IMPACT OF EFFECTIVE MANAGERS' TRAINING UPON ORGANIZATIONAL COMMITMENT WITHIN FIRMS OF PHARMACEUTICALS AND FAST-MOVING CONSUMER GOODS

**Dr. Mahwish Saeed[1], Prof. Dr. Leenah Ãskaree[2], Muhammad Osama Siddiqui[3]
Ahmad Shujāã Baig[4], Engr. Ãmmaar Baig[5]**

[1]*Assistant Professor, Department of Psychology, Iqra University Karachi Pakistan.*
[*2]*Chairperson Department of Psychology, Hamdard University Karachi Pakistan*
[3]*MS Organizational Psychology & HRM, Bahria University, Karachi Pakistan*
[4]*Psychologist & HR Consultant, MPhil Scholar at University of Karachi Pakistan.*
[5]*Business Analyst, the Resource Group Pakistan.*

[1]saeed_mahwish@yahoo.com, [2]dr.leenah@hamdard.edu.pk, [3]mosama.siddiqui786@gmail.com,
[4]ahmad.shujaa.baig@gmail.com, [5]Ammaar.Baig549@gmail.com

Corresponding Author: *

ABSTRACT

The objective of the study is to examine the impact of effective managers' training upon organizational commitment within firms of Pharmaceuticals and Fast-Moving Consumer Goods. The hypothesis proposed for the study, "Effective Managers' Training enhances Organizational Commitment" provided significant results. This 'quantitative' and 'causal' research in nature, further determines the cause and effect relationship. This study includes representative sample of 302 Managers from different departments of FMCG and pharmaceutical firms, selected by way of 'stratified' sampling. The questionnaires administered were; 'Training Questionnaire: HR Assessment' by The Inside Coach (2010) focuses on leadership, coaching, team building, relationship and communication, results and effectiveness of Managers, and the Organizational Commitment Scale by Allen and Meyer (1990), The findings revealed that the Effective Managers' training is a direct source of their effectiveness and organizational commitment to enhance their productivity at work. The outcomes of the study will be useful for the Management of FMCGs and Pharmaceutical Firms to formulate a strategy towards providing Effective Managers' Trainings for such cadre, to directly influence and augment their level of commitment within organization in challenging situations. Spending in people has become of vital importance in today's volatile economic environment for strategic growth within the organizations. However, investment upon management training and development of workforce that produces, refines, delivers and manages products or services would be crucial. Furthermore, it's an option to distinguish those who are ready for the next level into a managerial or leadership role. Obviously motivated and committed managers are essential for organizational triumph and competence.

Keywords: Effective Manager's Training, Organizational Commitment, Pharmaceuticals, Fast-Moving Consumer Goods

INTRODUCTION

The success of an organization is often said to be measured in terms of its effectiveness. Organizational effectiveness accomplishes its objectives, by excluding undue pressure on its employees. Managerial effectiveness is a key for the growth and survival of any organization and has been considered with three views: Conventional, Organizational, and Individual (Sharma & Gupta, 2011). According to Bartol and Martin (1991), the conventional mode highlights the skill for setting and achieving goals, therefore Managerial effectiveness increase organizational effectiveness unconditionally.

However, motivation does not candidly affect performance at work. As a substitute, motivation directs people to make proper use of information and expertise to relate them efficiently into professional objectives. Although the force instigates, create, refresh and carry on the relevance of our expertise and experience. In spite of this productive work usually engage support of motivation and information in encouraging atmosphere. Certain employee approach concerning organizational commitment and satisfaction are of key factors in the discipline of organizational effectiveness. Consequently, Mind-set of employees predictably influences job satisfaction, whereas, the 'organizational commitment' concentrates on feelings, regarding the whole organization.

Organizational Commitment

For individuals, organizational commitment is just the acceptance of an organizational values and goals, spending effort to attain the goals and the urge to continue as a member of this organization. This is a multipurpose concept with different perspectives discussed (Sivarajasingam, Shepherd, Matthews & Jones, 2002). According to Morrow, organizational commitment is described in more than twenty-five ways (Oliver, 1990).

In terms of descriptions, between a worker and an organization there is a direct relationship even though there is a consensus in the commitment of an organization with evaluation and structure. In the views of Shepherd and Mathews (2000), those people who depict high levels of commitment are the ones who strongly believe about the organization's aims and objectives; they work hard for the organization's sake and willingness of being a member and get to become a part and parcel of the organization (p.369). Organizational commitment, as observed, is accepting the workers organizational processes. In Grusky's (1966) words, "commitment in an organization depicts worker's strength in affinity towards the organization." Strong emotions as described by Mowday, Porter and Steers (1982) shows the description of workers emotion of staying in an organization and in believing the efforts and objectives of the organization, in achieving them.

They declare that the base of organizational commitment is on three support mechanisms namely normative, affective and continuance (Meyer, Allen, & Topolnytsky, 1998). At the same time, three dimensions exist in organizational commitment that offer a great advantage to employees and organizations, namely continuance, efficient and the normative type of commitment.

Affective Commitment

This is the kind of commitment which enables workers to get emotionally closer to the organization and which makes them feel happy by being a part of the company (Wiener, 1982). As per Allen and Meyer (2000), the workers' depicting ability is reflected by their effective commitment in an organization and participation in that firm. Identification of workers is what affective commitment is all about with the interior activities of an organization and getting sticky to all the activities. Acceptance of employees in an organization is a part of loyalty and family to an organizational set up (Bobbie, 2007).

When organizational and individual values come together, they achieve affective commitment hence result in workers' happiness. The emotional commitment of workers surfaces when organizational and personal values match (Wiener, 1982). Workers who have an emotional attachment to work are normally satisfied while in the organization and will not leave the organization since he feels part of the organization (Meyer & Herscovitch, 2001).

Continuance Commitment

This is the continuity of a worker in membership organization and commitment because of personal

profits and expectations. In the world of literature, this is known as rational continuance; it is a worker's awareness of the departing cost from a company. Usually, it is based on organizational profit and the workers. It shows the need of putting up in an organization after measuring and assessing his organizational investment (Bergman et al., 2006). Put in another way, it is the possibility of material loss that compels workers to stay in a company. In this regard, workers believe that leaving an organization will pay a lot. Some prefer staying in an organization due to lack of qualification while others are not able to find work. Some of them think that due to family and personal problems, there is no alternative.

