

IMPACT OF MARKET ORIENTATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE IN TELECOM SECTOR OF GUJRANWALA, PAKISTAN

Written by **Bilal Ahmed Mir¹ & Hadiqa Ghous Mir²**

¹ Visiting Lecturer, University of Agriculture, Faisalabad, Pakistan

² MS (Project Management), Comsats University Islamabad, Pakistan

ABSTRACT

Telecom sector plays a vital role in progress of the country. The purpose of this study was to estimate effect of market orientation and organizational culture on organizational performance of managers working in Telecom sector of Gujranwala Pakistan as well as the mediating influence of corporate commitment among the association of independent and dependent variables. Data was collected from telecom employees, Gujranwala Pakistan. A total 320 completed questionnaires were distributed, response rate of 90 percent. The hypothesis was tested using confirmatory factor analyses and structural equation modelling. The results show that motivation has noteworthy positive impact on organizational performance. Market orientation has significant positive impact on organizational performance. Furthermore, commitment was incorporated in among relationship of market orientation & organizational culture and organizational performance. The limitation of the study sample involves on managers at all levels of telecom sector was gathered at one point in time. This study may be conducted as longitudinal approach. The aftereffects of this dissertation feature significance of managers of telecom sector to present typical vision and show individualized thought to enhance the performance of organization by commitment of the workers.

Keywords: Market orientation, organizational culture, organizational performance, corporate commitment, Telecom sector of Gujranwala, Pakistan

[Asian Journal of Multidisciplinary Research & Review \(AJMRR\)](#)

ISSN 2582 8088

Volume 2 Issue 4 [August - September 2021]

© 2015-2021 All Rights Reserved by [The Law Brigade Publishers](#)

1. INTRODUCTION & BACKGROUND OF STUDY

Telecom sector is the newly emerging sector of Pakistan that has not been probed before as it should have been. With the increasing use of cellular devices in the world, the telecom sector in each country has expanded. There is so much competition in this new sector that they are always trying their best to retain the highly professional and competent employees. In order to do that, they need to provide a good culture, a good working environment to achieve the loyalty of the employees. The telecom sector of Pakistan is also a very large sector but not much has been done on it previously. Pakistan doesn't not only have local telecom companies in the sector but also international companies as well e.g. Telenor is a Norwegian company and Zong is a Chinese company. The competition is so strong that they don't allow anyone get ahead of each other. All the telecom companies in Pakistan are privately owned. In these present times there is a lot of competition and organizations are competing with each other to have the maximum market share. Organizations are trying to improve their performance by utilising limited number of scarce resources and modifying other aspects of the organization in such a way that the organizational performance is boosted positively.

In organizational scheme and different organizational study, the concept of corporate culture is to built up as a prevailing idea (Harris and Ogbonna, 2002). By definition organizational culture is referred to as the behaviour and beliefs that choose how and establishment's employees and management cooperate and grip external corporate transactions. Frequently, organizational culture is recommended, not clearly defined, and raises logically over period from the aggregate features of the individuals the association hires. Although there are many eager researchers in this field yet there is no clear measurement of it. There is evidence that states that this complex element can be used by management to shape their strategic decisions (Smircich, 1983; Appiah-Adu and Blankson, 1998).

Market orientation has been communicated in such labels as "close to the customers" (Shapiro, B.P. (1988); Webster, F.E., 1988). The expression "close to the customers" was advanced by Tom P., and Robert H. W., (1982), who utilized it to depict one out of the given eighth characteristics of "excellence". The expression "market oriented" is remain liked to "marketing oriented" as that features its association widespread tender (Ajay K. Kohli and Bernie J. J.,

1990; John N.C., and F. Stanley S., 1990; Shapiro, B.P. (1988)). A marketing orientation supposedly is particular to the exercises of the advertising office or partition.

For any organization, employees are the most important assets that the company possesses. Without the presence of motivated employees, a business fails to prosper in the future. The maximum level of employee's loyalty towards the organization is tested through how well the employees work committedly towards the organization. The level of loyalty and commitment can thus be reached by providing employees with a culture that employees feel relaxed living in and hope to stay with the organization as they possibly can.

Performance doesn't only refer to the financial performance but also non-financial performance. Employee performance is a kind of non-financial performance which eventually has an impact on the whole organization's performance. If workers are performing well in an organization, they would definitely try to benefit the organization they are working for to not only gain personal success but also contribute to organizational success.

1. Purpose of Study/Justification

This study will show the relationship among market orientation (MO), organizational culture, corporate commitment (CC) and corporate performance in Telecom sector of Gujranwala, Pakistan. This study will help the telecom sector in determining that how strong Organizational culture can boost business's profitability, commitment toward working for the organization and organizational performance.

2. Statement of the Problem

There are number of studies conducted to check the relationship of market orientation (MO), Organizational Culture and firm performance (Like Campo & Yagüe, 2014; Francis 2015; Yaprak, (2015); Jogaratnam, G., 2017). But in the study of Jogaratnam 2017 it was suggested to work on the same variables but some other sector. It is common problem of the organizations

to enhance the performance of the firm. So researcher worked on such area but with different context.

Hence, the main role of the present study/exploration is to make available the unified impacts of organizational culture and MO upon corporate performance with the interceding effect of corporate commitment and also what is the effect of corporate commitment on organizational performance. Up to the maximum knowledge of the researcher the current integrated model never tested earlier. So, this is the rationale of the present study.

1.3. Research Objectives:

1. To examine the effect of market orientation (MO) on corporate commitment (CC).
2. To observe the impact of corporate commitment (CC) on organizational performance (OP).
3. To inspect the influence of market orientation (MO) on organizational performance (OP).
4. To examine the effect of organization culture (OC) on corporate commitment (CC).
5. To observe the influence of organization culture (OC) on organizational performance (OP).
6. To examine the intervening influence of corporate commitment (CC) between the affiliation of market orientation (MO), organizational culture (OC) & organizational performance (OP).

1.4. Research Hypothesis:

- H1.** There is significant relationship of market orientation (MO) on corporate commitment (CC).
- H2.** There is significant relationship of corporate commitment (CC) on organizational

performance (OP).

H3. There is significant relationship of market orientation (MO) on organizational performance (OP).

H4. There is significant relationship of organization culture (OC) on corporate commitment (CC).

H5. There is significant relationship of organization culture (OC) on organizational performance (OP).

H6. There is significant mediating relationship of corporate commitment (CC) between the affiliation of market orientation (MO), organizational culture (OC) and organizational performance (OP).

2. LITERATURE REVIEW

2.1. Organizational Culture (OC):

Culture is characterized as a mixture of qualities, sets, convictions, interchanges and clarification of conduct that gives direction to individuals. Wambugu, L.W., (2014) broke down the impact of hierarchical culture on representative execution on Wartsila restricted in Kenya. It was done to provide recommendations to adopt the right culture. 63 staff members were selected from all hierarchal levels by using stratified sampling technique. Questionnaires were distributed with the aim of assorting data and descriptive statistics were utilized to investigate the data. SPSS software was used for interpretation of data along with charts and tables were constructed. The results concluded that managers should adopt such culture on the factors that have an optimistic effect on employee performance such as leadership, organizational environment, work processes etc. an optimistic affiliation was established among organizational culture and worker performance. It was concluded that if the employee performance enhances it will automatically improve the business performance and improve profitability. Corporate culture influences the route in which individuals carry on in an organization. Corporate society can be seen as the special example of shared qualities, states

of mind, customs, convictions, standards, desires, socialization, and suspicions of workers in the organization, Armstrong (2000). Research proof Clugston (2000) proposed that corporate culture applies an impressive impact on hierarchical conduct, particularly in the zones of productivity, viability, and duty. This implies by building up a fitting corporate society, associations can make progress. There is along these lines the need to think about the impact of corporate society on worker duty to the organization.

