| C19 | 0.854 | Valid |
| N20 | -0.039 | Not valid |
| N21 | 0.789 | Valid |
| N22 | 0.785 | Valid |
| N23 | 0.868 | Valid |
| N24 | 0.865 | Valid |
| N25 | 0.739 | Valid |
| N26 | 0.843 | Valid |
| N27 | 0.652 | Valid |
| KSA28 | 0.850 | Valid |
| KSA29 | 0.943 | Valid |
| KSA30 | 0.937 | Valid |
| KSA31 | 0.953 | Valid |
| KSA32 | 0.825 | Valid |

Source: Data Processed (2012)

TABLE 4. Hypothesis Test

| Hypothesis | Original Sample Estimate | T-Statistics |
|---------------------------|--------------------------|--------------|
| person org fit -> afcom | 0.722855 | 12.959060 |
| person org fit -> norcom | 0.574667 | 8.875012 |
| person org fit -> contcom | 0.434741 | 5.095383 |
| afcom -> KSA | 0.345715 | 2.343034 |
| norcom -> KSA | 0.178496 | 1.195111 |
| contcom -> KSA | 0.054625 | 0.554198 |

Source: Data Processed (2012)

TABLE 5. Result

| Hypothesis | Results |
|------------------------------|---------------|
| H1 person org fit -> afcom | Supported |
| H2 person org fit -> norcom | Supported |
| H3 person org fit -> contcom | Supported |
| H4 afcom -> KSA | Supported |
| H5 norcom -> KSA | Not Supported |
| H6 contcom -> KSA | Not Supported |

Source: Data Processed (2012)



FIGURE 2. Structural Model (Outer Model)

Source: Data Processed (2012)

V. DISCUSSION

Theoretical Implications

The concepts of person-organization fit toward normative commitment which is compared to continuance and affective commitment then its influence on knowledge sharing attitude has been rare to be discussed. It concluded that person organization fit has positive relationship toward normative, continuance, and affective commitment, thus normative, continuance, and affective commitment would positively impact toward knowledge sharing attitude. It would support the previous research and theories (Saleem et al.,

2011). This research can enrich the previous research by testing it in private higher educational sector in Indonesia. The indicator for N20 should be deleted because the loading factor is not qualified (-0.039).

Managerial Implications

This research presented practical implications to higher education institutions especially X University to maintain its organizational values and personality. Beside it, X University can maintain the personal care to each staff and give the personal benefits, such as reward or incentives. Moreover, X University can maintain the loyalty of each staffs to the organization. In the other hand, X University can ask the staffs to give opinions or suggestions to each problem that the university faced so that the staffs can have the sense of belonging. Thus, X University also can decrease the willingness of each staffs for leaving company by giving some training or retreat so that the staffs are pleasant to stay in X University.

Limitations and Further Research

This research also presented limitations such as the number of respondents for sample is too small and less time to do the research. So, future research should include larger respondents, thus the data can be more generalized. Beside it, the data was collected through a single source for each variable. It means that the data not only gathered by questionnaires but also from interview toward the staff, thus it will make the findings more authentic and reliable. For future research, the research can be conducted not only in higher education sector, but also in other sector, such as hospitals, banks, insurance, and so on. The future research should change the relationships between variables which are not significance (continuance and normative commitment toward knowledge sharing attitude). It can be changed with commitment toward job

performance or turn over intention. The further research should add management support, rewards and incentives and organizational structures to increase knowledge sharing attitude.