The belief of a worker regarding the opportunity cost of departing from an organization is higher for them in terms of continuance commitment. For many other reasons, workers remain in an organization due to physiological, social and economic reasons. Like the fear of not getting employment, lack of will in leaving their friends or moving to a new place, issues regarding the family, loss of money and many more (Allen & Grisafe, 2001).

Normative Commitment

This is the commitment of preferring to remain in an organization due to relations of the past. The commitment is usually on the basis of compulsion. The feeling of workers is due to the good relations and training. Said in another way, since the belief of workers is that staying in an organization is a tremendous responsibility, the commitment is different. It is education, age, serving period and organizational culture that affects normative commitment (Dordevic, 2004).

In conclusion, continuance commitment surfaces because profits need it, affective commitment is a result a person desires of it while normative commitment is due to moral and ethical matters (Wasti, 2002).

Problem Statement

Research Problem

Despite the fact that several aspects of an organization influence degree of promise, the relationship between employees and managers is questionably critical. In general, valued employees seem optimistic and proficient to ignore different limitation of organization that includes underpay, poor equipment, and less remuneration. However, the common opinion rules that employees leave their managers, not employer or organizations.

Contemporary research from the Employee Engagement Initiative national database of USA reveals that employees who are five times more committed in assigned work, consider their managers as efficient, as compared to those who take their manager as inefficient. In other words, a large discrepancy is obvious when 85% of employees were attached to effective managers and committed; whereas 17% of employees are committed to ineffective managers (Clark, 1998). In fact, below 1% of employees are not involved with effective Managers as compared to almost 25% of those employees who evaluate manager as difficult.

H. *Effective Managers' Training enhances Organizational Commitment within Firms of Pharmaceuticals and Fast-Moving Consumer Goods.*

Literature Review

The relationship amid employee's belief on "organizational commitment" and "training benefits" were evaluated by Al-Emadi and Marquardt (2007), through correlational quantitative research design. The research was conducted amongst 'senior staff' of a few "Qatari national employees" using comprehensive method of sampling. In this study, independent variable is "employee training benefits", dependent variable is "organizational commitment" and intervening variables under examination are the "demographic variables". The reliability coefficients of the "organizational commitment" were attained as below: "continuous commitment" (0.67), "normative commitment" (0.80), "affective commitment" (0.77), "benefits of career" (0.78), "personal training benefits" (0.86), and "job related benefits" (0.64). Statistically analysed results revealed significant and positive relationship in-between "component of organizational commitment" and "employee training benefit".

Fan and Cheng (2006) advocated that "continuing professional development" is essential for the enhancement of competencies required for efficacious performance of "sales representatives", which in turn will enhance the organizational efficiency. Ahmad and Bakar (2003) discovers that the "Malaysian white-collar employees" have

positive correlation between training and "organization commitment". The results revealed Cronbach's values for "normative commitment" (0.7465), "affective commitment" (0.88), "training variable" (0.8989), "continuance commitment" (0.69), "training environment" (0.859), "learning motivation" (0.816), and "training benefits" (0.8920). The results disclose a positive and momentous relationship between training support, training availability, and learning motivation in addition to overall administrative, normative and affective commitment. The training benefits and training environment relates with the overall commitment, continuance, normative and affective commitment as well. The "training and support benefits" were noteworthy predictors of affective, normative and continuance commitment. Hence, "support for training" does a significant and critical part in "employee retention", resolving the "high turnover issues", and "building loyalty". "Tenure and Age" demonstrates constructive correlation along with "affective commitments". The investigators suggested that imminent investigations ought to be conducted in countries like Asia to divulge these "training towards commitment" traits.

Through an investigation of 143 prominent "service organizations", researchers established that those "service organizations" could augment their performance by accumulating their practices and training activities (Brannick et al., 2002).

Gumuseli and Ergin (2002) discovered that 'transfer of training' process has an extraordinary impact on satisfaction, work productivity and effectiveness. There searchers discovered that the 'employee satisfaction' indicates using 'training' that the personnel are interested in transforming 'training skills' toward the place of work. Smith and Hayton (1999) perceive 'training' as an influence to develop adaptability to change, improve employee performance, and adoption of new practices.

Bartlett (2001) assessed 'perceived training accesses, 'motivation to learn', 'training frequency', 'perceived benefit of training', and 'supervisory support for the training'. The influence of "orientation of training" and "supervisor's support" in this regard is dynamic (Ellinger, 1997; Shrot, 1997; Bradfield, 1993; Ash, 1997; Bowne, 1999; Tiddler, 1999). Montesino (2002) appraised impact of the performance of individual learner, environment of training, the training and support of supervisor as well as the workplace upon the training effectiveness.

In this research, we anticipate to use diverse aspects of training. Above and beyond, training comprises of "satisfaction with training", "sufficiency of training received" and training as a means to advancement. However, exclusively it comprises "training impact" upon work as additional dimension.

As a matter of fact, managers and supervisors have a deep impact on motivation of their subordinates or teams. Therefore, an organization is dependent on Managers because they contribute to build an organization with the capacity to keep hold of its utmost capacity. Here we should understand what the factors behind an effective manager are and how to assess the importance of an individual's managerial skills.

In growing organizations of Pakistan, higher level of expectations are kept on field and frontline employees. However, it's gradually important that they possess sense of being encouraged by their manager. Thus, it is understood that working with a willing manager who stand up to the benefit of the organization is reliable. However, efficient managers also pay attention to "Strength Based Development". The Gallup organization conducted a large study which describes this type of thinking may misguide if the manages do not understand their strengths. The previous studies reveal that the organization of the coming era would be that one, which must be structured around the forces of managerial effectiveness. Buckingham and Clifton (2001) explains this study as 'damage control'. According to their research it seems that effective managers perform task in a different manner that have a deep impact on the progress of the organizations. Furthermore, guidance goes to that belief: every individual's capacities are persistent and distinctive, and that's the reason for anyone to develop himself in the field of major strength.

Any set of skills that are obtained due to training, is an advantage for the employee and organization. This advantage of training resides for a very long time. Although training can transpire only, when there is an absolute desire for that skill and knowledge, during the on-going changes. Generally, the requirement for training can occur due to the various purposes such as; health, safety, new technology, personal and professional development,

as well as for organizational success. However, Managerial Training is mostly perceived as something imperative; because a manager generates end results from a situation, by dealing out correctly. Besides creating the results or achieving the business goals in organizations a manager is supposed to be associated by the main magnitudes, such as technological, theoretical, and individual. The organizational efficiency increases through operative management of these mentioned aspects. In particular the critical and individual extent of management is imperative. For that reason, managers are supposed to motivate their subordinates and optimize organizational performance. Thus, dependable behavioural skills are pre-requisite for personnel whenever they are assumed effective as managers.

