
Index

- AACSB (Association to Advance Collegiate Schools of Business) 444
- Abd El Majid, I. 421–2, 424, 425, 426
- Abrahamson, E. 51
- absence culture 200
- absenteeism
- commitment-enhancing management policies 201–3
 - defining 199
 - evolving perspectives on 199–201
 - Latin American commitment studies 433
 - Middle Eastern commitment studies 427, 428, 429
 - and organizational commitment framework 195–6
 - and presenteeism 200–201
 - and three-component model 201, 202–4
 - and withdrawal mindsets 195, 200–201, 202, 203–4
- absorption (in employee engagement) 71, 73, 75, 80–81
- abusive supervision 311–12
- Academy of Management Review* 106
- ACN (affective–continuance–normative) commitment profiles 32, 33–6, 37–8
- ACS (Affective Commitment Scale) 32, 80, 109, 452
- action commitments
- and commitment to change 178, 183–6, 187, 188
 - conceptual model 179–82
 - defining 179–80, 181
 - and entity commitments 178, 179, 180, 181, 183, 188–9
 - future research agenda 188–9
 - and goal commitment 178, 180, 181, 182–3, 187, 188
 - implications for practice 187–8
 - and justice 186
 - and motivational factors 179, 180, 181, 182, 184–5
 - and multiple commitments perspective 44
 - and self-efficacy 181, 182, 183, 184–5, 187
 - and team performance 183, 187
 - and three-component model 184, 185–6
 - unidimensional and multidimensional constructs 179, 182, 183–4, 187, 188
- action-readiness 70
- affective commitment 71, 195–6
- and absenteeism 201, 202–4
 - and action commitments 184, 185–6
 - affective consequences of commitment 251–5
 - Chinese commitment studies 393, 394, 395–7
 - and compliance 250
 - conceptualizations of 248–51, 256
 - and counterproductive work behaviors 223, 224, 225, 226–7, 228–31, 232
 - and cross-cultural commitment theories 364, 366, 370
 - current conceptualizations 250–51
 - and dissonance 254–5
 - and emotional attachment 250–51
 - and emotional contagion 255
 - and employee empowerment 320, 322–3, 325
 - and employee turnover 197, 198, 202–4
 - European commitment studies 376, 377, 378–9, 380–81, 382–4, 385–6, 388
 - future research needs 256–7
 - and goal commitment 252, 254
 - Indian commitment studies 405–7, 410, 412, 413, 414
 - and individual differences 263, 264, 269
 - and internalization 250
 - and job embeddedness 64, 65, 92
 - and job performance 210, 212, 213–14, 215–16, 217, 218
 - and job satisfaction 249, 251–2
 - and latent growth modeling 462, 465–6, 467–8, 469–70, 471–3
 - Latin American commitment studies 436–7, 438, 439–41, 442, 443, 444
 - and ME/I testing 452–3
 - and measurement of organizational commitment 74
 - Middle Eastern commitment studies 421, 422, 424–5, 426, 429
 - and motivation 253–4
 - and multidimensional construct 31–2, 33–4, 35–6, 37, 38
 - negative affect 120, 126, 151, 236, 237, 249, 252, 254–5, 256
 - and occupational commitment 136, 137, 138–41, 142–3, 144, 145, 146
 - and organizational identification 109, 110, 111

- and organizational justice 347, 348, 351, 354–5
- and organizational leadership 306–9, 310–11, 312–13, 315
- and perceived organizational support 334–5, 339, 340, 341
- and person-centered approach 490, 491, 492–3, 498, 501–2, 503
- and person–environment fit 275, 277, 279, 281, 285
- prior conceptualizations 249–50
- and psychological contracts 120, 121, 122, 123, 124, 127
- and quondam commitment 255
- and self-determination theory 60, 61–2
- and social commitments 150
- and strategic HRM 290, 291–9
- and well-being 235, 236–7, 238, 239, 240–42, 243–4, 252–3
- see also* TCM
