

# Employees' Lack of Affective Commitment Toward the Organization

**Danya Mustafa**

*Email: Std\_22516@iobm.edu.pk, MBA Student, Institute of Business Management, Karachi*

**Aliza Warsi**

*Email: Std\_23924@iobm.edu.pk, MBA Student, Institute of Business Management, Karachi*

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**Abstract:** *Affective commitment toward the organization is considered to be an important factor in increasing the productivity of the organization. Many factors contribute to the affective commitment towards an organization. The purpose of this study is to find out which variables are more responsive toward affective commitment. This research was conducted on the employees of the private sector. The study consists of 10 variables of which one is dependent (Affective Commitment) the and other nine are independent (Perceived Organizational Support, Organizational Rewards, Procedural Justice, Work Satisfaction, Supervisors Support, Intrinsic Motivation, Employees Performance, Gender Equality, Turnover). The study results suggest that Perceived Organizational Support, Supervisors' Support, and Intrinsic Motivation have a strong positive significant effect on Affective Commitment.*

**Keywords:** *Affective Commitment, Perceived Organizational Support, Turnover, Work Satisfaction, and Procedural Justice.*

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## **Introduction**

### **Background**

The affective commitment of employees to their organization is also defined as the emotional connection they have with their workplace. It was first used as a variable in research by Meyer & Allen (1984). From there onwards, it has been used in a number of studies. In these times, it is difficult to retain employees therefore if an employee's commitment to the organization is high, there are low chances of turnover and burnout of employees (Pooja, 2020). In order to promote innovation, culture of leadership & transformation, it's very important to provide organizational support to employees so they can feel empowered and attain business goals. Henceforth, it's important for an organization to constantly motivate its employees and continue to train them regularly to increase their productivity and performance. (Isthofaina & Udin, 2020). According to research, rewarding systems in organizations play an important role in improving employees' performance and increasing motivation (Nereida & Dinc, 2017). For obtaining affective commitment from the employees of the organization gender discrimination policies also play a vital role. With clearly defined gender discrimination and anti-harassment policies, employee's reliance on their respective organizations increases which eventually increases their commitment to their organizations. Affective Commitment is an overall representation of organizational culture.

### **Problem Statement**

Rhoades (2001) suggests that affective commitment of employees to an organization is an ongoing problem faced by companies. Lack of organizational rewards (Qureshi, 2010),

procedural justice, (Beugre & Beugre, 2001) and supervisors support (Hutchison, 1996) play an important role in decreasing employee morale therefore creating lack of perceived organizational support and employee's commitment towards the organization (Aktar, 2012).

### **Research Objectives**

The objectives of this research are given as below:

- To find out the reasons of lack of affective commitment to the organization
- To know the level of commitment of employees with their respective organizations.
- To know what are the primary factors that contribute to organizational commitment of the employees.

### **Significance**

This research will help us in drafting a path that will increase the overall affective commitment of the employees belonging to different private sector backgrounds. Through this research we will also be able to know about the main pillars which play the main role in motivating employees so that affective commitment can be created throughout the organization. Organizational commitment is nowadays the main matter of concern for the HR department of all sort of organizations. This research will help HR in identifying and creating affective commitment of their employees, which will contribute to the better performance of the organizations.

Employees with higher affective commitment are less likely to switch their organizations and have a greater turnover rate as compared to the employees with lower affective commitment or no affective commitment at all (Hadi & Tentama, 2020).

## **Literature Review**

### **Affective Commitment**

Affective commitment is the representation of how strongly an employee is emotionally attached to his/her organization. It shows a strong belief and sense of commitment that an employee holds for the organization. How strongly an employee is attached to the values, beliefs, people and culture of the organization (Nereida & Dinc, 2017) Affective commitment also represents employee's willingness to remain within the organization for a longer period of time and hence reduce the turnover rate of the employees. In various previous studies affective commitment is shown as a mediating variable. It is shown that if employees are treated well and in a fair manner then their affective commitment towards the organization rises (Audenaert et al., 2019). On the other hand, if employees are not treated well then, their affective commitment declines and a negative attitude is noticed. Incentives and organizational support play a major role in generating affective commitment. If an employee is highly committed to the organization, then the performance of that asset will also increase and the company will grow positively (Hadi & Tentama, 2020). But if an employee lack affective commitment then that asset will also lack in terms of performance and growth objectives will not be derived accordingly.