2.1. Market Orientation (MO):

Market orientation is a source for getting an upper hand in the market. By and large, marketing professionals had faith in the ancient time that aggressive power may be suggested to acquiring authority in the marketplace, accomplishing financial prudence of measure or taking differing item portfolio. In any case, today, scientists and promotional professionals trust that upper hand is nearby the improvement and conveyance of better an incentive than clients. This esteem may be assembled and conveyed over market orientation (Amalia, P. et al., 2008). A market-oriented corporation is one which effectively put on the promotional idea (Edmund Jerome McCarthy and William D. Perreault, 1984; M. Pitt et al. M., 1996). This label market oriented is wanted to marketing oriented in light of the fact that the previous articulation features as whole association wide application though the last expression has a tendency to portray exercises that are particular to the advertising office (Ajay K. Kohli and Bernie J. J., 1990; John C. N., and Stanley F. S., 1990; T. Gabel, 1995). As of late the expanded enthusiasm for market orientation and which it includes has driven a few journalists to add to its operational definition as a develop. The larger part of scientists has frequently gotten their descriptions as of the theoretical work of Ajay K. Kohli and Bernie J. J., (1990) and John C. N., and Stanley F. S., (1990). Ajay K. K., and Bernie J. J., (1990) depict market orientation as the execution of the advertising idea. Looking at triple center components of market orientation by means of a theory (client center, facilitated marketing, gainfulness) to the view of advertising specialists, they presumed that market orientation comprises of triple segments: the corporation wide age of marketplace insight linking to current and upcoming customer requirements; scattering of

the knowledge crosswise over divisions; and, corporation wide reaction to this marketplace perception.

2.2. Corporate Commitment (CC):

Gul, Z. (2015) investigated the effect of employee commitment on organizational development. The number of inhabitants in this exploration study was involved middle level managers of all telecom organizations of Khyber Pakhtunkhwa region of Pakistan. Essential information was gathered from 370 managers. Simple random sampling method was used for the determination of respondents. Poll was managed to gather Primary information. Organizational advancement and employee commitment were taken as dependent and independent variables individually. Investigation of information was completed by applying SPSS 20. Correlation and Regression investigation tests were done to set up connection between employee commitment and organizational development, furthermore to discover the indicator of organizational development. The study uncovered a high level of connection between employee commitment and its variables and organizational development. Regression analysis affirmed that representative responsibility is indicator of Organizational development. This study has extraordinary worth for the managers and academicians as it will help them in outlining a coordinated and extensive framework for making commitment among the workers for enhancing performance of business.

L. Porter, W. *et al.* (1974), who built up the Organizational Commitment Questionnaire (OCQ), construct this in light of one-dimensional interactive idealization of corporational commitment including the relative strength of an individual's identification with, and involvement in, a particular organization. J. Meyer, P. and N. Allen, J. (1984) call this full of feeling assurance. Here the worker apparently is candidly joined, relates to the association, and is subsequently dedicated to seek after its objectives. Constructing themselves in light of Side-Bet hypothesis (see, for instance, Becker HS, 1960) the creators recognize an additional measurement of legislative commitment which they define continuation commitment. This perspective the representative by means of being not so much full of feeling but rather extra calculative in view

of the expenses that would bring about relationships of welfares, for example, annuities and safety.

2.3. Organizational Performance (OP):

Hamon (2003) characterized organizational performance (OP) as a variable utilized to quantify the level of OP in accomplishing establishments' destinations, proficiency, and viability in accomplishing their objectives (S. Robbins, P. and Coulter, M. 2002). Moreover, Ho, L.A. (2008) characterized OP by means of a marker towards quantify the proficiency of an organization to fulfill its targets, as far as accomplishing organization market orientation (MO) and budgetary objectives (S. Li, B. Ragu-Nathan, T.S. Ragu-Nathan, and S. Subba Rao, 2006). Organizational hypothesis and vital administration offer a great part of the premise upon which the performance concept is restrained. Legislative hypothesis offers three crucial hypothetical ways to deal with determining association viability. In the objective-built tactic, the association is assessed based upon the destinations sets by thysel (Etzioni, A. 1964). The framework tactic enhances this in view of various, nonexclusive execution perspectives (Georgopoulos, Basil S. and Tannenbaum, Arnold S. 1957; Ephraim Yuchtman and Stanley E. Seashore, 1967, Steers, R.M., 1975), whereas the numerous reliability tactic studies how much the distinctive partner performance objectives are encountered (Connolly, T., Edward M. C. and Stuart J. D., 1980; Pennings, J.M., and Goodman, P.S. 1977; Salancik and Pfeffer, 1978; James D. Thompson 1967). Key administration incorporates these triple perspectives and deliberates numerous proportions as far as monetary performance measures, for example, ROCE (return on capital employed) (Venkatraman, N., and Ramanujam, V. 1986) organized by effective act procedures, for example, marketplace stake (Hofer, C., and Sandberg, W. 1987; Kaplan, R.S. 1983) and different procedures that deliberate and catch various investor premiums. Venkatraman, N., and Ramanujam, V. (1986) give a far reaching dual level structure for arranging communal act procedures and coordinating execution procedures by assortment techniques.

2.4. Organizational Culture & Organization Performance

Eccles, Ioannou, and Serafeim (2012) examined the impact of a corporate culture of supportability on numerous aspects of corporate conduct and performance results. Utilizing a coordinated specimen of 180 organizations, they found that partnerships that intentionally embraced natural and social arrangements numerous years back – termed as High Sustainability organizations – display essentially distinctive attributes from a coordinated example of firms that received none of these strategies – termed as Low Sustainability organizations. Specifically, they found that the top managerial staff of these organizations will probably be in charge of manageability and top official motivations will probably be an element of maintainability measurements. Additionally, they will probably have composed strategies for partner engagement, to be all the long haul arranged, and to show more estimation and revelation of nonfinancial data. Finally, they gave proof that High Sustainability organizations essentially outflank their partners over the long haul, both as far as securities exchange and bookkeeping execution. The outperformance was more grounded in areas where the clients were singular shoppers rather than organizations, organizations contended on the premise of brands and notorieties, and items essentially relied on removing a lot of common assets.

