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Factors affecting organizational commitment among university faculties of Nepal: A structural equation modeling approach

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ABSTRACT

University faculties are key players of academic world. Their commitment plays vital role to achieve the goal of the academic institutions. Even though much research has been conducted to explore the organizational commitment of the employees, commitment of university faculties was less investigated area. This paper aims to explore the factors affecting organizational commitment of the university faculties and examine the relationship between organizational commitment and its' determinant factors. For this study, 312 Business School faculties were selected by using stratified sampling followed by simple random sampling from three universities of Nepal. By adopting exploratory factor analysis, five factors; work environment, work recognition, pay and compensation, unionism, and organizational commitment were extracted. The paper further examined the relationship between endogenous variable; organizational commitment and exogenous variables; work environment, work recognition, pay and compensation, and unionism by using structural equation modeling and path analysis. The result conformed that work environment, work recognition, pay and compensation are positively related with organizational commitment, but unionism is negatively related with it and relationships are statistically significant at 5% level of significance. Overall variance explained in endogenous variable by exogenous variables was 42%.

KEY WORDS

organizational commitment, unionism, work environment, work recognition, pay and compensation, university faculties

JEL Code: I21, J28, J51, O15

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1 INTRODUCTION

University faculties are key contributor of the higher education system and standing in the front line. Committed performance among faculties is extremely important, since it would affect the productivity, creativity, and quality contributions. In the long run it would influence the perception of incoming students and stakeholders toward the university. Universities require faculties with a high level of commitment towards their job so that they can contribute enthusiastically in the interest of all the stakeholders. Faculties with high commitment are self-motivated and honest in their duties (Nagar, 2012). Therefore, organizational commitment of the university faculties is salient factor for the success of the academic institutions. Students are viewed as the future leaders, police makers and planners. Universities can able to supply better human capital to the job market only if university teachers are highly competent and are committed to ward their job and organizations. From the perspective of the university, building a strong commitment among the faculties is crucial. Universities need dedicated faculty members who not only join their university but continue to remain actively involved in innovative research activities; prepare new materials and approaches for teaching; build, assess, and reform academic decision making; and work closely and actively with their students. Thus, it is critical for the universities to promote among their faculty members a high level of innovative behavior that goes beyond routine involvement (Neumann & Finaly-Neumann, 1990).

Concept of organizational commitment is one of the extensively researched area, and is widespread in organizational behavior, human resource management and general management literatures. In general, commitment is a force that bines an individual to a course of action of relevance to one or more aims (Meyer & Herscovitch, 2001), and organizational commitment is psychological strength and feeling of individual toward the mission and

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goal of organization (Mowday et al., 1979). Most of the researches were focused on the organizational commitment of the employees of the business organizations and some related organizations, but universities have specific features that distinguish them from others (Lovokov, 2016). Bell (1973) and Kerr (1995) highlighted that, “universities are fundamental institutions within the scenario of globalization because of their research mission, teaching and community service mission. In addition, it produces and conveys knowledge for contemporary society (as cited in Mainardes et al., 2011, p. 125). Those whose area of investigation was the commitment of the university faculties realized that, role of the faculties is important for the success of the universities (Chughtai & Zafar, 2006; Daly & Dee, 2006; Jing & Zhang, 2014). As in the case of other non-profit organizations, faculty values and attitudes are particularly important for the functioning of the universities (Lovokov, 2016). The push for more complex, intellectually demanding approaches to teaching suggests that teacher commitment will continue to be important for effective education. There are seven key workplace conditions that contribute to teacher commitment: job design characteristics, feedback, autonomy, participation, collaboration, learning opportunities, and resources. This framework is used to assess the effects of such differential incentive policies as merit pay and career ladders (Firestone & Pennell, 1993). It is undoubtable that university faculties commitment is crucial factor to achieve the mission and vision of the universities and in the long run it would significantly impact the success of the higher education system, but the central concern is that, what are the exogenous variables that significantly impact the variance on the commitment of the university faculties. Some researcher highlighted that, Pay and compensation, and work environment are important predictor variable of the organizational commitment (Cohen & Gattiker, 1994; Painter & Akroyd, 1998; Schroder, 2008). Likewise, work recognition is another salient predictor variable of the organizational commitment (Lambert & Hogan, 2009; Lingard & Lin, 2004). Unionism is one of the widespread activities within the organizations and has been viewing as collective bargaining power of the employees (Stevenson, 2015). It is also one of the salient predictor factor of the organizational commitment.