REFERENCE

- [1] Á. Cabrera, W.C. Collins, J.F. Salgado (2006). Determinants of individual engagement in knowledge sharing. *International Journal of Human Resource Management*, 17, 245-264..
- [2] Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- [3] Anand, N., Gardner, H. K., & Morris, T. (2007). Knowledge-based innovation: Emergence and embedding of new practice areas in management consulting firms. *Academy of Management Journal*, 50 (2), 406-428.
- [4] Basuki, H. (2006). *Modul workshop metodologi penelitian SEM*. Surabaya: ITS.
- [5] Bollen, K.A. (1989). *Structural Equations with Latent Variables*. New York: Wiley.
- [6] Bretz, R.D. and Judge, T.A. (1994) Person-organization fit and the theory of work adjustment: implications for satisfaction, tenure and career success, *Journal of Vocational Behavior* , 44, pp. 43 – 54.
- [7] Chatman J. (1989). Improving interaction organizational research: A model of person-organization fit [J], *Academy of Management Review*, 14: 333 -349.
- [8] Chin, W. W. (1998). The partial least squares approach for structural equation modeling. In George A. Marcoulides (Ed.), *Modern Methods for Business Research*, Lawrence Erlbaum Associates, pp. 295-336.
- [9] E. Dov and K. Meni. (2001) Values and organizational commitment,". *International Journal of Manpower*. Vol. 22, pp. 593-599.
- [10] Eisenberger, R., Huntington, R., & Sava, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- [11] Fornell C. dan D. Larcker (1981). Evaluating structural equation models with unobservable variables and measurement error, *Journal of Marketing Research*, vol. 19, pp. 440-452.
- [12] Ghozali, I. (2006). *Structural Equation Medeling; Metode Alternatif dengan PLS*. Badan Penerbit Undip. Semarang.
- [13] Hair, J., Rolph, A. and Tatham, R. (1987). *Multivariate Data Analysis*. Second Edition. New York: Macmillan.
- [14] Javed, N. Sharif, K. and Riaz, A. (2011). Antecedents of Knowledge Sharing Attitude and Intentions: *European Journal of Scientific Research*. ISSN 1450-216X. Vol.56 No.1 (2011), pp.44-50.
- [15] Kermani, Zahra Jarazadeh and Babalhavaeji, Fahimeh. (2011). Knowledge sharing behavior influences: a case

of Library and Information Science faculties in Iran. *Malaysian Journal of Library & Information Science*. Vol. 16, no. 1, 1-14.

- [16] Khalid Bhatti et al.(2011). Effect of Direct Participation on Organizational Commitment. *International Journal of Business and Social Science* Vol. 2 No. 9
- [17] Lin, Hsiu-Fen. (2007). "Effect of Extrinsic and Intrinsic Motivation on Employee Knowledge Sharing Intentions", *Journal of Information Science*, 33 (2), 135-149.
- [18] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61–89.
- [19] Meyer, J., Stanley, D., Herscovitch, L. and Topolnytsky, L. (2002), "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences", *Journal of Vocational Behavior* , Vol. 61, pp. 20-52. *Journal of Vocational Behavior*, 61: 20-52.
- [20] Meyer, J.P, and Allen, N.J. (1991). A Three-Component Conceptualization of Organizational commitment". *Human Resource Management Review*, 1, 61-89.
- [21] P. K. Lawrence and J. C. William, Organizational commitment and auditors in public accounting, *Managerial Auditing Journal*, vol. 22, pp. 354-375, 2007.
- [22] Roostika., Ratna. (2011). The Effect of Perceived Service Quality and Trust on Loyalty: Customer's Perspectives on Mobile Internet Adoption," *International Journal of Innovation, Management and Technology* vol. 2, no. 4, pp. 286-291.
- [23] Rynes, S.L., & Gerhart, B. (1990). Interviewer assessments of applicant "fit": An exploratory investigation. *Personnel Psychology*, 43, 13-35.
- [24] Saleem, Wajib A. and Iqbal, Allama. (2011). Person Organization Fit, Organizational Commitment and Knowledge Sharing Attitude–An Analytical Study. *Information Management and Business Review*. Vol. 3, No. 2, pp. 110-116.
- [25] Salim, M., Javed N., Sharif, K. & Riaz, A. (2011). Antecedents of Knowledge Sharing Attitude and Intentions. *European Journal of Scientific Research*. Vol.56 No.1 (2011), pp.44-50.
- [26] Sheldon, Mary (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*. 16; 143-150.
- [27] Stup, RE (2006). Human resource managemnt, organizational commitment, and perceived organizational support in dairy farm business. PhD, *Thesis*. The Pennsylvania Satate University.