Aluko (2003) studied looks at the multidimensional effect of culture upon business performance in particular textile associations from Lagos, Kano and Asaba in Nigeria. The core goals of the inspection were to (i) classify the traditional variables which effect business performance (ii) choose the way of the connection among culture and performance (iii) differentiate diverse factors of performance and (iv) choose the courses in which values cooperate by diverse variables to inspire executive performance. The facts were composed utilizing both qualitative and quantifiable approaches. The formers were composed over observations and interviews while the concluding was assembled by means of questionnaires. On the whole, 630 defendants were used for the study. The defendants were nominated using different sample methods - involving stratified random sample testing, quota sampling and systematics sampling. The conclusion of the investigation was that regardless of their cultural experiences, labourers in the textile business seemed to have consumed the modern lifestyle. The consequences of the investigation of the cultural variables established an irregular state of

duty to work, low level of work turnover and non-attendance, positive opinions about work, optimistic work values, dispositions, also norms in all the organizations examined. Be that as it may, these positive qualities of the cultural variables did not make an interpretation of specifically to high level of business in these factories since a few different variables were at work. There was a significant affiliation amongst organizational culture and business performance. Further findings showed that some industries were not performing well due to problems in the factories such as fuel and electricity crisis.

HI: Organizational culture (OC) in the telecom sector of Gujranwala, Pakistan is positively related to organizational performance (OP).

2.5. Organizational Culture & Corporate Commitment

This study of Lok, and Crawford, J., (2004) analysed the influences of organizational culture and headship skills upon occupation approval and corporate commitment in trial of Hong Kong and Australian directors. Measurably critical modifications amongst the binary examples were discover meant for procedures of inventive and persistent definitive social orders, career pleasure and legislative obligation, by means of the Australian specimen having sophisticated nasty marks on each one of these factors. Be that as it may, differentiates amongst the dual examples for employment fulfilment and vow were evacuated afterward factually monitoring for definitive society, initiative and defendants' statistic qualities. Intended for the joined examples, inventive and enduring social orders, and a thought authority elegance, effects influenced mutually career pleasure and duty, by the influences of an inventive society on gratification and assurance, and the influence of a thought headship chic upon commitment, actually more grounded in the Australian specimen. Moreover, a starting Structure administration style contrarily influenced work satisfaction for the joined example. Individuals' stage of preparing was discovered to have an insignificant influence upon fulfilment, and a minor constructive result upon vow. General principles were discovered to coordinate the influence of defendants' age upon pleasure, by the impact of being further confident among Hong Kong administrators.

Z. Rashid, A., M. Sambasivan and J. Johari (2003) analysed the effect of association culture and corporate commitment upon money related execution in Malaysian organizations. Taking into account the effort of Deshpande, R., and J.U. Farley upon business social sorts and N. Allen, J., and J. Meyer, P. upon legislative vow, a composed survey was made and coordinated by own to executives in Malaysian associations. An aggregate of two hundred and two executives openly recorded organizations took an interest in the investigation. The consequences demonstrated that there was a huge connection amongst communal culture and corporate commitment. Together communal culture sort and organizational commitment influenced the financial performance of the organization.

H2: Organizational culture (OC) in the telecom sector of Gujranwala, Pakistan is positively related to corporate commitment (CC).

2.6. Corporate Commitment & Organization Performance

Corporate commitment is a critical idea as far as representative unwaveringness and proficiency for an association. Without precedent for the literary works, the idea of commitment was characterized by H. Becker, S. in 1960, one component delivering reliable human conduct (H. Becker, S. 1960). Far ahead in 1974, Lyman Porter, W. et al. (1974) clarified the idea of legislative commitment as per the aggregate demeanour of workers towards their associations and furthermore characterized corporate vow as the quality of a person's relationship with and inclusion in a specific association. Representative performance may be characterized by means of the estimation of how well or inadequately a worker has fulfilled an errand given and it is conceivable to expect that inspiration, identity and capacity are impacting worker's performance. (J. George, M., and G. Jones, R. 2012). Constantly, entirety of all worker's performance in the association makes the general organizational performance in this manner a change in legislative act may be accomplished just over the representatives' specific acts (Mullins, L. 2010).

Ahmad, Komal and Hamad (2014) collectively studied the impact of employee performance and organizational commitment on employee satisfaction. Researchers randomly selected 110 employees of 10 banks and self-administered questionnaires were distributed amongst them.

Correlation coefficient and regression analysis were tested by using SPSS software. Result showed that positive relationship amongst the organizational commitment which was the independent variable and employee satisfaction which was the dependent variable. It also concluded a strong positive relationship among employee performance and employee satisfaction.

Ahmad and Shaheen (2011) research was objected to figure out the relationship between organizational performance and employee commitment. 515 questionnaires were disseminated to employees in private and public corporations in cities mainly Lahore, Rawalpindi and Islamabad in Pakistan. Questionnaires were distributed by using convenience sampling technique. Data was collected using SPSS software and charts and tables were used to illustrate the data findings. Regression and correlation was run to find the affiliation amongst employee commitment and organisational performance. F value was 418.885 and p-value was 0.01 which is less than alpha 5% which resulted in null hypothesis being rejected and accepting the alternative hypothesis which specified that association's commitment has stout influence on legislative performance. It was concluded from the result that there is adequate extent of interdependence amongst Business performance and association's commitment.

H3: Corporate commitment (CC) in the telecom sector of Gujranwala, Pakistan is positively related to organizational performance (OP).

2.7. Market Orientation & Corporate Commitment

Past investigations of the precursors and results of legislative assurance have depended on a constrained, frequently one dimensional, idealization of the build. A considerable lot of the connections that have been recognized in the multiple study of the brain research writing by J. Mathieu, E. and D. Zajac, M. (1990) experience the ill effects of this restriction. So also, measurably noteworthy discoveries connecting market orientation as a precursor to legislative commitment via auctions representatives (J. Siguaw, A., Brown, G., and R. E. Widing, 1994) and in Strategic Business Unit's (SBU) administrators (B. Jaworski, J., and A. Kohli, K. 1993) might should be reexamined. They depend upon a full of feeling vow idealization restrained via Organizational Commitment Questionnaire (OCQ) (Siguaw, J.A. et al., 1994) and via a comparative seven-thing, overwhelmingly conduct, quantify (B. Jaworski, J., and A. Kohli, K.

1993). The part of legislative commitment in people in general area has been considered by various specialists. Zeffane (1994) reports more elevated amounts of commitment in the isolated division and that legislative magnitude has a direct adverse impact on executive vow, especially in the remote segment. K. Liou, T., and R. Nyhan, C. (1994), who take a gander at the impact of worker residency and administrative situation on full of feeling and duration obligation, discover bolster meant for the significance of emotional obligation. They likewise call attention to that commitment in general society segment is sophisticated amongst proficient by means of contrary to manual evaluations. In these studies, the utensil used to gauge legislative commitment regularly included a restricted idealization of the build.

Ajay K. Kohli and Jaworski, B.J. (1990) contend that via scattering a feeling of conceit and kinship amongst representatives, market orientation upgrades organizational commitment, representative cooperation and client direction. Shoham, A. et al. (2005) remark that conferred representatives are:

- fewer inclined to remain truant from work or else to leave from their organizations;
- further prone to drive past expected standards to add towards the fulfillment of administrative objectives; and
- eager to set additional work into the prosperity of the association.

Additionally, it has been contended that a market orientation is important to benefit influencing foundations as well as to not revenue driven associations (for instance, Kotler, P. 1972). The propriety of a market orientation used for management offices seems, by all accounts, to be exceptionally pertinent yet it has gotten little consideration in the writing. Likewise, we have been not able discover writing connecting market orientation on management offices through legislative commitment yet expect a connection amongst these double builds in people in general area, as has been affirmed revenue driven making associations (B.J Jaworski and A. Kohli, K. 1993; J. Siguaw, A. et al., 1994). We additionally establish out to examine whether estimate positively affects organizational commitment in people in general division (Zeffane, R. 1994). Consequently:

H4: Market orientation (MO) in the telecom sector of Gujranwala, Pakistan is positively related to corporate commitment (CC).