Meyer and Allen (1997) suggested three types of commitments which are affective, continuance and normative. In affective commitment, the employee is completely aligned with organizational values. In continuance commitment is a tit for tat behavior, employees behave in accordance to the way organization treats them (Hadi & Tentama, 2020). If employees receive the desired rewards only then they are willing to work actively and passionately. In normative commitment employees only work to fulfill the formalities and they don't put any sort of extra

effort in their work. Level of affective commitment within the organization may also vary based on the hierarchy (Audenaert et al., 2019). Third line managers may have higher level of affective commitment as compared to first line managers or vice versa.

### **Perceived Organizational Support**

Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions and cares about their well-being. It is a vital concept in organizational behavior that can influence employee attitudes and behaviors towards their organization. Research has shown that higher levels of POS are related to reduced absenteeism, increased job satisfaction, happiness, organizational citizenship behavior, and performance. POS is influenced by various factors, such as organizational fairness, working conditions, HR practices, employee characteristics, leadership, and management communication. Organizations can improve their perceived support by implementing supportive HR practices, promoting fairness, providing superior and co-worker support, and empowering employees (Muhammad et al., 2020).

Perceived organizational support (POS) promotes a positive attitude within the employees of the organization and the employees feel more emotionally connected towards their organization and think of organizational problems as their own problems. Perceived organizational support (POS) also contributes in level of dedication and level of loyalty towards their respective organizations. In this way employees act as agents and representatives of the organization and try to promote their organization in the job market and attract a new pool of talent (Kim et al., 2016).

H1: Perceived Organizational Support has a positive relationship with affective commitment towards the organization.

### **Organizational Rewards**

Information sharing is crucial for a knowledge-based organization, but hoarding knowledge has been a common practice due to the competitive advantage it provides. The challenge is to develop a culture where information sharing is the norm. Reward and recognition programs are being implemented to encourage employees to share knowledge, but there is no evidence to show that these programs lead to the expected return on investment. While there is research on the impact of rewards on motivation and performance, no research has been conducted on their impact on knowledge sharing. Human resources managers invest in research to ensure that their reward and recognition programs provide the expected returns (Milne, 2007).

Retention and motivation of employees have become significant concerns for HR in the Indian retail industry. The compensation policy of an organization can influence job satisfaction, performance, motivation, and turnover intent. Rewards and recognition from an organization can lead to higher commitment levels from employees. Social comparison with people of similar interests is an essential determinant of job satisfaction in compensation studies (Pooja et al., 2013). Both intrinsic and extrinsic rewards have a significant level of association with the level of performance and organizational outcomes (Tufail, 2017).

H2: Organizational Rewards has a positive relationship with affective commitment towards the organization.

## **Procedural Justice**

There is high importance of human resources for organizational success and the relationship between employee happiness, motivation, and productivity. Procedural justice is defined as employees' perceptions of fairness in the distribution of organizational outcomes according to formal procedures and equitable communication by managers or their representatives (Azubuiké & Madubochi., 2021).

Procedural justice (PJ) has a close relationship with trust. Employees' perception of fair procedures and decision-making processes in the organization can increase their trust in the system. In addition, fair processes can promote the duties and responsibilities of employees in decision-making processes. This implies that when employees perceive that the procedures used by the organization to distribute rewards and make decisions are fair, they are more likely to trust the organization and feel more involved in its decision-making processes (Jun-Chul & Jun-Woo, 2022).

Procedural Justice can have both positive and negative consequences and similarly can affect the level of motivation of the employees. If fair procedures are incorporated in the organization, then the level of trust will be enhanced (Vermunt & Steensma, 2016).

H3: Procedural Justice has a positive relationship with affective commitment towards the organization.

## **Work Satisfaction**

Work satisfaction is the overall indicator of an employee's level of commitment to their organization (Eliyana & Ratmawati, 2013). Work satisfaction is directly proportional to the affective commitment towards an organization. If an employee's work satisfaction is higher, he/she is having an affective commitment towards the organization, and if an employee's work satisfaction is lower than the employee's level of affective commitment towards the organization is also lower (Alamanda et al., 2022). Work satisfaction is a broader term which covers many factors like organizational culture, domain of your JD, allocation of projects and their deadlines (Hendri, 2019). Work satisfaction also helps in evaluating job experience and accomplishments of employees. If an employee is satisfied with his/her work he/she will be willing to go an extra mile for the attainments of targets and eventually reach to a higher growth objective (Taba, 2018). Work satisfaction causes employees to get interested in their organization and creates a higher chance of employee turnover. If the employees are more satisfied the overall organization will be more affective and productive (Hendri, 2019).