Even though past studies empirically investigate the organizational commitment of the employee and its outcome along with its predictor variables. Predictors; pay and compensation, work recognition, work environment, union practices are depending on nature and location of the organization. Nature of works within the universities are quite different from other organizations (nonacademic). The work recognition, pay and compensation packages and work environment expecting by the university faculties is unique and totally different from the workers of other organizations (nonacademic). In addition, nature of the organizations and expectations of the employees are depending on the governing system of organization and governing system of the countries. For example. Work recognition, work environment, and pay and compensation package offered by the organization with in the United States of America is not similar as Nepal. For instance, the employee who is receiving \$1000 per moth stipend in Nepal would be satisfied with his/her salary and will be committed to ward his/her job, but employee with in the USA would not be satisfied with stipend of \$1000 per and would not be committed toward his/her job.

Nepal is among developing countries. Higher education system of Nepal is unique and still struggling to offer the world class education. As mentioned above, commitment of the faculties would be prime factor to achieve the goal of the academic institution. Past researchers are rarely focused to explore the organizational commitment of the faculties of Nepalese universities. In addition, rarely the researchers were investigated the organizational commitment of the university faculties and its relationship to the determinant factors. This study aims to explore the factors responsible for organizational commitment and examine the relationship between them. Furthermore, this study purpose to examine the variance explained in endogenous variable (organizational commitment) by exogeneous variables; unionism, work environment, work recognition and, pay and compensation.

2 ORGANIZATIONAL COMMITMENT

Early researchers abstracted the organizational commitment as a function of individual behavior and willingness to give their effort to the organization through actions and choices over time (Becker, 1960; Kanter, 1968). Later researcher conceptualized it as “person's affective reactions to characteristics of employing organization and a willingness to exert considerable effort on behalf of the organization. It is concerned with feelings of attachment to the goals and values of the organization, one's role in relation to this, and attachment to the organization for its own sake rather than for its strictly instrumental value. To as a positive outcome of the quality of work experience, the concept can be regarded as a factor contributing to subjective well-being at work” (Porter, et al., 1974; Cook & Wall, 1980).

Three essential components of the organizational commitment were found in several researches. These three components are affective, continuance and normative (Allen & Meyer, 1990, 1996; Greenberg, 2005). Affective commitment refers to emotional attachment and positive affection of the employee toward their organization and feel pride to be a part of the organization. Continuance commitment measure the willingness of the employees to continue to work in the organization and feels fear to leave the organization (Hafer & Martin, 2006; Mayer et al, 1993). When an employee feels grateful to stay employed in the organization, it refers to normative commitment

(Meyer & Allen, 1991). In general employees who are committed to their work, feel connection to their organizations, respect the values and goals of organizations and follow them, more determined to their work and feel to stay at their organizations. It is also viewed that, commitment is the relative strength of attachment between employees and their organization (Riketta & Van Dick, 2005; Marrinna et.al., 2017) and it is the psychological bond that an employee has with an organization. This bond may be expressed by the commitment the employee feels toward the organization (Mowday et al.,1982; Allen &Meyer, 1990) and more committed workers see their job positively and want continue it (Meyer et.al., 2002).

2.1 DETERMINANTS OF ORGANIZATIONAL COMMITMENT

Workers unions have been spread out in most of the organizations in the world. Union supporter beliefs that union were fighting for betterment of the organizations and employee. In addition, they believe that workers have been benefited by the collective bargaining of union activities. In Nepal, all the universities have teachers' unions. Time to time teachers' unions have been pressurizing top management to fulfill their demand. Some teachers' union are the sister organization of the political parties; therefore, most of the teachers are involved in the politics along with their teaching profession. In Nepal all the top management positions of the universities are appointed on the recommendation of the union leaders. It is most debatable issue among Nepalese academia, whether union activities are positively related to organizational commitment or negatively related, therefore this study aims identify the answer of this dilemma.

Some literatures identified that some special professors' associations were worked for betterment of their professions and their institutions too. University faculty to express a preference for collective bargaining requires: (a) dissatisfaction with current job and employment conditions, (b) distrust in administration's ability and/or willingness to deal with faculty's concerns, (c) a view that unionization can be instrumental in improving job and organizational conditions, (d) a rather liberal socio-political belief system, and (e) a willingness to overcome the general negative image or stereotype of unions. This study further found that that pro-union faculty tend to exhibit significantly more favorable attitudes toward unions in general, have less trust in administrative decisions, are less satisfied with various aspects of their jobs in general and "bread and butter" issues in particular, have less favorable perceptions about the way they are treated as professionals, and view collective bargaining as an effective means of instigating desirable change.(Hemmasi & Graf, 1993).