- affective events theory (AET) 229, 231, 251
- Aga, M. 78
- Aguinis, H. 449
- Ajzen, I. 45
- Akhtar, S. 396
- Aladwan, K. 422, 423, 429
- Al-bdour, A.A. 425–6
- Albrecht, S.L. 76, 83
- Ali, A. 451, 453–4
- alienative commitment 30, 249
- Allen, N.J. 16, 70–71, 73, 74, 93, 109–10, 120, 125, 136, 139, 172, 173, 195, 202, 210, 224, 239–40, 248, 250–51, 269, 315, 320, 334, 335, 363, 377, 405, 420, 422, 436, 441, 443, 452, 490, 491, 511, 512
- allocentrism 271, 396, 424
- Ambrose, M.L. 348
- AMO (ability–motivation–opportunity) model 290, 296, 438
- Anderson, S.E. 209
- Andreetta, M. 76
- annexed absences 34, 35
- ANOVA (analysis of variance) testing 429, 451–2, 453
- Ansari, M.A. 407
- Arciniega, L.M. 37, 436, 437
- Armstrong-Stassen, M. 239
- Arora, R. 143
- Arshad, R. 355
- Aryee, S. 312
- ASA (attraction–selection–attrition) framework 275
- Ashforth, B.E. 94, 106, 107–8, 109, 113
- attitude–intention–behavior models 197
- Aubé, C. 312
- authentic leadership 311
- autonomous motivation 59–60, 62, 65
- Avanzi, L. 114, 115
- Awasthy, R. 406
- Aycan, Z. 370, 439
- Bacharach, S.B. 170–71
- Bagozzi, R.P. 108
- Bakker, A.B. 73, 84
- Bal, P.M. 294, 297
- Bamberger, P.A. 167, 170–71
- Baraldi, S. 185
- Barling, J. 167, 168, 169, 172, 314, 315
- Barnes, D.C. 76, 81
- Baruch, Y. 141
- Becker, H.S. 15, 249, 250
- Becker, T.E. 31, 43–4, 46, 47, 48, 49, 93, 116, 151
- Beijer, S. 294, 297
- Bemmels, B. 168
- Bennett, N. 351
- Bennett, R.J. 223, 225
- Bentein, K. 156, 466, 467–8, 469–70
- Bergami, M. 108
- Bergman, M.E. 266–8
- Bernerth, J.B. 186
- Bernhard, F. 313
- Bettencourt, B.A. 61
- between-person effects 264, 265
- between-situation effects 265
- Billings, R.S. 31
- Bishop, J.W. 325
- Bizumic, B. 114
- black box problem 59
- Black, J. 94
- Blader, S.L. 353
- Blau, G.J. 136, 137, 139, 140, 142
- Blau, P.M. 291, 354
- Blegen, M. 94, 95
- Bobbio, A. 310
- Boon, C. 295, 298
- Borman, W.C. 209
- Boswell, W.R. 292
- Boxall, P. 295, 298
- British Organizational Commitment Scale (BOCS) 29
- Brock, M.E. 228–9
- Brockner, J. 353, 473
- Brown, M.E. 307–8
- Brown, R.B. 211
- Brown, Rupert 106
- Brunetto, Y. 76, 325
- Buchanan, B. 16, 249–50
- Bučičūnienė, I. 313
- Budhwar, P. 412

- Buitendach, J.H. 77, 79
 Burton, J. 97
 Butler, C. 394, 397
 Buttigieg, D.M. 171
 Butts, M.M. 295, 298
- Cable, D. 92
 Caesens, G. 335
 Caetano, A. 185
 calculative commitment 30
 calculative involvement 20
 Caldwell, S.D. 183–4
 Camerman, J. 355
 Can, Ö. 151, 425
 ‘career entrenchment’ 137
 Carson, K.D. 136, 137, 139
 caste system (India) 404
 Catano, V.M. 173
 Cattell, R.B. 477
 Caykoylu, S. 325
 CCS (Continuance Commitment Scale) 32, 422
 CFA (confirmatory factor analysis) 450, 458–9,
 460, 463–4, 494, 495, 504
 Chan, A.W. 167, 394, 398
 Chandna, P. 407
 Chang, C.H. 353–4
 Chang, P.C. 294, 297
 Chang, S. 301
 Change factor 463–4, 465, 467
 change trajectories 462–4, 467–8, 473, 477–8
 change turbulence 185
 charismatic leadership 307
 Chartered Institute of Personnel and
 Development 140
 Chatman, J. 16, 20–21, 250
 Chaturvedi, S. 295, 297
 Chavez, Hugo 37
 Chen, G. 325
 Chen, S.J. 294, 297
 Chen, Z.X. 395, 396, 397
 Cheney, G. 106
 Cheng, B.S. 396, 398
 Cheng, Y. 393, 395, 396–7
 Cheung, G.W. 455, 457–8
 Cheung, M.F. 309
 Chiaburu, D.S. 340
 China Human Capital Intelligence Report
 (2012) 391
 Chinese commitment studies
 antecedents of organizational commitment
 393–5
 and collectivism 392, 393, 394, 395, 397–8
 conceptualization and measurement of
 commitment 392–8
 cultural factors 391, 393