Awards and achievements drive employee's satisfaction towards their work. It has been observed that if an employee receives incremental rewards and bonuses then their satisfaction towards their work is also enhanced. In some studies, it has been stated that work satisfaction acts as an intervening variable in affective organizational commitment (Eliyana & Ratmawati, 2013). Work satisfaction is the level of either positive or negative response of employees towards their work. Work satisfaction also generates an emotional response towards the organization. Work satisfaction enhances the emotions of employees (Alamanda et al., 2022).

H4: Work Satisfaction has a positive relationship with affective commitment towards the organization.

## **Supervisors Support**

Thomas and Ganster (1995) defined supervisor support as a type of behavior that supervisors exhibit towards employees that helps them balance their responsibilities at work and at home. This support includes instrumental and socioemotional assistance, provision of

resources to integrate work and nonwork demands, and showing care and commitment to employees. The authors suggest that supervisor support can help prevent and alleviate stress experienced by employees (Haque, 2019).

The role of supervisor support in employees' commitment to change has been studied a lot lately, with findings suggesting that supervisor support satisfies employees' socio-emotional needs and creates a sense of obligation to reciprocate the attention shown by the supervisor. This reciprocation leads to a positive acceptance and adherence to the change initiatives proposed by the supervisor and higher management, even if it involves potential risks and costs. The more employees perceive their supervisor takes care and supports them, the more they will reciprocate such support by committing to the change initiative, showing higher affective commitment, higher normative commitment, and lower continuance commitment to change (Salvatore et al., 2019).

H5: Supervisors Support has a positive relationship with affective commitment towards the organization.

### **Intrinsic Motivation**

Intrinsic motivation refers to the impulse that arises from an individual's desire to meet unsatisfied needs. It occurs when an individual is involved in a task for their own pleasure, finds it interesting and enjoyable, and has self-defined task objectives. Intrinsic motivation is driven by self-satisfaction, which includes factors such as work environment, quality of workmates, abilities, freedom, and creativity to achieve one's desires (Munyua, 2017).

Employees who are intrinsically motivated tend to enjoy jobs that allow them to use their creativity and innovation and work with a high degree of autonomy. They do not need to be closely monitored, and they tend to perform better. Providing work motivation can help improve employee performance by tapping into their intrinsic motivation (Staunton, 2019). Intrinsic motivation also contributes to the level of persistence, it tells to what level employees are persistent towards the work and further they can contribute in the organization. (Fishbach & Woolley, 2022). Intrinsic motivation also increases the level of engagement towards any new work and every day repetitive tasks.

H6: Intrinsic Motivation has a positive relationship with affective commitment towards the organization.

### **Employee performance**

Employee performance is also a strong indicator of affective commitment. Performance is directly related to the results of work and growth. Organizations often look at the predetermined standards to evaluate employee performance. Performance standards are clearly communicated to the employees so that they know on what basis they are evaluated and how they can enhance their work performance (Ridwan et al., 2020). For measuring performance 6 factors are taken into consideration which are: Quality, Quantity, Time, Completion/Progress, Cost effectiveness and requirement of supervision (Eliyana et al., 2019). Performance measurement helps in evaluating the effectiveness of the employees in the organization. Employee performance is influenced by both internal and external factors (Nazir & Islam, 2017). Performance can be enhanced either by intrinsic motivation or by some other external factor like layoff times can encourage employees to improve their performance (Edward & Purba, 2020). If employee performance is good then the employee is having higher affective commitment, but if an employee's performance is lower than affective commitment towards the organization is also lower (Nazir & Islam, 2017). By evaluating the performance organizations can enhance

employee's skill set which will in the end contribute in increasing employees' affective commitment (Edward & Purba, 2020).

H7: Employee Performance has a positive relationship with affective commitment towards the organization.

### **Gender Discrimination**

Gender discrimination among the employees of private sector has always been a point of debate in academia. There has always been a wide gap in the ratio of male to female employees in most of the organizations. There are many contributing factors that cause gender discrimination, these factors are: working environment, night shifts, unfavorable circumstances, skill set, workplace harassments and so on (Gajić et al., 2021). All of these factors cause hurdles for the female employees to work in any kind of organization hence favoring the gender discrimination.