2.8. Market Orientation & Organizational Performance

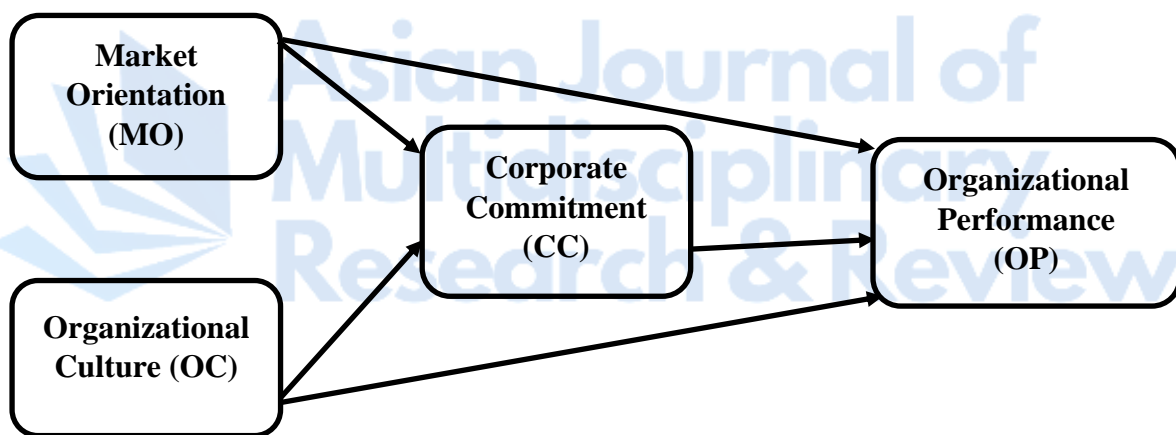
In the previous decade, various past investigates had given an observational help around the optimistic connections that occurred amongst market orientation and organizational performance (K. Hanzae, H., Nayabzadeh, S., and Jalaly, M. (2012); Nayebzadeh, S. (2013); Osman, M.H., Rashid, M., Ahmad, F., and Rajput, A. (2011); S. F. Slater and John C. N., 1994). Market orientation hone is likewise observed to be decidedly connected towards the association performance regarding FP (firm performance) and MP (market performance) (M. Chao, C., and J. Spillan, E. 2010; Green, K., R. Inman, A., Brown, G., and H. Willis, 2005; Rapp, A., L. Beitelspacher, S., Schillewaert, N., and T. Baker, L. 2012; Smiraova, M., Naude, P., S. Henneberg, C., Mouzas, S., and Kouchtch, S. 2011) and the formation of legislative abilities that prompt prevalent act of inn establishment (C. Dev, S., Agarwal, S., and M. Erramilli, K. 2008; L. Sin, Y., A. Tse, C., O. Yau, H., Lee, J.S., and R. Chow, P. 2004; Subramanian, R., Kumar, K., and Strandholm, K. 2009). J. Martin, H., and Grbac, B. (2003) discover that being contender situated empower associations to react to the marketplace and satisfy customer's requirements and consequences in an enlarged association productivity. Zaman, Javaid, Arshad, A., and Bibi, S. (2012) explored the influence of core marketing on commercial banks' corporate commitment acting as a mediator, market orientation & business performance. The target population is the 12 commercial banks of Pakistan. Data from 500 bank employees were collected using quantitative approaches. The data is analysed by using inferential techniques in SPSS 18.0 version. Convenience sampling procedure was utilized for data gathering due to the cost & time constraints in the study. The data is collected from three sources: top management, workers and annual reports. There were total 23 items from the 4 constructs and these variables were calculated on five-point Likert scale starting from strongly disagree (1) to strongly agree (5). Cronbach's alpha was evaluated to check the consistency of the events. The findings established that the internal marketing programs had an important effect on employee's commitment, market orientation and general profitability of the organization. The results also showed that the mediating impact of organization commitment with core marketing & market orientation was not applicable and is not supported.

Up to this point the connection amongst a market orientation and performance seemed to have been underestimated by the two scholastics (F. Houston, S. 1986; Kotler, P. 1991; L. McGee,

W., and R. Spiro, L. 1988; Webster, F.E. 1988) and professionals (A.K. Kohli and B.J. Jaworski, 1990). Recently observational help for an immediate connection amongst the stage of market orientation in particular U.S. associations, at the Strategic Business Unit (SBU) stage, and presentation has been affirmed in various studys (B. Jaworski, J., and A. Kohli, K. 1993; J.C. Narver, S.Y. Park and S. Slater, F. 1990; J. Narver, C., and S. Slater, F. 1990; Ruekert, R.W. 1992). Deshpande, R., J. Farley, U., and E. Webster, F. (1993) likewise affirm this affiliation in Japan while Pitt, L., Caruana, A., and P. Berthon, R. (1996) give confirmation to this connection from the UK and Malta.

H5: Market orientation (MO) in the telecom sector of Gujranwala, Pakistan is positively related to organizational performance (OP).

2.9. Theoretical Framework



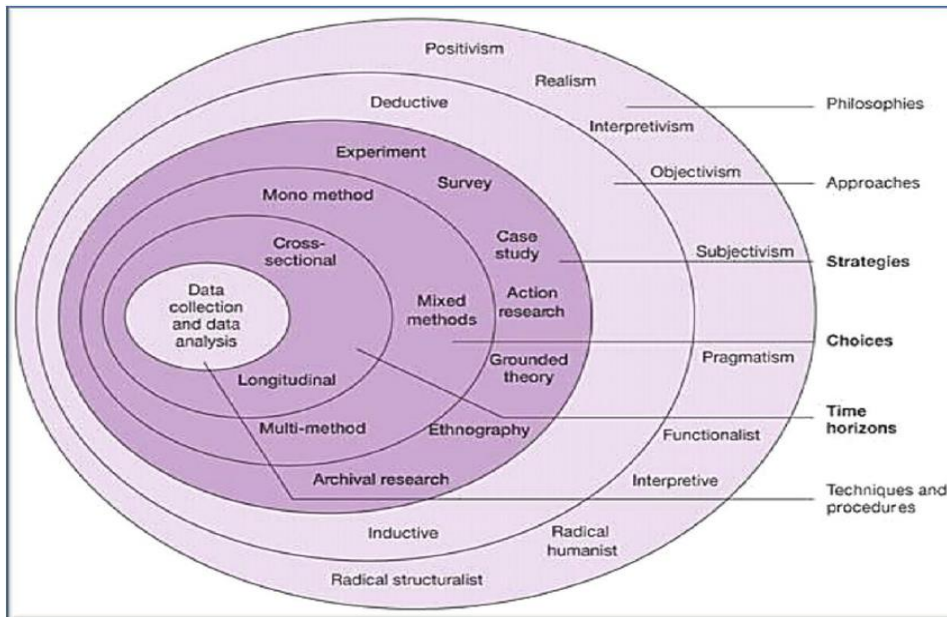
3. RESEARCH METHODOLOGY

The objective of this study was to find out the “Impact of market orientation and organizational culture on organizational performance with the Mediating role of corporate commitment” in telecom sector of Gujranwala, Pakistan. This investigation studies performance with the similar sampling group of telecom staffs and this exploration’s population is mutually public and private sector telecom employees situated in the Gujranwala region. To establish extra concentration to this research, this investigation also investigates the mediating influence of corporate commitment amongst the association of market orientation and organizational

culture on business performance. A vast amount of research has been made on these factors. But there is inadequate and slight data upon the mediating part of commitment and the involvement of market orientation and culture with corporate performance. The best data for current study is primary data and most exceptional source is through questionnaires as study design of current exploration is cross sectional in nature. Research examined that functional field study must utilize questionnaire (Raacke & Raacke, 2008). As per R. Burns, B. (2000), questionnaire is the more dependable scheme for assembling information as opposed to interview / observation.