 employment protection 391
 extra-role behaviors 392, 395, 396, 397
 future research agenda 398–9
 human resource management practices 392,
 393–4
 in-role behaviors 395, 396, 397
 job attitudes 395–6
 job performance 392, 396, 398, 399
 job satisfaction 392, 393, 395–8
 managerial support 394
 opening-up and reform agenda 391
 organizational citizenship behavior 391, 394,
 396, 397–8
 organizational leadership 394
 outcomes of organizational commitment
 395–7
 and power distance 392, 393, 394, 395, 397
 team and organizational climates 394
 three-component model 393, 394, 395–7
 transformational leadership 394, 397
 turnover intentions 392, 395, 397, 398
 well-being 392, 395, 396
- Choi, D. 264
 Choi, J. 348
 choice-process theory 154
 Christian, M. S. 71, 76
 Chuang, C. 300
 Clark, J.P. 222
 Clark, P.F. 168
 classical test theory (CTT) 479, 484
 classification and regression tree (CART)
 method 442
 climate for service 155, 157, 158–9, 291
 cluster analysis 31, 34–5, 138
 cognition 70
 cognitive-continuance commitment 249
 Cohen, A. 17, 172, 253, 421–2, 423, 424–5,
 426, 427, 428, 429
 Cohen, D. 367
 cohesion commitment 249
 collectivism
 Chinese commitment studies 392, 393, 394,
 395, 397–8
 and commitment across cultures 365–7, 369,
 370
 European commitment studies 382–4, 385,
 386
 Indian commitment studies 404, 410–11
 Latin American commitment studies
 438–41, 444
 Middle Eastern commitment studies 419–20,
 421, 424–5, 428, 430
 and perceived organizational support 340
 and social commitments 151, 153, 159
 Collier, J.E. 76, 81

- Colquitt, J. 182, 226, 351
- commitment across cultures 8–9, 216, 361–446, 520–21
- commitment audits 38
- commitment profiles
- ACN profiles 32, 33–6, 37–8
 - labelling profiles 491–3
 - latent profile analyses 35, 36, 138, 494–7, 499–500, 501, 502, 504
 - multidimensional construct 32, 33–6, 37–8
 - and perceived organizational support 337, 339
 - person-centered approach 491–503
 - preferred fit profiles 283, 284, 285
 - profile mindsets 210, 211–12, 215–16
 - and three-component model 511, 513
 - and well-being 239–40
- commitment to change 178, 183–6, 307
- compensatory interaction 155
- competence needs 64, 277
- competitive advantage 59, 217, 235, 519, 520
- competitive interaction 156
- compliance 20, 31, 184, 209, 250, 466, 467, 485–6, 487
- component mindsets 210, 211, 212–15
- concept redundancy 51, 53
- conceptualization of commitment 4, 13–55, 509–13
- Conditions of Work Effectiveness Questionnaire 328
- configural invariance 450, 452, 453, 454, 455, 460, 463
- conflicting and compatible commitments 45, 46, 48, 49–50, 52
- confounds 19, 20–21
- consequences of commitment 6–7, 193–260, 518–19
- conservation of resources theory 73
- consistency 19, 20
- construct dimensionality 18–19
- construct validation 19, 23, 28, 495
- contingency approach 264–8
- contingent workers 386–7
- continuance commitment 71, 195–6
- and absenteeism 201, 202, 203–4
 - and action commitments 184, 185–6
 - Chinese commitment studies 393, 395, 396–7
 - and counterproductive work behaviors 223, 224, 225, 231
 - and cross-cultural commitment theories 364, 370
 - and employee empowerment 320, 324
 - and employee turnover 197, 198, 202, 203–4
 - European commitment studies 376, 379, 380–81, 382–3, 384, 385, 388
 - Indian commitment studies 405–7, 410, 411, 412, 413
 - and individual differences 263, 264, 269
 - and job embeddedness 64, 65, 66
 - and job performance 210, 211, 212, 213–14, 215–16, 217, 218
 - and latent growth modeling 462, 466, 467, 471