Another type of discrimination is observed, which is the discrimination of pay scale in-between male and female employees (Shahid & Zain, 2018). Most of the organizations tend to pay male employees' higher salaries as compared to female employees and this is a strong indicator of gender discrimination. Because with these changing norms organizations expect employees to work more, and this is creating difficulties for the female employees to handle both work and home responsibilities (Imam et al., 2019). It is seen that organizations are not in favor of giving female employees important projects or risky assignments and it is claimed that female employees are not competent enough or either do not have the required level of experience to pull out the job effectively with positive growth results. Because of gender discrimination the moral and productivity of female employees is impacted negatively, also creating a negative impact on their emotions and mental health (Qablan & Farmanesh, 2019).

Perceived discrimination is another type of discrimination which includes gender, age, experience, demographics, ethnicity and background (Shahid & Zain, 2018). Most of the organizations claim that there is no perceived discrimination in their organizations but still some sort of discrimination is involved during hiring decisions.

H8: Gender Discrimination has a positive relationship with affective commitment towards the organization.

### **Turnover**

Turnover is the willingness of employees to resign from their current job position and search for other desirable job options. Intention to resign can be either internal or external. Employees' willingness to resign can be caused because of both positive and negative factors. Positive factor can be a better opportunity with greater incentives from another organization (Guzeller & Celiker, 2019). But when we talk about negative factors, there are various negative factors which cause employee turnover rate to increase. Some of the main factors which cause employee turnover are: lower pay scale, uncomfortable working environment, non-supporting supervisors, procedural justice, gender discrimination and work load (Ramalho et al., 2018). One of the main obligations of the HR department is to keep the turnover ratio in control. As the turnover ratio represents the overall market value of the organization (Ramalho et al., 2018). Organizations are always searching for strategies that can increase their retention rate and reduce the turnover rate of their employees. By doing this organizations can attract the new pool of candidates and grow their organization. By addressing the concerns which lead to employee turnover organizations can gain affective commitment (Ekhsan, 2019).

H9: Turnover has a positive relationship with affective commitment towards the organization.

### **Conceptual Framework**

In this research Work/Job Satisfaction (Ekowati, 2021) , Turnover (Sjöberg & Sverke, 2000) and Employee Performance (Riyanto et al., 2021) were considered for testing relationships. Through various researches it has been identified that Work/Job Satisfaction, Turnover and Employee Performance are in association with the affective commitment and other variables. Whereas Organizational rewards (Akpoviroro et al., 2018), Procedural justice (Lee & Sukoco, 2011), Supervisors support (Galletta et al., 2011), Intrinsic Motivation (Shafi et al., 2020) and Perceived organizational support (Yongxing et al., 2017) are also in a positive relationship.

### **Methodology**

The methodology comprises sampling technique, sample size, instruments like descriptive stats, reliability, validity and correlation. It's a quantitative study in which a hypothesis testing is required. For data collection, an appropriate sample of the population is required. In this research convenience sampling technique is used. In this research the focus was on gaining diversity in job types and organizations. So, we shared the survey questions in our peers, work spaces and alumni of Institute of Business Management. Our population consisted of the private sector.

### **Sample**

For identifying the sample size, we used Hair et al. (2010) idea that in behavioral science research minimum sample size is 100, so our sample size is 112. 112 samples were collected from the respective population. In this research descriptive stats, reliability, validity, regression and correlation tests are conducted with the help of SPSS 17 software.

### **Instrument Development**

A questionnaire of 50 items was constructed on google forms and shared via the internet on different channels like WhatsApp, Facebook, LinkedIn and Instagram. In the beginning of the questionnaire a filter question was added to filter out the respondents. Demographic section of the questionnaire consisted of 7 questions. Each construct had minimum 3 items and maximum 8 items, whereas the limit of maximum item is 10 items for a single construct.

## **Results**

### **Profile of the Respondents**

Total 112 responses were generated of which 12 were filtered out in the filter question. Of which highest no of respondents that is 54 respondents lied in the age bracket of 18-25. 23 lied in the age bracket of 26-35. 14 were in 36-45 and 9 were in 46-55. 62 were male respondents and 37 were female, 1% preferred not to say. 67 respondents were single, 30 were married, 2 divorced and 1 preferred not to mention. 67 had done Bachelors, 30 Master and 3 Intermediate. Designation of 63 respondents was in first line management, 30 were middle managers and 7 were top level executives. 17 respondents had experience of less than one year, 44 had experience of 1-3 years, 11 had 4-7 years' experience, 8 had 7-10 years of experience, 20 had 10-13 years of experience. 18 had income less than 50000, 43 had 50000-100000, 16 had 101000-151000, 8 had 151000-200000, 15 had more than 200000.