Asamani and Menash (2013) found that union members are more satisfied in their jobs than nonunion members, but union members are less committed toward their job. Dhammika (2015) found that there is negative relationship between unionism and employee outcomes. Only limited researches were found in the area of professors' involvement in unions activities and its impact on their organizational commitment. This paper viewed unionism as potential influential predictor factor of the commitment therefore one most important purpose of this study is to examine some causal relationship between unionism and organizational commitment of the university faculties.

Work environment, recognition of the work and pay and compensations are also important exogenous variables which can affect the organizational commitment. Das and Singh (1978) found that organizational culture is important for organizational commitment. It also elaborates that one's higher order needs are satisfied through autonomy, achievement, self-actualization, leads to higher level of commitment. Kuvaas (2006) highlighted that pay satisfaction is one of the important factor which has significant impact on the organizational commitment of the employee. Satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organizational commitment of faculty members (Malik et al., 2010). Caldwell et al. (1990) suggested that commitment is largely determined by the rewards offered by the organization, particularly financial rewards. Schroder (2008) highlighted that organizational policy and administration, work itself, religious commitment, salary, working environment and achievement are significant predictor variable of the organizational commitment of university teachers. Elissa (2009) examined organizational commitment and professional commitment among a sample of social workers and found that work environment and work recognition are potential predictor variables of organizational as well as professional commitment. Mcguire & McLaren (2009) examined the effect of the physical environment on employee commitment and found that working conditions can affect an employee's sense of well-being which in turn can generate higher levels of employee commitment. Work recognition and rewards are important determinant factors of organizational commitment and are positively related to it (Belgio, 2018). Reward and recognition of the work can increase the workers positive feeling toward organization and it push them more committed toward their work. From past studies, it is underlined that, unionism, pay and compensation, work recognition and work environment are casual predictor variables of organizational commitment, but only few of them empirically investigate the casual relationship between them and identify the variance explained in outcome variable (Organizational commitment) collectively by predictor variables. From the back support of the past studies this paper viewed; work environment, work recognition, pay and compensation, and unionism as important predictor variable of the organizational commitment.

2.2 HYPOTHESIZING THE RELATIONSHIP BETWEEN CONSTRUCT

Some researcher abstracted that pay satisfaction in positively related with organizational commitment. (Yousef, 2002; Kuvaas, 2006; Vandenberghe & Michale, 2008). Malik et al. (2010) examine the relationship between pay satisfaction and organizational commitment of university teachers. This study found that pay satisfaction is positively related with the organizational commitment.

Organizational commitment is significantly related to working condition and working environment of the organizations. There is significant positive relationship between work condition, working environment and organizational commitment (Vanaki & Vagharseyyedin, 2009; Hanaysha, 2016). Saqub et al. (2015) investigated the impact of tangible and intangible rewards on organizational commitment. This study revealed that there is significant positive impact of the tangible and intangible rewards on organizational commitment. Bjarnason (2015) investigated the relationship between social recognition and employees organizational support. This study explored that social recognition and employee organizational support are significantly related.

Union members are more satisfied than non-union members, but union members are less committed to ward their jobs (Asamani & Menash , 2013). In addition, Dhammika (2015) investigated the relationship between unionism and employee outcome and found that there is negative relationship between unionism and employee outcomes.

Above literature and discussion leads to setting up of the following hypotheses.

Hypothesis 1: *Work recognition has positive relationship with organizational commitment of university faculties.*