In this research, researcher use the method of Haier et al (2010). According to Haier we will take our sample size by multiplying total number of questions with 10. So, in this study total questions 32 and then multiple by 10 ($32*10=320$). And response rate is 90% because after distributing questionnaire many of them contained double tick options. Researcher use non-probability convenience sampling technique.

The focused population for this study included telecom experts i.e. managers working in telecom sectors of Gujranwala, Pakistan. Total 320 questionnaires were disseminated amongst the managers of telecom sector of Pakistan in Gujranwala region and 308 reactions were gotten by the analyst which shows a 90% response percentage (288 respondents isolated by an aggregate telecom manager of 320). The SPSS and AMOS were used to finish the measurable investigation.

RESEARCH METHODOLOGY SAUNDERS ET AL 2009

Time horizons: Cross sectional

Choices: Mono method

Strategy: Survey study

Approach: Deductive based on hypothesis

Philosophy: Objectivism

4. DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

In this section, outcomes of study reported and discussed. The SPSS 21 and AMOS 20 used for analysis. The data from questionnaires analyzed to classify objects that not statistically significant and identify aspects perceived have significant correlation.

4.2. *Reliability Analysis*

Reliability imperative pointer of honesty with which instrument utilized and it worried about consistency of estimation. Reliability quality testing surveys attributes, for example, dependability, consistency, accuracy and comparability (Burns and Grove, 2003). In this study, “Cronbach Alpha coefficients” utilized to evaluate consistency of overview. The rule of 0.70 gave by Nunnally and Bernstein (1994) taken after as cut-off point for sufficient Cronbach Alpha coefficients. From table 4.1 it can be seen that Cronbach Alphas were above for all territories, which indicates satisfactory reliability. The higher reliable quality coefficient, more correct measure (Polit, et al., 2001).

Table 4.1: Reliability/Consistency Analysis

| Name of variable | Items | Cronbach's Alpha |
|----------------------------|-------|------------------|
| Organizational Performance | 03 | .714 |
| Corporate Commitment | 12 | .885 |
| Market Orientation | 10 | .835 |
| Organizational Culture | 07 | .794 |
| Total | 32 | .923 |

4.3. *Demographics of analysis*

The data that is presented in Table 4.2 below represents a summary of demographic variables such as gender, organization, industry, qualification and Company age.

Table 4.2: Demographics of analysis

| Demographic | Demographic Features | Frequency | Percentage |
|----------------------|----------------------|-----------|-------------|
| Gender | Male | 181 | 62.8 |
| | Female | 107 | 37.2 |
| Organization | Public | 74 | 25.7 |
| | Private | 214 | 74.3 |
| Industry | Service | 217 | 75.3 |
| | Manufacturing | 71 | 24.7 |
| Qualification | Postgraduate | 192 | 66.7 |
| | Undergraduate | 96 | 33.33 |
| Company age | 1-5 Years | 57 | 19.8 |
| | 6-10 Years | 56 | 19.4 |
| | 11-15 Years | 41 | 14.2 |
| | 16-20 Years | 78 | 27.1 |
| | Above 20 years | 56 | 19.4 |

4.4. *Pearson's Moment Correlation*

To find Pearson's moment correlation, researcher utilised data imputation method to calculate average value of each construct. In earlier studies, scholars calculated mean values via SPSS but in this study AMOS 20 used to impute data. Table signifies correlation values of all variables.

Table 4.3 Correlations

| | | Market Orientation | Organizational Culture | Organizational Commitment | Organizational performance |
|-----------------------------------|---------------------|-------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Market Orientation | Pearson Correlation | 1 | .601** | .564** | .488** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 288 | 288 | 288 | 288 |
| Organizational culture | Pearson Correlation | .601** | 1 | .462** | .314** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 288 | 288 | 288 | 288 |
| Organizational commitment | Pearson Correlation | .564** | .462** | 1 | .571** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 288 | 288 | 288 | 288 |
| Organizational performance | Pearson Correlation | .488** | .314** | .571** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 288 | 288 | 288 | 288 |

** . Correlation is significant at the 0.01 level (2-tailed).

4.5. Factor Analysis

In this study, researcher applied CFA on sample of 300 responses of managers working in telecom sector of Gujranwala, Pakistan, total numbers of variables established through CFA.

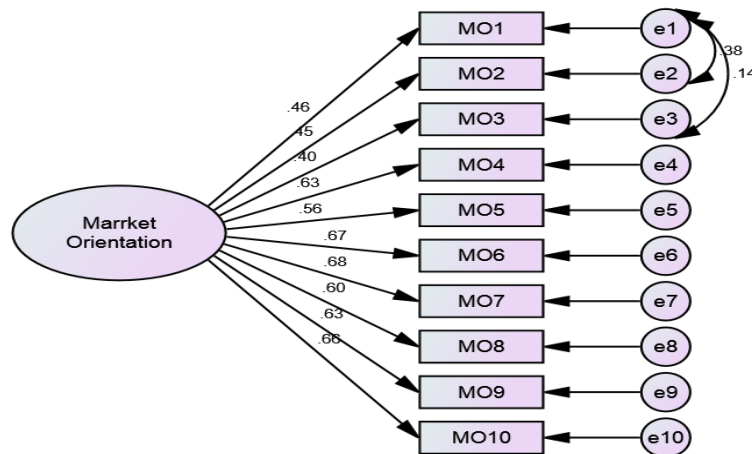
4.6. Market Orientation

The outcomes of CFA established variables in construct of Market Orientation and affirmed via CFA using AMOS 21. The paradigm of Market Orientation comprised of 10 items adopted from scale developed by Deshpande and Farley (1998). In this study, CFA tested to check out factor loadings of individual item of Market Orientation construct figure 4.1 shows factor loadings of all 10 items. The outcomes of CFA model tremendously good and Chi square value also in good range.