### **Descriptive Analysis**

To test the normal distribution or univariate normality descriptive statistics is used, it helps in identifying the mean, standard deviation, variance and the ranges of skewness and kurtosis. The range of skewness is between -1 to +1 and the range of kurtosis is in between -3 to +3. Descriptive statistics also helps in identifying any outliers in the data, if the range of skewness and kurtosis exceeds then it shows that outliers are present in the data, otherwise normal distribution is being followed.

*Table 1: Descriptive Analysis*

	Mean	Std. Deviation	Variance	Skewness	Kurtosis	Cronbach's Alpha	items
POS	3.717	0.651	0.424	-0.131	-0.145	0.791	4
AC	3.830	0.732	0.536	-0.460	-0.468	0.798	5
OR	3.964	0.807	0.652	-0.894	0.597	0.836	5
PJ	3.625	0.730	0.533	-0.551	1.077	0.787	3
WS	3.516	0.576	0.331	-0.384	0.808	0.418	4
SS	3.621	0.769	0.591	-0.776	1.242	0.859	6
IM	3.567	0.917	0.840	-0.348	-0.323	0.895	4
EP	3.923	0.567	0.322	-0.214	-0.814	0.682	5
GE	3.712	0.534	0.285	-0.138	-0.738	0.687	8
TO	3.283	0.566	0.320	-0.132	0.266	0.673	8

In the descriptive analysis results the variable with the highest skewness is GE -0.138 (Mean=3.71, SD=0.53) and the variable with the lowest skewness is OR -0.894 (Mean=3.96, SD=0.80). The highest kurtosis is of SS 1.242 (Mean=3.62, SD=0.76) and the lowest kurtosis is of EP -0.814 (Mean= 3.92, SD=0.56). In this research all the constructs fall under the range of skewness and kurtosis, hence the requirement of univariate normality is fulfilled. So, the normal distribution is followed.

### **Reliability Analysis**

Reliability tests are held by using Cronbach Alpha, this analysis is used to find out if all the constructs are reliable or not. It is also used to measure the consistency of data. The cutoff range for Cronbach Alpha is 0.6, any construct which is having reliability less than 0.6 will be eliminated from the study. Constructs having reliability above 0.7 are considered to be highly reliable (Hair et al., 2017).

The construct with the highest reliability is IM with a Cronbach Alpha of 0.895 (Mean=14.27, SD=3.666) and the construct with the lowest cutoff value is TO 0.673 (Mean=26.27, SD=4.526). In our research we have found out one construct which is not reliable as it does not meet the minimum cutoff value of reliability. That construct is WS 0.418 (Mean=14.06, SD=2.303), so we are removing this construct from our research and we will not proceed with the hypothesis development of this construct. Other than this all the constructs are reliable and fall in the cutoff range of Cronbach Alpha.

### **Convergent Validity**

Constructs are checked on the basis of validity, validity tests are conducted because of the changing demographics, norms and behaviors of people. In the convergent validity test, we check AVE (Average Variance Explained) and KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy. The range of AVE should be above 0.5 and 0.4 is the cutoff range.

Our results show that the data fulfills the requirements of convergent validity as the KMO is 0.769 and significance is less than 0.01. The highest AVE is of POS which is 4.321 (Mean=14.87, SD=2.605) and the construct with the lowest AVE is TO 0.182 (Mean=26.27,

SD=4.526) although it does not fall within the range but most of the constructs fall within the range so we can say that convergent validity is fulfilled.

**Correlation Analysis and Discriminant validity**

Correlation analysis helps in finding out the type of relation in between the variables, it tells us if there is a strong or weak relation in between the two variables. If the correlation is in between 0 – 0.2 then there is weak or no relation. If it is in between 0.2 – 0.5 then there is a weak relation. Correlation between 0.5 – 0.7 indicates strong relation and if it is in between 0.7 – 0.9 than it indicates a very strong relation (Hair et al., 2017).