The attainment and regulation of employee's enactment in the promptly challenging world is gradually becoming very inspiring and resource full to a growing organization. However, persistent struggles and tactics adapted in the organizations for accomplishing targets as well as reaching brilliance besides expanding viable advantage. Whereas in this scenario Managers' need to develop additional competencies, skills and abilities through relevant trainings which helps them remain innovative, creative, flexible and grip knowledge to exhibit optimum productivity by using lessened resources. In this context, the value of training is remarkable to the Organization regarding operations and overall progression as well as for the employees because they believe that the activities of training or development are crucial to develop required skills and advancement of career (Acton & Golden, 2002). Due to the deficiency of well-trained staff Organizations are investigating modes of holding well-informed and skilled employees. Therefore, Management is concentrating to the augmentation of Training and development initiatives and doing proper investment because that investment acknowledged undeviating profit through enriched environment and efficiency. As a matter of fact, different industries displayed progress for the training (Kellie, 1999).

2.2.1 Organizational Commitment

It has been exhibited in numerous studies, including the broad classes of leadership behaviours that, relations oriented and task oriented, and particular practices inside of those classifications, that these practices imply individual as well as organizational effectiveness. The efficiency in results can be identified in the similar areas through organizational commitment.

2.2.2 Association among Organizational Commitment and Outcome Measures

There is a valuable tool to measure organizational effectiveness called organizational commitment (Steers, 1975). Certainly, organizational commitment can be called as a multidimensional construct as described by (Morrow, 1993) that holds a capacity to forecast organizational results. Including; organizational goals, performance, job leaving, absentees and time period (Meyer & Allen, 1997).

Let's take an example of a study in which 109 workers has been involved. Loui (1995) inspected the inference between the comprehensive concept of organizational commitment and the result processes of supervisory trust, involvement in the job, and job satisfaction. There have been reports of positive associations with organizational commitment among all three aspects by Loui (1995). To be more precise, the major factors of organizational commitment have come out to be expected trust in a supervisor, involvement in the job, and state of mind of job satisfaction.

In another study in which 1244 bus drivers have participated. It was conducted by Angle and Perry (1991) in order to determine the organizational commitment's influence on the turnover of the institute. In the results, a negative relationship has been found between turnover and organizational commitment. There are some employees who envisioned to leave the job were considered as not dedicated to the concerned organization.

One of the studies was conducted by Wiener and Vardi (1980) in which 56 insurance personals and 85 staff professionals participated. This study was conducted to analyse the organizational commitment's influence on job and career commitment. As a result, a positive relationship has been found in-between organizational commitment on job and career commitment.

Jermier and Berkes (1979) conducted a study in which they collected data related to the

organizational commitment by observing 800 police officers. The association of job satisfaction with organizational commitment was examined by the researchers in this study. It was s found from the results that employees tend to be more satisfied to their job that showed greater intensities of organizational commitment.

DeCotiis and Summers (1987) conducted a study in which they collected data related to the organizational commitment by including 367 managers along with their employees. In this study, the researchers found an association between organizational commitment and consequence measured by individual motivation, aspiration to quit the job, turnover rate, and job performance.

From all of the above outcome areas, organizational commitment appeared as a strong predicator.

Reichers (1986) conducted a study in which she collected data related to a commitment by including 124 professionals related to the mental health industry. Organizational commitment and goals of the top management showed significant correlation.

Becker (1992) studied 763 employees to analyse whether the commitment of the employees to various constituencies and to the overall organization were superior estimators of job satisfaction, the aspiration to quit the job, and pro-social behaviour. It was found in the results that contribution of commitment of the employees to the executives, supervisors and other work groups is much more significant than to the commitment to an organization.

Becker, Billings, Eveleth, and Gilbert (1996) involving 281 participants, explored the impact of employee's commitment with the supervisor or with the organization on their performance ratings that have been given to the newly hired employees. The results showed that employee's commitment with the supervisor or with the organization is strongly connected to performance ratings as compared to the employee's commitment with the organization.

All these constituency findings can be summarized by the research of Meyer and Allen (1997). It is to be noticed that researchers tend to measure commitment to an organization by incorporating all the aspects, probably by including employee's commitment to management of the organization. (Reichers, 1986). It may also include blending of top management/executives and more narrow attentions (Becker & Billings, 1993; Hunt & Morgan, 1994).

In order to obtain different dimensions of an organizational commitment, as suggested by Meyer & Allen (1991), there are three types of commitments such as affective, continuance and normative whereas the best measurement of the organizational commitment is really affective commitment. Meyer and Allen (1997) also showed their concern about the importance of an effective commitment and have elaborated that those employees will have higher motivation levels of performance with more beneficial contributions that have a strong affective commitment. This fact has been described in the comparison to employees with normative commitment.

The results showed that employee's affective commitment was stronger when supervisors delivered response upon the employees' performance and allowed them to take part in decision-making. This fact has been described in the comparison to both continuance and normative commitment.

Another study was conducted by Dunham, Grube and Castaneda (1994) in which 2,734 persons were involved. This study was conducted to analyse the effect of participatory management and supervisory response on employee's affective, continuance and normative commitment. It was found in the results, that job commitment was more associated with the desire instead of the need to remain in the organization.

Cohen (1996) conducted a study in which he collected data related to the organizational commitment by including 238 nurses. The researchers in this study found an association among affective, continuance and normative commitment. Different types of commitment, such as involvement in work, involvement in career, and job commitment. It is found in the results that affirming commitment has more association with these types of commitment.

Another study conducted by Irving, Coleman, and Cooper (1997) in which 232 employees were involved. This study was conducted to analyse the association of affective, continuance and normative commitment along with the results of job fulfilment and the intentions of leaving the job. It was found in the results, that job satisfaction has a positive correlation with affective and normative commitment. Furthermore, job satisfaction has a negative correlation with continuance commitment.

These types of commitment have a negative correlation with turnover intentions whereas it has a strongest negative relationship with continuance commitment.