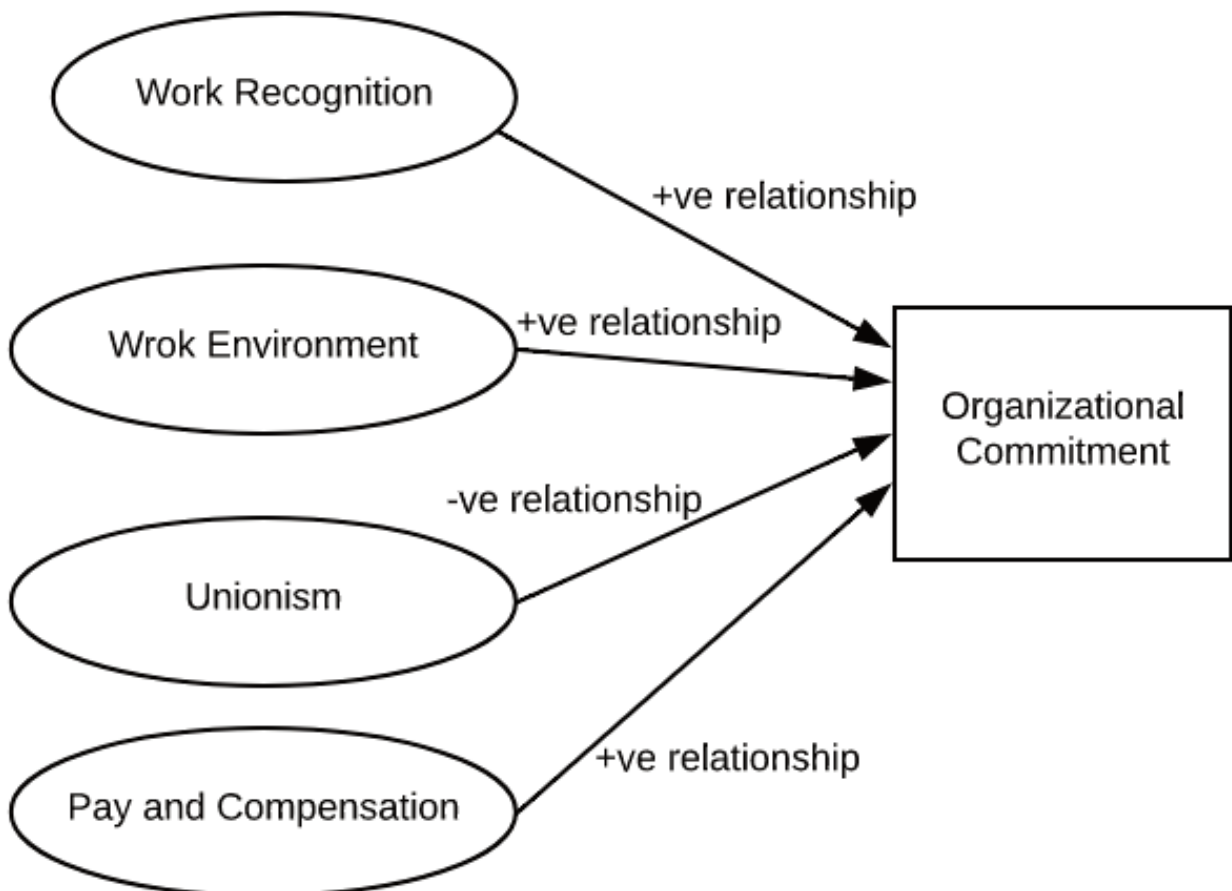
Hypothesis 2: *There is positive relationship between work environment and organizational commitment.*

Hypothesis 3: *Teachers’ union activities and practices within the universities and colleges has negative impact on organizational commitment of university faculties.*

Hypothesis 4: *Pay and compensation packages has positive impact on organizational commitment of university faculties.*

Theoretical model used to identify the relationship between pay and compensation, work recognition, work environment, unionism and organizational commitment is as follows which is developed and tested by using LISREL 8.54

Figure 1: Conceptual model showing the relationship between construct



3 METHODS AND INSTRUMENTATION

The study was an attempted to empirically investigate and explore the determinant of organizational commitment and examine the relationship among organizational commitment and its determinant factors; work recognition, work environment, unionism and pay and compensation.

3.1 POPULATION SAMPLING AND SAMPLE SIZE

Population for this study was the Business Schools and Colleges faculties of Pokhara University, Tribhuvan University and Kathmandu University of Nepal. Sample size for this study is 312. Stratified sampling followed by simple random sampling was used to select samples. Nature of the sample was as follows;

Table Number 1: Distribution of samples

Sample Character		Sample Size
Gender	Male	243
	Female	69
Job Position	Lecturer/Asst. Professor	261
	Assoc. Professor	36
	Professor	15
University	Pokhara University	183
	Tribhuvan University	118
	Kathmandu University	11
Type of the college	Constituent	225
	Affiliated	81

3.2 QUESTIONNAIRE INSTRUMENT

Questionnaire was divided in to two parts. Second part contains basic demographic information and first part contains five-point Likert scale questionnaire. For first part Minnesota Satisfaction Questionnaire (MSQ), Pay Satisfaction (Heneman & Schwab, 1985) and Meyer and Allen (1997) Organizational Commitment Questionnaire (OCQ) is referred to develop the instrument and modified in Nepalese context, furthermore questions regarding unionism and work environment were self-administered and test their reliability and validity.

Reliability of questionnaire has been examined by using Cronbach's alpha. Where Cutoff value of Cronbach alpha is more than 0.7. Face validity and convergent validity was used to examine the validity of the questionnaire. For this average variance extracted (AVE) was used and calculated by using the formula:

$$AVE = \frac{\sum_{i=1}^n L_i^2}{n}$$

Where "Li" represents standardized factor loading and "i" represent number of item. In other words, it is the average squared completely standardized factor loading. AVE of 0.5 or higher is good rule of thumb suggesting adequate convergence.