 - Latin American commitment studies 437, 438, 440–41, 442
 - and measurement of organizational commitment 74
 - Middle Eastern commitment studies 421–2, 424–5, 426, 429–30
 - and multidimensional construct 30, 32–3, 34, 35–6, 37, 38
 - and occupational commitment 136, 137, 138–41, 144, 146
 - and organizational identification 110, 111
 - and organizational leadership 306, 308, 310, 311–12, 313, 315
 - and perceived organizational support 336–7, 339
 - and person-centered approach 490, 491, 492–3, 498, 502
 - and person–environment fit 280
 - and psychological contracts 120, 121, 122, 127
 - and self-determination theory 60–61, 62
 - and social commitments 150
 - and strategic HRM 290, 292, 293, 296, 299
 - and unidimensional construct 20
 - and well-being 235, 236–7, 239, 240–42, 243–4
- see also* TCM
- control, continuance, and cohesive commitment model (Kanter) 15
- Conway, E. 186
- Cook, A.L. 186
- Cook, J. 29
- Cooper-Hakim, A. 167, 214
- Corporate Leadership Council 71
- corporate social responsibility 395, 426
- correlated uniquenesses 496
- cosmopolitan integration 15
- cost of leaving/quitting 92–3, 120, 412, 512
- Costa, P.T. 268
- cost–benefit analysis 197
- counterproductive work behaviors (CWBs) 98, 222–3
- and affective events theory 229, 231
 - commitment as mediator of CWB predictors 226–7
 - commitment as moderator of CWB predictors 227–9

- cultural dimensions 225, 229
 defining 222
 empirical relations with commitment 223–5
 extended model of CWB–commitment relations 229–31
 implications for practice and research 231–2
 and job performance 208
 meta-analyses 224, 226
 and motivation 228, 230
 and social exchange theory 226, 227, 230, 231
 theoretical approaches to commitment links 226–31
 and three-component model 223, 224, 225, 226–7, 228–31, 232
 course of action 3, 16, 17, 21, 43, 61, 179, 181, 210, 234, 249, 336, 462, 490, 510, 512, 514
 covariance matrices 450–51, 452, 454
 Coyne, I. 225
 Cropanzano, R. 251, 347, 350
 Crossley, C. 95
 CSA (covariance structure analysis) 451
 CSE (core self-evaluation) 325–6
 cultural differences 8–9, 216, 361–446, 520–21
 challenges of cross-cultural research 372–3
 constructivist approach 368
 and counterproductive work behaviors 225, 229
 cultural tightness/looseness 366
 individual-level analyses of culture and commitment 367–9
 intersubjectivist approach 368
 and job performance 213, 214, 216–17
 liberal market economies 365
 macroeconomic variables 370–71
 methodological issues 371–2
 multilevel analyses of culture and commitment 369–71
 and organizational behavior 364, 365, 367
 and organizational justice 351
 and organizational leadership 309
 and person–environment fit 278
 and power distance 366, 370
 socio-institutional variables 370
 study of culture and commitment 366–72
 and three-component model 363–6
 welfare economies 365
 within-nation regions 371
 and workways 365
see also Chinese commitment studies;
 European commitment studies; Indian
 commitment studies; Latin American
 commitment studies; Middle Eastern
 commitment studies
 culture–fit hypothesis 385
 Cunningham, G.B. 184
 CUSTC (commitment to customers) 150,
 154–5, 157, 159, 160
 Daily, B.F. 325
 Dalal, R.S. 224
 Dalton, D.R. 169
 dashboard indicators 245
 Datta, D.K. 300–301
 De Beer, L. 77
 De Clercq, D. 443
 de Poel, F.M. 315
 dedication (in employee engagement) 71, 73,
 75, 80–81
 deep-structure identity 111
 Deery, S.J. 171
 defining commitment 4, 15–16, 21, 28, 31,
 70–71, 166, 179, 195, 210, 235, 509–10,