Organizational commitment offers a wide evaluation to the usefulness of leadership behaviors. Further the association provides an opportunity to investigate the role of leadership. Afterwards, several features affect commitment level of employees. Which involve devotedness of a Manager to profession or career (Meyer & Allen, 1997).

Organizational commitment focuses on personnel's dedication in explaining its significance. Meyer and Allen (1997) convey to Morrow and McElroy's (1993) declaration that organizational commitment maturely built-up the construct of commitment to work. According to the piece of their study, Meyer and Allen (1991) generated a structure to assess modes of organizational commitment: (a) Affective Commitment expresses for workers "responsive association, recognition and engagement to organization". Moreover, staff holding vigorous affective commitments carry the company for the reason that they promote positively. (b) Continuance Commitment describes perception of employees to think that the expenses of parting are far better than the expenditure of reside. When people distinguish the expenses of parting are bigger than the outlay of hang about as they ought to. (c) Normative commitment explains thoughts of responsibility in employees. In addition, elevated degree of normative commitment resides since they believe to.

Meyer and Allen (1991) asserted in disagreeing to their structure, that affective, continuance and normative commitment were gears not categories. In this regard an individual differs with the level of commitment. However, we could think simultaneously about the robust connection and a feeling of responsibility to our organization. Subsequently some of the employee may get pleasure to functioning for the organization and at the same time acknowledge that parting is complicated in view of economic stance. Similarly, another employee gets enforced to practice sizeable objectives and requirement because there is compulsion to stay behind the existing employer (Meyer & Allen, 1997, p. 13).

2.4 Employee Involvement

Superiors can help representatives widen their point of view by frequently supporting to talk about key issues, and inclusion in grounds associations, boards of trustees, and preparing projects. A widened perspective, the worker better acknowledges how his/her occupation bolsters the vision / mission of the organization. A worker's sentiment "adding to the entire" upgrades his/her logic of having a place and fulfilment. Times of monetary limitation present administrators with budgetary difficulties and in addition an expanded affectability to worker resolve. Centring inspiration endeavours on improving the worker's feeling of commitment and association can be a powerful approach to keep the staff propelled (Schuler & MacMillan, 1984).

2.5 Business Literacy

Business proficiency is a famous idea in worker inspiration research. The Business Literacy is characterized as representatives of "deduction like key business segments". An organization has a successful, business-proficient workforce when:

☐ Employees comprehend the master plan of the organization

☐ Employees get to be proficient in the matter of advanced training

Training can incorporate monetary ability, political mindfulness (state level and grounds), shared choice making, and so forth. An exploration describes the education preparing effects authoritative achievement. Results included:

☐ Correspondence enhanced 91%
☐ Information on the business enhanced 91%
☐ Trust enhanced 71%
☐ Costs diminished 74%
☐ Income enhanced 68%
☐ Benefit enhanced 66%

2.6 Vision and Values

There is a point when representatives are included in creating operational procedures to complete the fortified collaboration. Such a procedure permits people to interface their own particular values and tasks.

At the point when representatives are included in creating operational methods to complete the vision and estimations of their organization, another engagement level is accomplished. Taking an interest

in a gathering procedure toward the end can be exceedingly rousing, and it fits reinforced cooperation. At the point, when the pioneer connects with everybody in the venture, and creates a mutual vision, workers are roused to do all the better they can fix. The Organizational and Employee Development department delivers a strategic Vision, Mission, as well as, Values Facilitation.

2.7 Work-life Initiatives
A Xerox client administration focuses on the turned choices including the booking, bringing about enhanced resolve, better client administration, and a 30% lessening in non-attendance.

Nothing could beat accepting individual thanks when a worker has invested additional exertion on a task or accomplished an objective that one commonly set. Make a point to be thought in setting so as to recognize the representatives that one can do beside time in the day/week for replying "much obliged." The worker lives up to expectations 80 hours during two week time with one vacation day each other week. Particular weeks' worth of work should be changed in accordance with guarantee agreeability with FLSA.

2.8 Upward Feedback
Upward criticism permits representatives the chance to give valuable info about development. A model of this can be to "Shadow an Employee" or "Shadow a Manager" and find out about work did in different ranges/offices inside of a unit.

This procedure can deliver magnificent results however can be testing. It ought to be led with the backing of expert help. Hierarchical and Employee Development can give organisers to help leading the procedure, and guarantee it is taken care of inside of the lawful prerequisites. OED has some format to follow requesting upward criticism.

2.9 Organizational Inventories
There are the two major instruments accessible through Employee and Organizational Development. The LSI helps people in recognizing and comprehension their reasoning examples and self-ideas. Utilizing this data, investigation incorporates a review of what social styles are best, in light of the association's motivation. These devices have been utilized effectively by numerous offices.

Methodology
In research methodology, Widerberg (2002) proposes three important aspects including hermeneutics, positivism and realism. The hermeneutic aspect is related to clarifications and indulgent of the study. If one is able to understand the base of study then it will be easy to understand the complete study area (Alvesson & Sköldberg, 1994). In general, the hermeneutic aspect is of qualitative nature. As per Widerberg (2002) the positivism view point represents that the researcher would work on methods of natural science and focus on social reality. This type of approach accents assessable interpretations that can be explained in a statistical way. This research basically targets ways to check the effects of incorporating management and administrative practices, as well as finding a relationship in between the two in order to enhance the outcome of the organization.

There is the training factor that can act as a supervision device in order to develop skills and knowledge among the employees. It can be used as a foundation to boost to the performance of workers, as well as the organization especially in proficiency, viability and profitability. Employees who are involved with the procedure of adding to their own objectives regularly will consider themselves increasingly accountable to achieve higher standards, more so than when this is left to the manager. Sharing data on and implementing objectives that urge workers to develop professionally in areas that interest them is one of the most ideal approaches to attract, create, inspire and retain an exceptional team (Barney, 1991). This can be achieved through consolidating objectives, where possible, that allow for staff to increase their interest in their present place of employment, obligations or by urging them to improve.

3.1 Study Design
In order to conduct this research, a quantitative research technique has been chosen. This research design includes a questionnaire that helps in getting the response of individuals on the independent variable, as well as on dependent variables. This approach helped us to have a solid grip and to recommend the best ways. After that the answers can be construed in relation with the literature. In this study, the independent variable is managerial

training which dependent variable is organizational commitment. This research is focused on the relationship that describes project outcomes and particularly the role of the effective managers' training. In today's unpredictable economic environment, strategic growth in organizations arises only from such significant levels, which can be attained only by spending in people. However, investment in management training and development of a workforce that produces, refines, delivers and manages products or services would be crucial.