Before the finalization of the questionnaire, pre-testing of the questionnaire was carried out by qualitative examination. For data collection, randomly visit to the faculties of the selected Business Schools and Colleges and request them to fill up the questionnaire and suggested them to return as per their convenience time. For this study 450 questionnaires were distributed but 312 were returned by the respondent. This study was based on the 312-sample size.

4 RESULT AND ANALYSIS

The total number of respondents in this research was 312. Factor analysis was carried out through IBM SPSS 20. To extract the factors, principal axis factor analysis was conducted, using varimax rotation method. Items having communality more than 0.35 and eigen value more than 1 were considered for factor analysis. 13 items were significantly loaded under five factors. The KMO value was 0.792 with significance value of 0.000. This value demonstrating the sampling adequacy to conducting the factor analysis.

The extracted factors accounted for approximately 63.85% of the total variance. In addition, all factors had high internal item consistency reliability, since Cronbach alpha coefficients for all selected factors, ranging between 0.743 and 0.84 and overall Cronbach alpha is 0.813. The factors were labeled as organizational commitment, Salary and Compensation, Unionism, Work Environment and Work Recognition (Table 2). Average variance extraction for all the factors was more than 0.5 except Unionism. For the factor unionism average variance extraction (AVE) was 0.48 and Cronbach alpha was 0.743. AVE is not far from the minimum cut off point of 0.5 and Cronbach alpha is greater than 0.7 so that 'Unionism' is also considered as reliable and valid factor.

Three items OC3, OC4 and OC5 are loaded under "Organizational Commitment" with factor loading 0.731, 0.817 and 0.713 respectively. Cronbach alpha for this factor is 0.83 with AVE 0.57. Likewise, three items SC2, SC3 and SC4 are loaded under factor "Salary and Compensation" with factor loadings 0.727, 0.916 and 0.713. Cronbach alpha for this factor is 0.84 and AVE 0.63. Also, three items TUN2, TUN3 and TUN4 are loaded under the factor "Unionism" with factor loadings 0.636, 0.724 and 0.72. Cronbach alpha for Unionism is 0.743 and AVE is 0.48. Two items WE6 and WE7 are loaded under the factor "Work Environment" with factor loadings 0.626 and 0.895. Cronbach alpha of this factor is 0.808 and AVE 0.6. Finally, two factors RC3 and RC5 are loaded under the factor "Work Recognition" with factor loadings 0.793 and 0.725. Cronbach alpha of this factor is 0.797 and AVE 0.58 (Ref: Table 2).

Table 2: Factor extraction result

Factors	Factor Items	Factor Loadings	Variance Extraction	Cronbach Alpha	AVE*
Organizational Commitment	I have belief in and acceptance of the Values and goals of the organization [OC3]	0.731	15.89%	0.83	0.57
	I take pleasure in being a member of my organization [OC4]	0.817			
	I talk up this organization as a great place to work with my friends [OC5]	0.713			
Salary & Compensation	My most recent salary raise [SC2]	0.727	15.32%	0.84	0.63
	My current salary[SC3]	0.916			
	My organizations pay structure[SC4]	0.713			
Unionism	Teachers' union activities of this institution are constructive[TUN2]	0.635	12%	0.743	0.48
	I feel secure because union can support me[TUN3]	0.724			
Work Environment	Our union works for the teachers' personal development[TUN4]	0.72	10.52%	0.808	0.6
	Physical classroom facility and office facility is comfortable[WE6]	0.626			
Work Recognition	My institution provides necessary materials and equipment which are essential in teaching and learning process[WE7]	0.895	10.11%	0.797	0.58
	When I do a good job, I receive the recognition for it that I should receive[RC3]	0.793			
	I get credit for the work I do[RC5]	0.725	63.85%	0.813	
	Total				

*AVE: Average Variance Extraction

4.1 TEST OF MEASUREMENT MODEL

The measurement model was used to establish the validity of the constructs used in the study. The latent constructs are organizational commitment, work environment, work recognition, unionism and pay and compensation. The measurement model with all 13 aggregate items (representing the observed variables) for above 5 constructs were developed and analyzed as a confirmatory factor analysis. Table 4 shows the indexes that were used to assess the extent to which the proposed 5-factor model fit the data. This measurement model is useful in assessing the potential fit of any causal models that may be applied. If the measurement model is of poor quality, a causal model cannot improve on the fit measures. In particular, the measurement model should show quality loadings of the manifest variables on the latent variables.