Table 4.4: CFA of Market Orientation

| Statistics | Fit Indices | Acceptable value | Single Variable |
|---------------------|-------------|------------------------------|-----------------|
| Absolute Fit | χ^2 | As close as to Zero | 132.325 |
| | DF | As close as to Zero | 33 |
| | CMIN/ DF | As low as 2 and as high as 5 | 4.01 |
| | GFI | >.95 | .911 |

Fig 4.1: Confirmatory Variables Model Market Orientation



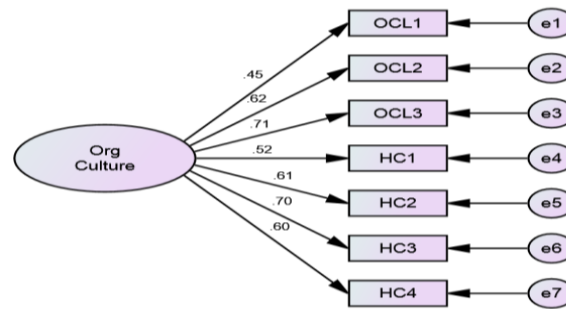
4.7. Organizational culture

The outcomes of CFA showed variables in build of Organizational culture. These variables affirmed through confirmatory factor analysis utilizing AMOS 21. The build of Organizational culture comprised of 07 items received from scale created by Cameron and Quinn (2006). In introduce think about, CFA tried to examine factor loadings singular thing of Organizational culture develop figure 4.2 displays factor loadings of every one of the 07 items of Organizational culture. The consequences of CFA display critically excessive and Chi square value additionally in excessive range.

Table 4.5: CFA of Organizational culture

| Statistics | Fit Indices | Acceptable value | Single Variable |
|--------------|-------------|------------------------------|-----------------|
| Absolute Fit | χ^2 | As close as to Zero | 49.586 |
| | DF | As close as to Zero | 14 |
| | CMIN/ DF | As low as 2 and as high as 5 | 3.542 |
| | GFI | >.95 | .956 |

Fig 4.2: Confirmatory Variables Model of Organizational culture



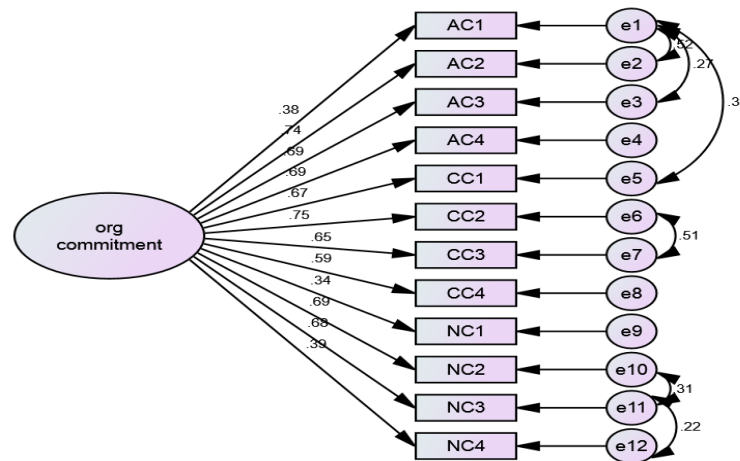
4.8. Organizational Commitment

The outcomes of CFA showed variables in build of Organizational Commitment. These components affirmed through confirmatory factor analysis utilizing AMOS 21. The build of Organizational Commitment comprised 12 items contained from scale created by Meyer and Allen (1991). In introduce contemplate, corroborative factor investigation tried to look at factor loadings singular thing of Organizational Commitment build figure 4.3 displays factor loadings of every one of the 12 items of Organizational Commitment. The consequences of CFA display significantly excessive and Chi square value additionally in excessive range.

Table 4.6: CFA of Organizational Commitment

| Statistics | Fit Indices | Acceptable value | Single Variable |
|---------------------|-------------|------------------------------|-----------------|
| Absolute Fit | χ^2 | As close as to Zero | 147.681 |
| | DF | As close as to Zero | 48 |
| | CMIN/ DF | As low as 2 and as high as 5 | 3.077 |
| | GFI | >.95 | .924 |

Fig 4.3: Confirmatory Variables Model of Organizational Commitment



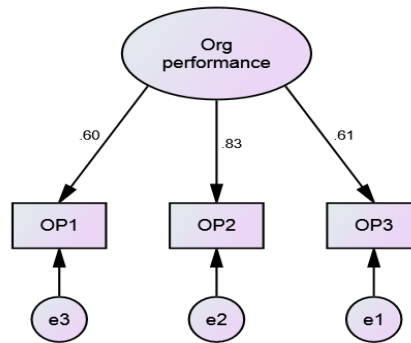
4.9. Organizational performance

The results of confirmatory factor analysis (CFA) showed variables in build of Organizational performance. These components affirmed through confirmatory factor analysis utilizing AMOS 21. The build of Organizational performance comprised 03 items contained from scale created by Bishop (1987). In introduce contemplate, corroborative factor investigation tried to look at factor loadings singular thing of Organizational performance build figure 4.4 displays factor loadings of every one of the 03 items of Organizational performance. The outcomes of CFA display greatly great and Chi square value additionally in extremely good range.

Table 4.7: CFA of Organizational performance

| Statistics | Fit Indices | Acceptable value | Single Variable |
|---------------------|-------------|------------------------------|-----------------|
| Absolute Fit | χ^2 | As close as to Zero | .000 |
| | DF | As close as to Zero | 0 |
| | CMIN/ DF | As low as 2 and as high as 5 | .000 |
| | GFI | >.95 | 1.000 |

Fig 4.4: Confirmatory Variables Model of Organizational performance



4.10. Structural Equation Modeling (SEM)

In this present study, structural equation modelling (SEM) utilized to investigate the impact of exogenous variables on endogenous variable through AMOS 21.

4.11. Indirect Analysis

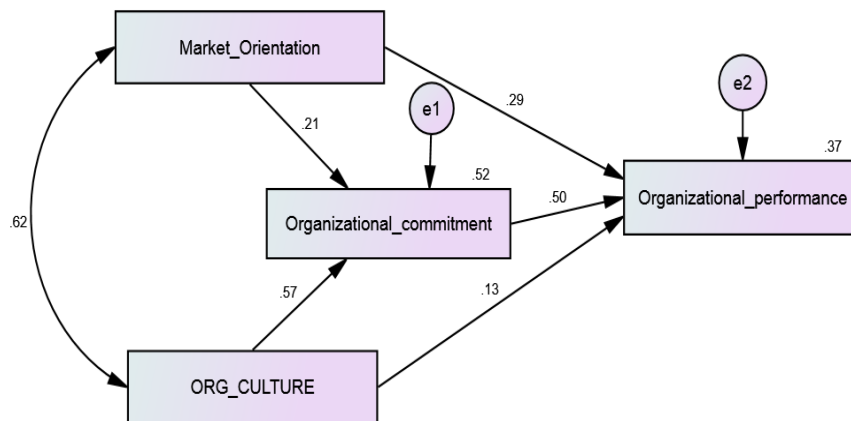
Relations that depend upon each other that additionally called causal relations; way show clears up these dependent relationships among demonstrate variables. Normally Arrow and circle or rectangle utilized as a noteworthy role of way represent.

| Relationship | Direct Effect | Indirect Effect | Total Effect |
|--------------|---------------|-----------------|--------------|
| MO → CC | .212*** | -- | .212*** |
| MO → OP | .286*** | -- | .286*** |
| OC → CC | .571** | -- | .571** |
| OC → OP | .131*** | -- | .131*** |
| CC → OP | .502*** | -- | .502*** |
| MO → CC → OP | .286*** | .107 *** | .393*** |

| | | | |
|--------------|---------|---------|---------|
| OC → CC → OP | .131*** | .286*** | .417*** |
|--------------|---------|---------|---------|

Table 4.9: Indirect Analysis

Fig 4.6: Path Analysis



5. DISCUSSION & CONCLUSION

Before discussing the results, some important points followed by the research should be discussed and analysed. After those limitations and future direction will be discussed further in this chapter. Firstly, data is collected through questionnaire and all that data is used for the research is quantitative data. The results of the questionnaire were fairly collected and compiled and there was no indication if biasness.