In the below points we will discuss quantitative research method and how it is more effective to find a solution.

Quantitative Research:

Quantitative research is the method where the quantitative data is collected and analysed. The quantitative data is the data that can be quantified with numbers or statistics. The numbers or statistics are then analysed using data analysis tools to arrive at the findings of the research (Evans, 2002). The data gathered during the research is summarised in numerical form, as it helps in making conclusions about the research.

This research is conducted using quantitative research data and the data is collected through different means, which are the following:

3.2   Sample

There are 302 managers who belonged to Karachi's various pharmaceutical and FMCG firms. The questionnaires were presented only to the managers. A stratified sampling technique was used in this research, which best suited for this research type. Two strata were used: Managers and Senior Managers, from different departments including; Human Resource, Administration, Finance, Information Technology, Sales and Marketing.

3.3   Research Instrument

There is going to be two scales and there will also be consent and demographic forms included. These scales are as following:

3.3.1   Managerial Training

In order to check the effectiveness of managers' training in this research, there will be a Managerial training questionnaire (TMEMS) used to assess HR,

as suggested by The Inside Coach (2010). There are four major aspects of effectiveness such as leadership, coaching and team building, relationships and communication, and results and effectiveness. Management performance will also be assessed through this scale. This scale makes use of five-point Likert response scale from 1 = strongly disagree to 5 = strongly agree. Scoring Information Range: Low = 32-75, Moderate: 76-119, and High = 120-160.

According to Legge (2005), organizational commitment is one of the main factors that can be measured in ways such as cost, price, product innovation and quality. On the other hand, the outcome of the organization can be measured on the base of finances, operations and marketing. The main thing shown is that organizational commitment affects all of the above-mentioned areas in any organization. Reliability of the Scale: Cronbach's Alpha = 0.899 and Concurrent Validity of the Scale: Pearson Product Moment Correlation are as follows; ***Total Scores of Trained Managers having Effective Managerial Skills*** with its Sub scale a) Leadership; r = 0.763[**] b) Coaching and Team Building; r = r = 0.826[**] c) Communication and Relationship Building; r = 0.771[**] d) Results & Effectiveness; r = 0.849[**]

3.1.1   Organizational Commitment

In order to check the commitment level of the managers in this research, there will be a 15-item commitment scale used as suggested by Allen and Meyer (1990). The Organizational commitment scale (OC) will be used to check the three key aspects of commitment which are an affective commitment, normative commitment and continuance commitment. The five-point Likert response scale has been used, which ranges from 1=strongly disagree to 5=strongly agree. Scoring Information Range: Low = 15-35, Moderate: 36-56, and High = 57-75. Reliability of the Scale with all its subscales: Cronbach's Alpha = 0.802. And Concurrent Validity with its Subscales: a) Affective; r = 0.469[**] b) Continuance; r = 0.832[**] c) Normative; r = 0.805[**] d) with Work Motivation; r = 0.492[**] e) with Optimism; r = 0.117[**].

3.1   Problem Defined

In this research, the main motive was to examine the influence of effective managerial training upon

organizational commitment among FMCGs and in the pharmaceutical industry. In is 'causal' in nature, to further determine cause and effects of the relationships. This study includes a probability sampling technique, with a large and representative sample of 300 managers from different departments of FMCG and pharmaceutical companies, selected by way of 'stratified' sampling.

On the basis of previous research findings, effective managers hold a precise set of abilities which are clear communication, professional experience, interpersonal relationships and business growth. Nevertheless, these features are not enough to indicate managerial effectiveness. In fact, managerial effectiveness is not a single trait of personality except relating to productivity and results. Consequently, all these features tapped major areas of effectiveness: duties of the position, attaining objectives, and creating more capability.

3.2   Data Collection

There are different sources that are used in this research for data collection. Written sources can be used for this research and furthermore, first-hand experience is also essential. After the data collection and in the next stage, the comparative method is used in this research and has helped to answer the research questions. This provides the researcher with more in-depth analysis about effective managerial training and the ability to make recommendations about it. It is easy to collect the information but collecting the right information which gives the desired results is a little bit complex. The research approach can be one of two types; the deductive approach and inductive approach. The deductive approach is the approach adopted by the researcher, where the researcher moves from general observation to specific information. On the other hand, the inductive approach is adopted, where the researcher moves from specific information on hand, to more generalised findings of the research (Saunders, 2012).

In any research, the resources are chosen according to the nature of the research. In this research, both primary and secondary resources have been used; the primary data was collected through different resources including expert views, opinion and research. While the secondary data was collected by using diverse sources which include articles, journals that are published on similar studies and other sources that have their importance. After the data collection from the sources, the data is analysed in accordance with the nature of the research about the effect of the managerial training augments of organizational commitment among FMCG and the pharmaceutical companies. These methods have helped researchers to work on new trends so that the researcher offers recommendations on how to understand this topic more deeply.

3.3   Validity and Reliability

This research explores how an employee's satisfaction with a training program indicates about how the employee is motivated in transforming, obtained training abilities and input towards workplace. Training programs viewed as an HRM practice in various perspectives by numerous researches in the past. The outcome of the research shows that a positive and momentous association occurs between training availability, training support, learning motivation as well as normative, affective, and overall administrative commitment. The training benefits and training environment correlate with the affective, continuance, normative and commitment of employees. The support and training outcomes were substantial predictors of an affective, normative and continuance commitment. Above all, preparation and training support play a vital and key role in retaining an employee's loyalty. This research provides solid validity about effective managerial training in relationship to the organizational commitment among FMCGs and the pharmaceutical industry.

Results

This chapter focuses on the findings of the study. Results were analyzed by using Statistical Package for Social Sciences (SPSS, V 17.0).

The hypothesis was Accepted, that "Effective Managers' Training enhances Organizational Commitment within Firms of Pharmaceuticals and Fast-Moving Consumer Goods". Trained manages having developed effective management skills demonstrate higher organizational commitment. The trained managers establish the management skills, and put into practise their competencies, initiates in making the culture that improves the worker inspiration.