A Structural Equation Modeling (SEM) technique was used to test the model. LISREL 8.54 was used for this purpose. The observed variables used to identify the latent variables in SEM were obtained by processing the data in the instrument. Results of SEM analysis shows that the model offers a good fit to the data.

Chi-Square test/df and fit indices: GFI, AGFI, NNFI, CFI, RMSR, RMSEA were employed to test the model fit. The commonly used measures of model fit measurements in practice; GFI, NNFI, CFI greater than 0.9, an AGFI greater than 0.8, RMSR less than 0.1, and RMSEA less than 0.08 are considered indicators of good fit.

Table 3 show that all the likelihood measurement equations are significant at 5% level of significance since all the t-values are more than 2. Estimates of the all equations are more than 0.5 with standard error less than 0.1. It indicates that all the items are significantly loaded on respective construct. Coefficient of determinations of all the measurement equations are more than 0.5 except TUN2. More than 50% variation on the construct is determined by their respective items except TUN2. Coefficient of determination of TUN2 is 0.46, it indicates 46% variation on Unionism is explained by item TUN2. Alpha coefficient of all the factors was more than 0.7, which indicates the reliability of the factors. AVE of all the factors was 0.5 except Unionism. AVE of the Unionism is 0.48 which is also closer to 0.5 (Table 2). In sum up, measurement model passes the reliability and validity test.

Table 4 explore the measurement of the fit indices. Chi-square value is 94.77 with p-value of 0.00069, which indicates the model fit is poor but Chi-square/df is 1.72 which is less than 3 therefore it asserts the claim that model fit is good which is also supported by other fit indices. NNFI, CFI, GFI are more than 0.9 and AGFI is greater than 0.8, it indicates that model fit is good. Furthermore, RMSEA is 0.048 and RMR is 0.056, both are below 0.06. It also suggests that model fit is good. Finally, all the fit indices indicate that measurement model is good enough to run the structural model.

Table 3: Measurement equations

Measurement Equations	t-value	Standard Error	R ²
OC3 = 0.55*OC	13.52	0.04	0.6
OC4 = 0.57*OC	14.85	0.038	0.75
OC5 = 0.53*OC	12.91	0.041	0.55
RC3 = 0.73*RC	12.35	0.059	0.53
RC5 = 0.86*RC	15.27	0.056	0.84
WE6 = 0.85*WE	14.79	0.058	0.71
WE7 = 0.83*WE	14.19	0.058	0.65
TUN2 = 0.71*TUN,	10.73	0.066	0.46
TUN3 = 0.55*TUN	8.06	0.068	0.25
TUN4 = 0.82*TUN	12.29	0.067	0.64
SC2 = 0.67*SC	14.11	0.048	0.54
SC3 = 0.88*SC	18.78	0.047	0.85
SC4 = 0.71*SC	14.25	0.05	0.55

OC: Organizational Commitment, RC: Work Recognition
 WE: Work Environment, TUN: Unionism, SC: Salary and Compensation
 OC3 to SC4 (Ref table number 3.1)

Table 4: Fit indices

Fit Indices		
Chi-Square=94.77	df= 55	P-value=0.00069
RMSEA=0.048, Normed Fit Index (NFI) = 0.96		
Non-Normed Fit Index (NNFI) = 0.97, Comparative Fit Index (CFI) = 0.98		
Root Mean Square Residual (RMR) = 0.056, Standardized RMR = 0.056		
Goodness of Fit Index (GFI) = 0.96, Adjusted Goodness of Fit Index (AGFI) = 0.93		

Based on the values and theoretical concepts, measurement model was modified in specification search of better-fitting model and finally the current measurement model with 13 items and 5 constructs was specified. Overall, the measurement model is believed to be appropriate given the evidence of adequate model fit, reliability and validity.