Discriminant validity helps us in identifying the uniqueness of variables that are correlated to each other. It tells us how many variables are distinct from each other and how their nature differs. Discriminant validity is calculated by taking the square root of total variance explained. In the below table the highlighted values are the square root of AVE.

*Table 2: Validity Analysis and Relationships*

Constructs	AVE	POS	AC	OR	PJ	WS	SS	IM	EP	GE	TO
POS	0.568	<b>0.754</b>									
AC	0.614	0.538	<b>0.784</b>								
OR	0.754	0.456	0.439	<b>0.868</b>							
PJ	0.804	0.409	0.292	0.363	<b>0.897</b>						
WS	0.687	0.395	0.281	0.172	0.573	<b>0.829</b>					
SS	0.561	0.358	0.485	0.361	0.482	0.513	<b>0.749</b>				
IM	0.556	0.314	0.669	0.412	0.400	0.427	0.583	<b>0.746</b>			
EP	0.565	0.315	0.302	0.513	0.250	0.167	0.299	0.447	<b>0.752</b>		
GE	0.652	0.350	0.328	0.335	0.331	0.262	0.397	0.431	0.557	<b>0.807</b>	
TO	0.541	0.216	0.049	0.114	0.266	0.316	0.312	0.283	0.140	0.367	<b>0.736</b>

Through our analysis we found out that the highest level of correlation is in between IM and AC which is 0.669, so we can say that there is a strong relation between IM and AC. The lowest correlation is between TO and OR which is 0.114, hence we can say that there is weak relation between TO and OR.

**Confirmatory Factor Analysis (CFA)**

Confirmatory Factor Analysis is done to find out the fitness of the model, the purpose is to find if the constructs fit with each other or not. CFA tells us to what amount the model is fit and to what amount the model does not fit. CFA is done through AMOS software; it gives a graphical representation of the model and informs if the model is a good fit or not. With the help of CFA, we are able to find out Chi-square, relative Chi-square, Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), Tucker-Lewis index (TLI), Comparative fit index (CFI), Parsimonious Normed Fit Index (PNFI), and Parsimonious Comparative Fit Index (PCFI). Chi-square helps in testing the goodness of fit model, by dividing Chi-square with degree of freedom we get goodness of model fit.

Our Chi-square is 2809.219 and degree of freedom is 1229 so by dividing 2809.219/ 1229 = 2.286, which is less than 5.0 so we can say that the model is a good fit. CFI should be greater than 0.90, only then it is considered to be a good fit otherwise it is not considered to be a good fit. In our analysis CFI is 0.585 which is clearly less than 0.90 so it is not considered to be a good fit. TLI should also be >0.90 here the TLI is 0.534 which is again less than 0.90 so it is also not recommended. If NFI and RFI are greater than 0.9 the model is considered to be a fit but, in our analysis, NFI is 0.458 and RFI is 0.392. so here the model is not considered to be a fit. PNFI and PCFI both of these are recommended to be greater than 0.7, in our study we have gained PNFI

of 0.409 and PCFI of 0.522 so this means that our model is not a good fit and not recommended to proceed further with the study. The value of RMSEA should be around 0.08 – 0.1 as it is considered to be a border line of the range, in our analysis the value of RMSEA is 0.107. It means range is within the border line and is acceptable.

### **Conclusion**

With the help of CFA results we are able to find out the significance level of constructs and construct hypothesis statements accordingly. The constructs that are having strong significant relation with Affective Commitment are Perceived Organizational Support and Intrinsic Motivation. The constructs with weak significant relations are Organizational Rewards, Procedural Justice, Work Satisfaction, Supervisors Support, Employees Performance and Gender Equity. Whereas Turnover has no significant relationship with Affective Commitment as the level of correlation is -0.415.

### **Limitations**

Limitations of any study or research that limit or confined the results of any research from getting complete and properly refined results. The limitations can be in the form of missing data, inappropriate sample size, wrong sample, wrong population, implementing wrong methodology and so on.

Limitations in the study are missing data or incomplete responses, responses gathered from respondents out of the sample, respondents may not be able to get the crux of the questions, respondents may have found the questions repetitive and due to this factor, they might have skipped a few questions. Due to too many questions in the survey respondents may have left the survey in between. Another limitation of the study is that the responses gathered are limited to the population of Pakistan only, so the results cannot be summed up as generalized results. The survey was shared through internet sources so it is possible that the responses may not cover all the industries and we may not find the lack of affective commitment to the organizations in various small and large industries.

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