According to the hypothesis of the study organizational culture has an influence upon business performance. After the regression analysis results, it concluded that a null hypothesis is excluded as alpha value is maximum than P value which can also be seen from correlation analysis. Pervious researchers have also proved that a right organizational culture has a strong impact upon business performance. These aftereffects of this study are in accordance with Jaworski and Kohli (1993), who found that wonderful clients make a good situation in which all individuals need to take part, sharing a sentiment beneficial commitment, a feeling of belongingness and duty to the association. Organizational Culture is critical to these

associations both as a lever for quality change and as a guide for understanding the administration of progress. Subsequently, making a workplace that encourages the specific social measurements of air, connectedness and forefront programming, while restricting the obliging parts of formalization, seems, by all accounts, to be a critical course to upgrading business performance, Scoot (2003).

Telecom sector is the emerging new sector of Pakistan which has progressed rapidly in the little time it has come. The influence of the telecom sector can be noticed by seeing people switch to mobile networks rather than landlines. After getting an insight from the managers of the telecom companies it was noticed that managers too believe that a positive culture of the organization and market orientation makes the employees committed and thus give a positive business performance.

It may hence be determined that the positive association amongst organizational culture, market orientation and corporate commitment proves that having a strong positive culture effects the way employees behave and react. A positive culture makes the employees attached to the organization and makes them want to work to their full potential to recover the performance of the corporate. Without the commitment of the employees, the cultural effect on business performance remains unjustified. A deep commitment increases the performance of the organization and a weak corporate commitment reduces the performance. Hence the mediation effect strengthens the association amongst Organizational culture, market orientation and business performance.

LIMITATIONS

- Being an undergraduate student and conducting research work for the first time ever, the researcher lacks experience.
- The research was limited to one particular industry that is Telecom sector of Gujranwala, Pakistan.
- The usage of an individual respondent strategy depending upon the managers of the telecom sector as per the component of investigation is theoretically a restriction.

- And the other major constraint was limited time. As data was collected through questionnaire which consumed a lot of time.
- Since research was primary based, and data was collected through questionnaires so there was a lack of employees' non-serious attitude and busyness.
- This study focussed mainly on a single dimension of Business performance which is the financial performance.

FUTURE RESEARCH

- Even if the current study answers a lot of questions about business performance, organizational culture, corporate commitment and market orientation of telecom companies through different factors. There might be future studies that take non-financial factors of business performance that can be evaluated in the telecom sector of Gujranwala, Pakistan.
- Future study should not be restricted only to one Sector.
- Future researcher should use more than one independent variable for this study like CSR etc.
- Furthermore, to show signs of improvement results a longitudinal study can be acknowledged contained by same system and distinctive different sources can be used to gather the information with bigger sample size.
- Investigation can be made by increasing the sample size in future.

REFERENCES

- Appiah-Adu, K. and Blankson, C. (1998), "Business strategy, organizational culture, and market orientation", *Thunderbird International Business Review*, Vol. 40 No. 3, pp. 235-257.
- Armstrong, Michael (2000). *Performance Management*, New York: Kogon Page Publishers.

- 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.
- Amalia, P., Ionu, P. and Cristian, N. (2008). "Market orientation: An interdisciplinary and complex concept". *The Journal of the Faculty of Economics*. 1055-1059.
- Aluko, M. A. O. (2003). "The impact of culture on organizational performance in selected textile firms in Nigeria". *Nordic Journal of African Studies*, 12(2), 164-179.
- Becker HS (1960). Notes on the concept of commitment. *Am. J. Sociol.*66: 32–40.
- Burns, R.B. (2000). "Introduction to Research Methods" (4th edition) London: Sage.
- Chao, M. C. H., & Spillan, J. E. (2010). "The journey from market orientation to firm performance: A comparative study of US and Taiwanese SMEs". *Management Research Review*, 33(5), 472-483.
- Connolly, Terry, Edward M. Conlon and Stuart J. Deutsch, "Organizational Effectiveness: A Multiple Constituency Approach," *Academy of Management Rev.*, 5 (1980), 211-218.
- Campo, S., Díaz, A. M., & Yagüe, M. J. (2014). "Market orientation in mid-range service, urban hotels: How to apply the MKTOR instrument". *International Journal of Hospitality Management*, 43, 76-86.
- Clugston, M. (2000). "The mediating effects of multidimensional commitment on job satisfaction and intent to leave". *Journal of organizational behaviour*, 477-486.
- Deshpande, R., & Webster, F. E., Jr. (1989). "Organizational culture and marketing: Defining the research agenda". *Journal of Marketing*, 53, 3–15.
- Deshpande, R., Farley, J. U., & Webster, F. E., Jr. (1993). "Corporate culture, customer orientation, and innovativeness". *Journal of Marketing*, 57(1), 23-38.
- Dev, C. S., Agarwal, S., Erramilli, M. K. (2008). "Market-driven hotel brands: Linking market orientation, innovation, and performance". *Hospitality Review*, 26, 1-9.
- Etzioni, A. (1964). *Modern Organizations*. Prentice Hall, Englewood Cliffs.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2012). "The impact of a corporate culture of sustainability on corporate behavior and performance".

- Gabel, T. (1995), "Market Orientation: Theoretical and Methodological Concerns", in Stern, B. and Zinkhan, G. (Eds), Proceedings of the American Marketing Association Summer Educator's Conference, Chicago, IL, pp. 368-75.
- Gul, Z. (2015). "Impact of employee commitment on organizational development". FWU Journal of Social Sciences, 9(2), 117.
- Green Jr, K. W., Inman, R. A., Brown, G., & Hillman Willis, T. (2005). "Market orientation: relation to structure and performance". Journal of Business & Industrial Marketing, 20(6), 276-284.
- George, J. M. & Jones, G. R. (2012). "Understanding and Managing Organizational Behaviour". 6th edition. Reading, MA: Prentice Hall.
- Georgopoulos, Basil S.; Tannenbaum, Arnold S. (1957). "A Study of Organizational Effectiveness." American Sociological Review, 22(5): 534-540.
- Hamon, T. T. (2003). "Organizational effectiveness as explained by social structure in a faith-based business network organization". unpublished doctoral dissertation, Regent University, Virginia Beach, VA.
- Harris, L.C. and Ogbonna, E. (2002), "The unintended consequences of culture interventions: a study of unexpected outcomes", British Journal of Management, Vol. 13 No. 1, pp. 31-49.
- Hanzaee, K. H., Nayabzadeh, S., & Jalaly, M. (2012). "The effect of market orientation, innovation and customer loyalty of firm's performance: A case study of Islamic clothing manufacturing company". Journal of Basic and Applied Scientific Research, 2, 3225-3234.
- Hofer, C. W., & Sandberg, W. R. (1987). "Improving new venture performance: Some guidelines for success". American journal of small business, 12(1), 11-26.
- Ho, L. (2008). "What affects organizational performance? The linking of learning and knowledge management". Industrial Management & Data Systems, 108(9), 1234-1254.
- Jaworski, B.J. and Kohli, A.K. (1993), "Market orientation: antecedents and consequences", Journal of Marketing, Vol. 57 No. 3, pp. 53-70.