Reliability Statistics
Table 1 A

Cronbach's Alpha of Effective Managers' Training with Organizational Commitment

N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
4	.440	.514

Table 1 B

Inter-Item Correlation Matrix

	Trained Managers having Effective Managerial Skills - Total Score	Organizational Commitment of Trained Managers - Total Score
Trained Managers having Effective Managerial Skills - Total Score	1.000	.082
Organizational Commitment of Trained Managers - Total Score	.082	1.000

Descriptive Statistics
Table 2

Mean, Skewness & Kurtosis of Effective Managers' Training with Organizational Commitment

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness	Kurtosis
TMEMS – Total Score	302	76.00	152.00	125.3013	14.69780	-1.319	2.798
Organizational Commitment of Tr. Managers - Total Score	302	39.00	79.00	59.3411	8.74517	-.002	-.453

TMEMS = means Trained Managers having Effective Managers' Skills

Hypotheses: Correlations
Table 3

A correlation (Pearson Product Moment) between Effective Managers' Training and Organizational Commitment

	N	Organizational Commitment (Pearson r)	Alpha
Effective Managers' Training	302	0.832**	.000

Note. Verifies positive correlation between Organizational Commitment with Effective Managers' Training significant at **p=.000 (2-tailed)

Hypotheses: Regression - Model Summary [c,d]
Table 4

Summary of Linear Regression with Trained Managers having Effective Managers' Training as predictor of Organizational Commitment

Dependent Variable	R	R^2	Adj R^2
Organizational Commitment	.984	.969	.969

a. Predictors: (Constant), Trained Managers having Effective Managers' Skills

b. Dependent Variable: Organizational Commitment

Hypotheses: Coefficients [a,b]

Table 5

Coefficients for Linear Regression with Effective Managers' Training as predictor of Organizational Commitment

Model		Un-standardized Coefficient		Standardized Coefficient	t	Sig.
		B	SE	B		
1	Constant Effective Managers' Training	.380	.129	. 7997	2.944	.003

a. Dependent Variable: Organizational Commitment

Discussion

Hypothesis: Effective Managers' Training enhances Organizational Commitment within Firms of Pharmaceuticals and Fast-Moving Consumer Goods.

Interpretation:

The trained managers that have the ability and they have established the management skills then they put into a practise along with the help with making culture that improves the worker inspiration. Furthermore, it has been proved that they encourage new thoughts, activities and initiative. Furthermore, involve staff in decisions that influence them, and give them opportunity to give constructive criticism. Give employees a sense of control over their work procedures and environment - enable them! Continually recognize employees that go above and beyond and manage low achieving staff accordingly. Help employees that do not work in a team join their individual objectives with company objectives. Provide timely constructive criticism. Assist employees to organize and arrange their work and to make new employees feel welcome, implement a formal welcome system. Determine what encourages employees (this is there the inspiration review makes a difference). Consider executing imaginative remuneration for workers that excel (i.e. paid time off for a specific time period, adaptable work hours, and so on.) With the "Worker Appreciation", and "Worker Engagement" surveys, the organization will discover a mixture of extra data about this theme.

Framework

The research framework was used for monitoring the activities that could be carried out in different stages. In the framework, diagrams are used that demonstrate the relationship between the individual and the organizational along with other factors that can influence the results of the program. This is the most suited framework that proves it is to be helpful in the achievement of the aims and objectives of a particular thing. In this study, the conceptual framework can determine the factors of effective managerial training that will influence the outcomes and how they can be managed so that the results will meet the required outcomes. This framework is useful because it does not focus on the basics of monitoring and also does not evaluate the activities, but rather focuses on factors that can help to achieve the desired results.

In comparison with other similar research that is focused on similar topics, this research is being conducted to further understand effective managerial training along with the factors that are described above. On the other hand, effective managerial training research is based on the integration of the process among the FMCGs and the pharmaceutical industry.

In this study, it was explained that the managerial training from internal and external perception along with a view of the process. In this research there are four theories that were focused in comparison with the study, which was based upon the resource overview of the organization, strategy structure performance framework, social network analysis and

the transaction cost economies. The research shows that a process integration theoretical framework has been developed.

4.4 Suggestion to increase organizational commitment

Spot honours and different sorts of financial recommendations must be judiciously regulated in times of monetary test. At the point when a division implements its own prize/motivator, this can exchange for cold hard currency acknowledgment of unique achievements or commitments consistently. Such compensation could likewise enlarge yearly execution grant instalments. Developing such a system requires naming someone as a power endorsement, and the office's criteria for getting a grant must be unmistakably conveyed to all representatives ahead of time of execution, keeping in mind the end goal to guarantee the arrangement is connected reliability.

The Human Resources staff should draw up a Motivation Appraisal that also have a ranking system that the employees rank how others should be acknowledged. In a company, administrators may utilize this completed survey to engage staff in dialogue to increase communication and set objectives. Focus on the reports that show the area of the employee's expertise that show advancement toward the company's objectives and shows evidence of the employee's hard work. Talk about this data with staff. Review the company's mission, vision and objectives. This gives employees and understanding of where their place is in the company, where they are going, and an idea of how to arrive there. It is an important component to ensure that all staff feels like a part of the organization. Communicate with staff every now and again. Offer data being talked about at higher levels of the organization and different departments.

Coaching projects give viable opportunities and that's give an advantage to both employees and the company as a whole. Coaching projects can be important tools in enrolment, maintenance, information exchange, and professional advancement (Legge, 2005). Coaching can also add to the advancement of differences in an organization. Coaching includes a tutor and mentee cooperating to help add to the mentee's knowledge, aptitudes, and capacities in a specific area. The tutor's part is to serve as an instructor, mentor, and consultant, and offer their understanding and experience.

Numerous improvement open doors for staff exist right in the company. Hierarchical and Employee Development (OED) offers an assortment and it is a key factor to allow a worker to go from essential PC aptitudes to basics of supervision at no expense to employees or divisions (Legge, 2005). For those not able to go to a multi-day session, shorter advancement workshops are introduced by experienced staff and are by and large 2-4 hours long. These workshops shield such points as Emotional Intelligence, Customer Service, Time Management, and Communication. For quite a long time, individuals have searched for approaches to look into the human personality. The Greek rationalist, researcher and doctor, Hippocrates stated that every single individual could be isolated into four particular identity sorts. Genuine Colours is an instrument in light of the more present-day Temperament hypotheses created by David Keirsey (Keirsey & Bates, 1984; Neuhauser, 2002). It is intended to help individuals perceive, acknowledge, figure out how to appreciate and comprehend human practices to enhance compassion and correspondence in the working environment. Personnel and Staff Assistance is a classified advising/counselling administration intended to offer help to workforce. This can assist with many issues, which may include depression, issue drinking, medication misuse, interpersonal clashes, vocation investigation, and occupation-related anxiety. Administrations are free; six sessions for a year. Point by point data is accessible on the Human Resources site. Respectability of Expense gives direction of the costs from utilizing college stores.