4.2 TEST OF STRUCTURAL MODEL

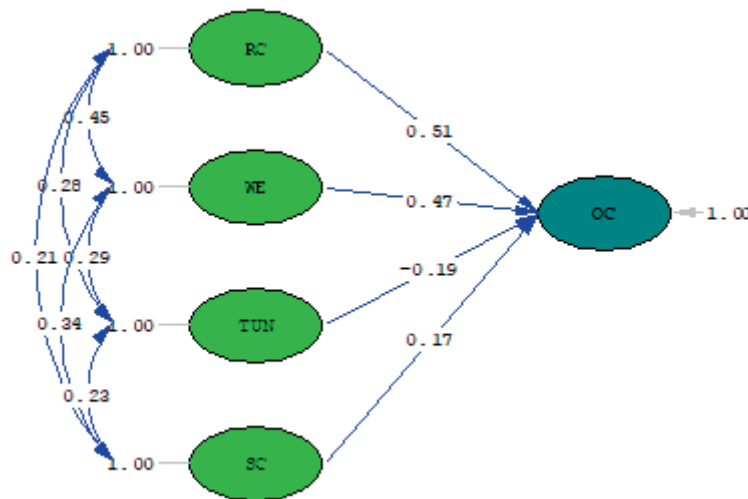
In moving from the measurement model to the structural model, the emphasis of the study now shifts to the relationships between latent constructs and the observed variables to the nature and magnitude of the relationships between the constructs as depicted in Figure 1. The structural model is specified based on the existing theories of organizational commitment. The construct work recognition, work environment, unionism and pay & compensation are exogenous construct and organizational commitment is endogenous construct. The structural model examines the relationship between exogenous and endogenous variables.

Structural equation

$$OC = 0.51*RC + 0.47*WE - 0.19*TUN + 0.17*SC, \text{ Error var.} = 1.00, R^2 = 0.42 \quad (1)$$

(0.099)	(0.10)	(0.088)	(0.079)	
5.19	4.62	-2.20	2.15	

Figure 2: Path diagram



Structural equation and path diagram (Figure 2) explore the relationship between endogenous variable organizational commitment and exogeneous variables work recognition, work environment, unionism and salary and compensation. There is significant positive relationship between work recognition and organizational commitment since estimated value of standardized beta is 0.51 with standard error of 0.099 and t-value 5.19. It asserts the claim of hypothesis1. Likewise, there is significant positive relationship between work environment and organizational commitment because, estimated value of standardized beta is 0.47 with standard error 0.10 and t-value 4.62. It supports the claim of the hypothesis2. In addition, there is significant negative relationship between unionism and organizational commitment since estimated value of standardized beta is -0.19 with standard error 0.088 and t-value -2.10. It supports the claim of the hypothesis3. Likewise, there is significant positive relationship between salary and compensation and organizational commitment since estimated value of standardized beta is 0.17 with standard error 0.079 and t-value 2.15. It supports the hypothesis4. Multiple coefficient of determination is 0.42, it indicates that 42% variation on the organizational commitment of the university faculties is explained by exogeneous variables. All fit indices are same as in the measurement model (Table 4), therefore the fitting of the structural model is good. All the proposed hypothesis were supported by the finding of the relationship between endogenous and exogenous variables.

5 DISCUSSION AND CONCLUSION

Researchers have made significant effort to bring to light the attributes in a worker's life that lead to committed them toward their work and make them satisfied (Nagar, 2012). Faculties are key contributors for successful education system, but only limited research has been seen this area. Therefore, this study can address this gap with a study of organizational commitment of the university faculties and its' associated factors. This study at first, explored five salient factors; organizational commitment, unionism, work environment, work recognition, and pay and compensation and then examined the relationship between endogenous variable organizational commitment and exogeneous variables; unionism, work environment, work recognition and, pay and compensation. Some past studies linked the positive relationship between work recognition, work environment, pay satisfaction and organizational commitment. This study also come up with the significant positive relationship between above three exogeneous variables; work environment, work recognition and, pay and compensation, and organizational commitment. Past studies also explored the negative relationship between union activities and workers organizational commitment. This paper also found the negative relationship between unionism and organizational commitment among university faculties of Nepalese Business Schools.

Angle and Perry (1983) reveled the fact that when organizations provide favorable work settings, workers view them as rewards and consequently employee can respond by demonstrated through more effort, regular attendance and better participation in work. Therefor better work environment leads employee toward more committed in their job. Universities can provide better working environment for their faculties to make them more committed. Elissa (2009) underlined the fact that better work environment and work recognition significantly increase the organizational as well as professional commitment of the employee. If the faculties receive the credit from their executed task, it increases the positive feeling in the faculties toward their work and organizations, consequently it can increase affective commitment of the faculties. This study found that faculties of Nepalese Business Schools are satisfied with their work recognition. Since average score of work recognition is more than 3. And there is strong positive relationship between work recognition and organizational commitment, standardized beta coefficient is 0.51. In Nepalese universities, faculties are satisfied with work recognition because, usually those faculties who performed their task effectively and efficiently receive the credit for their work. In addition, their work is recognized by their home institution along with entire academia. For instance, if university management noticed that, some of the faculties performance is outstanding, then top management offers some high level academic duties such as coordinator of the conferences, research workshops, designing the syllabus etc. This is a fair recognition to the faculties. This study found that work environment and organizational commitment are positively related, standardized beta coefficient is 0.47. It is obvious that better the working environment with in the universities higher the organizational commitment. For this study work environment represents physical classroom conditions, office conditions, prompt support from the office staffs, availability of the teaching and learning materials. Faculties respond that they are satisfied with the working environment since average score of work environment is more than 3. Faculties are happy with physical environment. University teachers are busy on their academic work so that, if academic institutions provide some basic physical facilities to them, they are happy with it. But faculties should not be happy with some other environment such as union activities and political intervention in the academic institution. Which is the major problem of the Nepalese academia. This study attempted to explore the unionism but impact of the political intervention in the academia was not addressed here. It is inferred from this study that work environment (physical environment) and work recognition is fair with in the Nepalese universities and there is significant positive relationship between these two factors and organizational commitment. In addition, these two factors are important predictor variables of organizational commitment of faculties. The finding of this study is consistent with the past studies as well as current scenario of the Nepalese universities.