- Jogarathnam, G. (2017). "How organizational culture influences market orientation and business performance in the restaurant industry". *Journal of Hospitality and Tourism Management*, 31, 211-219.
- Kaplan, R. S. (1983). "Measuring manufacturing performance: a new challenge for managerial accounting research". In *Readings in accounting for management control* (pp. 284-306). Springer, Boston, MA.
- Kotler, P. (1991). "Marketing Management - Analysis, Planning, Implementation and Control", 7th ed., Prentice-Hall, Englewood Cliffs, NJ.
- Kotler P. (1972), "A generic concept of marketing", *Journal of Marketing*, Vol. 35, April, pp. 46-54
- Kohli, A. K., & Jaworski, B. J. (1990). "Market orientation: The construct, research propositions, and managerial implications". *The Journal of Marketing*, 54(2), 1-18.
- Liou, K.T. and Nyhan, R.C. (1994). "Dimensions of organizational commitment in the public sector: an empirical assessment", *Public Administration Quarterly*, Vol. 18 No. 1, pp. 99-118.
- Li, S., Ragu-Nathan, B., Ragu-Nathan, T., & Subba Rao, S. (2006). "The impact of supply chain management practices on competitive advantage and organizational performance". *Omega*. 34(2), 107-124.
- Lok, P., & Crawford, J. (2004). "The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison". *Journal of management development*, 23(4) 321-338.
- Mullins, L. (2010). "Management and Organizational Behaviour" 9th Ed Prentice hall, London, England.
- McGee, L.W. and Spiro, R.L. 1988, "The marketing concept in perspective", *Business Horizons*, Vol. 31 No. 3, May-June, pp. 40-5.
- McCarthy, E., & Perreault, W. D. (1984). "Basic marketing". Homewood, IL: Richard D. Irwin, Inc.

- Mathieu, J.E. and Zajac, D.M. (1990), "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment", *Psychological Bulletin*, Vol. 108, pp. 171-94.
- Meyer, J. P. & Allen, N. J. (1984). "Testing the „Side-best Theory of Organizational Commitment: Some Methodological Considerations". *Journal of Applied Psychology*, 69, 372–378.
- Meyer, J. P. & Allen, N. J. (1991). "A Three-component Conceptualization of Organizational Commitment". *Human Resource Management Review*, 1, 61–89.
- Martin, J. H., Grbac, B. (2003). "Using supply chain management to leverage a firm's market orientation". *Industrial Marketing Management*, 32, 25-38.
- Nunnally JC, Bernstein IH (1994). *Psychometric theory*. McGraw-Hill Inc, New York.
- Narver, J. C., & Slater, S. F. (1990). "The effect of a market orientation on business Profitability". *Journal of Marketing*, 54(4), 20-36.
- Narver, J.C., Park, S.Y. and Slater, S.F. 1990, "Relative emphasis in a market orientation and its effect on business profitability", *AMA Summer Educators Conference Proceedings*, American Marketing Association, Chicago, IL.
- Nayebzadeh, S. (2013). "Market orientation: A new model". *Journal of Basic and Applied Scientific Research*, 3, 472-483.
- Osman, M. H. M., Rashid, M. A., Ahmad, F. S., Rajput, A. (2011). "Market orientation—A missing link to successful women entrepreneurship in developing countries: A conspectus of literature". *International Journal of Academic Research*, 3(4, pt. 1), 232-236.
- Pitt, L., Caruana, A., & Berthon, P. R. (1996). "Market orientation and business performance: some European evidence". *International Marketing Review*, 13(1), 5-18.
- Pennings, J. M., & Goodman, P. S. (1977). "Toward a workable framework. In P. S. Goodman & J. M. Pennings (Eds.), *New perspectives on organizational effectiveness*". San Francisco, Calif.: Jossey-Bass, Pp. 146-184.
- Robbins, S.P., & Coulter, M. (2002). *Management*, 7th edition, Prentice Hall.

- Rapp, A., Beitelspacher, L. S., Schillewaert, N., Baker, T. L. (2012). "The differing effects of technology on inside vs. outside sales forces to facilitate enhanced customer orientation and inter-functional coordination". *Journal of Business Research*, 65, 926-936.
- Shoham, A. (2005). "Market orientation and performance: a meta-analysis". *Marketing Intelligence & Planning*, 23(5), 435-454.
- Smircich, L. (1983), "Concepts of culture and organizational analysis", *Administrative Science Quarterly*, Vol. 28 No. 3, pp. 339-358.
- Smiraova, M., Naude, P., Henneberg, S. C., Mouzas, S., Kouchtch, S. (2011). "The impact of market orientation on the development of relational capabilities and performance outcomes: The case of Russian industrial firms". *Industrial Marketing Management Journal*, 40, 44-53.
- Slater, S. F., & Narver, J. C. (1994). "Does competitive environment moderate the market orientation-performance relationship"? *The Journal of Marketing*, 46-55.
- Sin, L. Y. M., Tse, A. C. B., Yau, O. H. M., Lee, J. S. Y., Chow, R. P. M. (2004). "Market orientation and business performance in the PRC: A regional comparison". *Journal of Global Marketing*, 17(2-3), 55-89.
- Subramanian, R., Kumar, K., Strandholm, K. (2009). "The role of organizational competencies in the market-orientation-performance relationship: An empirical analysis". *International Journal of Commerce and Management*, 19, 7-26.
- Siguaw, J. A., Brown, G., & Widing, R. E. (1994). "The influence of the market orientation of the firm on sales force behavior and attitudes". *Journal of marketing research*, 106-116.
- Salancik, G. R., & Pfeffer, J. (1978). "A social information processing approach to job attitudes and task design". *Administrative science quarterly*, 224-253.
- Shapiro, B. P. (1988). "What the hell is market oriented"? (pp. 1-3). HBR Reprints.
- Steers, R.M. (1975). "Problems in the Measurement of Organizational Effectiveness." *Administrative Science Quarterly* 20 (4): 546 – 568.
- Thompson, J. D. (1967). "Organizations in action: Social science bases of administrative theory". Transaction publishers.

- Venkatraman, N., & Ramanujam, V. (1986). "Measurement of business performance in strategy research: A comparison of approaches". *Academy of management review*, 11(4), 801-814.
- Webster, F.E. Jr 1988, "The rediscovery of the marketing concept", *Business Horizons*, Vol. 31 No. 3, May-June pp. 29-39.
- Wambugu, L. W. (2014). "Effects of Organizational Culture on Employee Performance (Case Study of Wartsila-Kipevu Ii Power Plant)". *European Journal of Business and Management*, 6(32).
- Zaman, K., Javaid, N., Arshad, A., & Bibi, S. (2012). "Impact of internal marketing on market orientation and business performance". *International Journal of Business and Social Science*, 3(12).
- Zeffane, R. (1994), "Patterns of organizational commitment and perceived management style: a comparison of public and private sector employees", *Human Relations*, Vol. 47, August, pp. 977-1010.