CONCLUSION

As we conclude, we can state that pride and connection focus what the employees feel for the organization. The construct involvement embraces the apparent contribution made by an employee towards a company and how employees perceive it. The effort by an employee towards the company, his willingness to assist it beyond personal gain even though it takes extra work or time, is factored here. Company loyalty is ascertained by assessment of the intentions of leaving by an employee and especially if he receives extra remuneration from another

organization. The Organizational Commitment by Allen and Meyer makes a separation of engagement in an organization in three areas and at the same time reveals that all are distinct and quantifiable (Allen & Meyer, 1991). According to the studies they undertook, they focused on the physiological commitment specialty where they explain the three organizational factors of commitment that are:

- Normative continuance or obligation
- Continuance or need commitment and
- Affective or eagerness commitment

For purposes of the performance of the organization, commitment is significant because it affects the ratio of employee turnover, changes in performances and ideas of quitting a job. Workers' acceptance is another of an organization's commitment to objectives in the organization. It is very much in order in giving more significance to the goals of an organization than personal objectives and willing continuation for membership in the organization. Therefore, people will adjust both personal values and organizational principles (Clayton, 2000). According to (Yüksel, 2014) the loyalty of a worker to work according to adaptation and work is known as organizational commitment. Therefore, because commitment is the degree of identification of a worker to an organization, it calls for active participation (Newstron & Davis, 1993, p.198).

According to Shepherd and Mathews (2000), organizational commitment can be described as the torrential willingness in the acquisition of organizational values and objectives, organizational effort and heavy eagerness of being part and parcel of an organization. Plenty of researchers have shown that job performance is increased by commitment in the organization (Meyer, et.al., 1989). In addition, it also reduces the ratio of labour turnover (Boal & Blau, 1987; Meyer, et al. 1989). Different literature researchers emphasize that the degree of identification highlights emphasize the commitment to the organization and also reflects the level of identification and have three varying mechanisms (Reichers, 1985). These include:

a) Strong worker eagerness for one to be an organizational member

b) High eagerness of a worker the organization's benefit

c) Acceptance of values and objectives by a worker

REFERENCE

Acton, T., & Golden, W. (2002). Training: The Way to Retain Valuable IT Employee? Proceeding of the Informing Science, Cork, Ireland, 1-12. http://proceedings.informingscience.org/IS2002Proceedings/papers/acton140train.pdf

Ahmad, K. Z., & Bakar, R. A. (2003). The Association between Training and Organizational Commitment among White Collar Workers in Malaysia. *International Journal of Training and Development, 7*(3), 166-185.

Al-Emadi, M. A. S., & Marquardt, M. J. (2007). Relationship between employees' beliefs regarding training benefits and employees' organizational commitment in a petroleum company in the State of Qatar. *International Journal of Training and Development*, *11*(1), 49-70.

Allen, N. J. & Grisaffe, D. B. (2001). Employee Commitment to the Organization and Customer Reactions: Mapping the Linkages. *Human Resource Management Review, Vol. 11*, 209-236.

Allen, N. J. & Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology, Vol. 63*, 1-18.

Allen, N. J. & Meyer, J. P. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review, 1,* 61-89. http://dx.doi.org/10.1016/1053-4822(91)90011-Z

Allen, N. J., & Meyer, J. P. (2000). *Construct validation in organizational behavior research: The case of organizational commitment.* In R. D. Goffin and E. Helms (Eds.), *Problems and solutions in human assessment*: Honoring Douglas N. Jackson at seventy. Kluwer Academic.

Alvesson, M., & Skoldberg, K. (1994). Interpretation and reflection. *Scientific Philosophy and qualitative method*. Lund Sweden, Student Literature.

Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, 1-14.

Ash, D.B. (1997). Transformational leadership and organizational Learning: Leader Actions that stimulate Individual and Group learning, unpublished PhD thesis, Ball state University.

Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly*, *12*(4), 335-352. (DOI: 10.1002/hrdq.1001)

Bartol, K. M., & Martin, D. C. (1991, 1994). *Management*. New York, McGraw-Hill, Second Edition.

Barney, G., (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 18 (*07), 99-120.

Becker, T. E. (1992). Foci and bases of commitment: are they distinctions worth making?. *Academy of management Journal*, *35*(1), 232-244.

Becker, T. E., & Billings, R. S. (1993). Profiles of commitment: An empirical test. *Journal of organizational behavior*, *14*(2), 177-190.

Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. L. (1996). Foci and bases of employee commitment: Implications for job performance. *Academy of management journal*, *39*(2), 464-482.

Bergman, E. J., Garrott, R. A., John, S. C., Borkowski, J. Jaffe, R., & Watson, F. G. R. (2006). Assessment of Prey Vulnerability through Analysis of Wolf Movements and Kill Sites. *Ecological Applications 16*:273–284. http://dx.doi.org/10.1890/04-1532

Blau, G. & Boal, K. (1987). Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism. *Academy of Management Review, 12,* 288-300.

Bobbie, M.T. Jr. (2007). *An Analysis of the Relationships Among Job Satisfaction*, Organizational Trust, and Organizational Commitment in an Acute Care Hospital, Ph.D. Thesis, San Francisco, California.

Bowne, A. W. (1999). *The field study of a training transfer enhancement process and its effect on transfer of training*.

Bradfield, L. (1993). A Comparative study of supervisor impact on the transfer of training as measured by job productivity, effectiveness and satisfaction, unpublished PhD Thesis, Michigan State University.

Brannick, T. Burca, S., Fynes, B. Roche. Evelyn. & Ennis, S. (2002). Service Management Practice-Performance Model: a Focus on Training and Listening practices. *Journal of European Industrial Training. 26* (8), 394-403.

Buckingham, M. & Clifton, D. (2001). *Now, Discover Your Strengths*. Published January 29th by Free Press, original ISBN 0743201140 (ISBN13: 9780743201148)

Clark, R.E. (1998). Motivating performance. *Performance Improvement*, *37*(8), 39-47.