Pay and compensation is equally important to make employee more committed toward their job. Pay satisfaction of the employee is positively related to the affective commitment of the workers (Vandenberghe & Tremblay, 2008). In addition, (Judge et al.,2010) highlighted that pay satisfaction is significantly related to job satisfaction of the employee. And there is positive relationship between job satisfaction and organizational commitment (Nagar, 2012). Past studies are underlying the fact that pay satisfaction of the employees can significantly increase the commitment toward their work. This study also found the significant positive relationship between organizational commitment and pay and compensation of the university faculties. Some universities offer extra allowances to their faculties and others give permission to their faculties to work outside. This could be the reason, faculties are not unhappy with their pay and compensation package. But, pay and compensation package offered by the universities to their faculties is still approximately \$500 on average, which is not enough to fulfill of the basic requirements. In sum up, faculties are not unhappy with their pay and compensation packages and there is significant positive relationship between pay and compensation package and commitment of the faculties toward their work. It is also asserted that salary is one of the salient predictor variable of the organizational commitment. Therefore, it is also reasonable to advise that; universities can rise the pay and compensation package of the faculties to make them psychologically committed toward their work.

Past studies also suggested that union activities have negative impact on organizational commitment. Most of the dissatisfied workers are more attracted toward unions to try to make them satisfied. People join unions both to rectify dissatisfying circumstances and to increase the gains from employment, furthermore union members are more satisfied with their jobs than non-union members (Hammer & Avgar, 2005). In Nepalese academia, faculties have been attracted towards unions to gain from collective bargaining. Those faculties who were benefited from the union activities can be the favor of the union activities but in overall, faculties are not satisfied with union activities, since average unionism score is 3.13 (1 is strongly, 5 is strongly disagree) which closer to neutral. This study found that there is negative relationship between unionism and organizational commitment. This is also in the same line of the previous researcher's findings. Negative impact of unionism on the commitment of the faculties toward their work can further impact on the quality of the education provided to the students and will reduce the trust toward the higher education system of the Nepal, as a result more students will be migrated toward other countries for their higher education. In addition, those faculties who are not involved in the union activities, don't like the union activities within the academic institution. Because of union activities within the academia, faculties could have less commitment with their jobs and consequently they would switch their job or try to migrate to some developed countries. It will be the great loss of the Nepalese academia. To make more committed faculties, it would be important to downsizing the union activities by attracting them to some motivational academic activities.

In conclusion, university faculties are valuable resources to the universities and entire higher education sector, therefore management should invest significant resources in the assessment of their working environment, both mental and physical, to maximize the quality of service delivery and make them more committed toward their jobs. Universities can make faculties more committed toward their jobs by providing better recognition of their work and by offering good financial package, consequently it can downsize the union activities within the academic institutions. Downsizing the union activities, providing better work environment, recognizing the work executed by the faculties and offer better financial package to the faculties can increase their commitment, as a result it can improve the quality of the education provided by the universities.

5.1 LIMITATIONS

Although this study adds value on the paradigm of organizational commitment, there are some limitations. This study is based on the faculties of the Business Schools only. Therefore, call for future researchers using larger sample size and cover all the faculties of all stream of the all the universities of Nepal. Although the present study took a significant effort to validate the model and establish the relationship between organizational commitment and its some important determinant factors, some extensive study will be required to validate the relationship between unionism and organizational commitment. Researcher feels, it is salient to call for future researcher to study the relationship between unionism and organizational commitment among university faculties of Nepal by using qualitative as well as quantitative research methods. Even though there are more than five items belong the work environment and work recognition factors, only two items were extracted because of their communalities. Researcher also call the future researcher to solve this issue.

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