Clayton, N. (2000). Book Review: Cognition, Evolution and Behavior. *Sage Publications, Volume 53,* Issue 3b. https://journals.sagepub.com/doi/abs/10.1080/713932730b

Cohen, A. D. (1996). Second Language Learning and Use Strategies: Clarifying the Issues 1. Minnesota: Center for Advanced Research on Language Acquisition, University of Minnesota.

DeCotiis, T. and T. Summers (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Human Relations, 40*, 445-470.

Dordevic, B. (2004). Employee commitment in times of radical organizational changes.

Dunham, R. B., Grube, J. A., & Castaneda, M. B. (1994). Organizational commitment: The utility of an integrative definition. *Journal of Applied psychology*, *79* (3), 370.

Ellinger, A. M. (1997). Managers as facilitators of learning in learning organizations, Un-published doctoral dissertation, The University of Georgia, Athens, Georgia.

Evans, D. (2002). Systematic reviews of interpretive research: interpretive data synthesis of processed data.

Fan, C. K., & Cheng, C. L. (2006). A study to identify the training needs of life insurance sales representatives in Taiwan using the Delphi approach. *International Journal of Training and Development*, *10*(3), 212-226.

Grusky, O. (1966). Career Mobility and Organizational Commitment, *Administrative Science Quarterly Vol. 10,* No. 4 (Mar., 1966), 488-503.

Gumuseli, A. I. & Ergin, B. (2002). The Manager's Role in Enhancing the transfer of Training: A Turkish Case Study. *International Journal of Training and Development, Vol. 6,* pp. 80-97, Available at SSRN: http://ssrn.com/abstract=313462

Hunt, S. D., & Morgan, R. M. (1994). Relationship marketing in the era of network competition. *Marketing Management*, *3*(1), 18.

Irving, P. G., Coleman, D. F., & Cooper, C. L. (1997). Further assessments of a three-component model of occupational commitment: Generalizability and differences across occupations. *Journal of applied psychology*, *82*(3), 444.

Jermier, J. and L. Berkes (1979). Leader behavior in a police command bureaucracy: A closer look at the quasi-military model. *Administrative Science Quarterly, 24*, 1-23.

Keirsey, D., and M. Bates. (1984). Please understand me: Character & temperament types. Del Mar, CA: Prometheus Nemesis Book Company.

Kellie, D. (1999). The Australian Way: competency-based training in the corporate sector. *International Journal of training and development*, *3*(2), 118-131.

Legge, K., (2005). *Human Resource Management*. Macmillan Press.

Loui, K. (1995). Understanding employee commitment in the public organization: A study of the juvenile detention center. *International Journal of Public Administration. 18* (8), 1269-1295.

Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.

Meyer, J., & Allen, N. (1997). *Commitment in the workplace.* Thousand Oaks, CA: SAGE Publications.

Meyer, J. P., Allen, N. J., & Topolnytsky, L. (1998). Commitment in a changing world of work. *Canadian Psychology, 39,* 83-93.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11,* 299-326.

Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology, Vol 74*(1), Feb 1989, 152-156. https://psycnet.apa.org/buy/1989-20805-001

Montesino, M. U. (2002). Strategic alignment of training, transfer-enhancing behaviors, and training usage: A posttraining study. *Human Resource Development Quarterly*, *13*(1), 89-108.

Morrow, P. & McElroy, J. (1993). Introduction: Understanding and managing loyalty in a multi commitment world. *Journal of Business Research, 26,* 1-2.

Mowday, R., Porter, L., & Steers, R. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.

Neuhauser, C. (2002). Learning style and effectiveness of online and face-to-face instruction. *American Journal of Distance Education*, *16*(2).

Newstron, J. W., & Davis, K. (1993). Organizational behaviour, human behaviour at work. New York: McGraw-Hill. https://www.scirp.org/reference/referencespapers?referenceid=463076

Reichers, A. E. (1986). Conflict and organizational commitments. *Journal of Applied Psychology*, *71*(3), 508.

Saunders, M. (2012). Choosing research participants. *Qualitative organizational research: Core methods and current challenges*, 35-52.

Schuler, R. S. & MacMillan. I. (1984). Gaining Competitive advantage through Human Resource Practices. *HRM, 23,241*-256.

Sharma, A., & Gupta, P. (2011). The changing role of Managerial Excellence in current scenario. *ZENITH International Journal of Multidisciplinary Research Vol. 1(*2). 164–76.

Shepherd, J., & Mathews, B. (2000). Employee Commitment: Academic vs Practitioner Perspectives. Employee Relations, 22, 555-575. https://doi.org/10.1108/0142545001037919 9

Shrot, M.A. (1997). Transfer of training: examination the Relationship of Supervisors, Peer and subordinate Support on the Transfer of Leadership Behaviors of the workplace, unpublished PhD thesis, The Ohio University.

Sivarajasingam, V., Shepherd, J., Matthews, K., & Jones, S. (2002). Trends in violence in England and Wales 1995–2000: an accident and emergency perspective. *Journal of Public Health, 24*(3): 219-226. doi:10.1093/pubmed/24.3.219.

Smith, A. & Hayton, G. (1999). What drives enterprise training? Some evidence from Australia, *International Journal of Human Resource Management.*

Steers, R. M. (1975). Problems in the measurement of organizational effectiveness. *Administrative Science Quarterly*, 546-558.

The Inside Coach (2010). Training Questionnaire: HR Assessment. *The Inside Coach: Developing Management & Leadership Excellence.* Laguna Niguel California. http://ngolearning.org/administration/Share d%20Documents/Training+Sills%20Assess ment-TIC.pdf

Tidler, K. L. (1999). *Evaluating continuing medical education using Kirkpatrick's four levels of evaluation*.

Wasti, S. (2002), Affective and Continuance Commitment to the Organization: Test of an Integrated Model in the Turkish Context. *International Journal of Intercultural Relations, Vol. 26,* pp. 525-550.

Widerberg, Karin (2002) Kvalitativ forskning i praktiken. [Qualitative research in practice]. Lund: Studentlitteratur.

Wiener, Y. (1982). Commitment in Organization: A Normative View. *Academy of Management Review, 7,* 418-428.

Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes—An integrative approach. *Organizational Behavior and Human Performance*, 26(1), 81-96.

Yüksel, Gündüz. (November, 2014). The Effect of Organizational Support on Organizational Commitment. The Anthropologist, 18(3): 1041-1057. DOI:10.1080/09720073.2014.11891587