 512, 515
 demands–abilities fit 276, 277, 280, 282, 283
 Demerouti, E. 77
 Den Hartog, D.N. 314–15
 Deshpande, S.P. 394
 development-oriented practices 37
 Dheer, R. 371
 Dhir, V.L. 407
 Diefendorff, J.M. 61, 64, 277
 DIF (differential item functioning) 458–9
 differential effects paradigm 346
 direct consensus models 369
 discretionary turnover 196
 discriminant validity 44, 48, 51, 67, 74, 160,
 421, 423, 443
 disidentification 113, 115
 dissonance 254–5
 distal variables 436
 distinct bonds 21, 23–4
 distinct constructs 20–21, 75, 81, 85, 120, 254,
 334, 515
 distinctive fits 275, 281, 284–5
 distributive justice 186, 346, 347–8, 350–51,
 352–3, 356, 394
 domain-related fits 279, 281, 282–3, 284, 285–6
 Donald, I. 396
 Doosje, B. 108
 drivers of commitment 7–8, 261–360, 519–20
 dual allegiance 29, 167
 dual commitment 46, 138, 141, 146, 167–8,
 170, 173, 386–8
 early commitment conceptualizations 15–16
 EB (Eurobarometer) 377, 379
 EFMD (European Foundation for
 Management Development) 444
 Egold, N. 113

- Egri, C.P. 393–4
- Eisenberger, R. 333, 336, 338, 340, 365
- Eisinga, R. 380
- Elsbach, K.D. 113
- emotion-centered models 227, 228, 229–30
- emotional attachment 32, 60, 70–71, 92, 136, 160, 195, 198, 203, 210, 250–51, 290, 327, 385, 388
- emotional contagion 255
- employee empowerment
- access to information, support and development opportunities 327–8
 - and affective commitment 320, 322–3, 325
 - and continuance commitment 320, 324
 - empirical findings 322–4
 - future research directions 329
 - generational differences 326
 - in healthcare delivery systems 319, 321–2, 324–8, 329
 - implications for management 326–8
 - and individual differences 325–6
 - and job satisfaction 319, 321, 322, 324, 325, 327
 - and normative commitment 320, 323–4
 - and organizational leadership 324–5
 - as predictor of commitment 324–6
 - psychological empowerment 319, 320, 321–8
 - structural empowerment 319, 320, 321–3, 324, 325–7, 328, 329
 - theoretical foundations 320–22
 - and three-component model 320, 327
 - Workplace Empowerment Theory 320–22, 326–7, 328
- employee engagement 70
- associations between commitment and engagement 75–81, 517
 - comparisons with organizational commitment 72–4, 85
 - constituent elements 73
 - defining 71
 - developing 83–4
 - human resource management 83–4, 517
 - integrated models 74
 - job-demands resources model 72, 74, 83, 84, 85
 - key drivers of 81–3
 - measuring 74–81
 - and motivation 66, 514–15
 - and self-efficacy 81–2, 83, 84
 - and well-being 72, 74, 85
- employee turnover
- commitment-enhancing management policies 201–3
 - defining 196
 - evolving perspectives on 196–9
 - and job embeddedness 197
 - and organizational commitment framework 195–6
 - and three-component model 197, 198, 202–4
 - voluntary turnover 196, 197–8, 201–2
 - and withdrawal mindsets 195, 198–9, 202, 203–4
- English, B. 143
- enthusiastic leaving (withdrawal mindset) 198
- enthusiastic staying (withdrawal mindset) 198
- entity commitments 178, 179, 180, 181, 183, 188–9
- entity justice 347–9
- Equal Employment Opportunity Commission (EEOC) 49
- EQUIS (EFMD Quality Improvement System) 444
- Erdheim, J. 264
- escalation of commitment 16, 43, 179, 256
- ESS (European Social Survey) 377
- ethical leadership 307–8
- Etzioni, A. 15, 20–21, 30, 249
- eudaimonic well-being 236, 237–8, 240, 241, 242–3, 244
- European commitment studies
- antecedences of commitment 385
 - and collectivism 382–4, 385, 386
 - conflict dynamics 387–8
 - consequences of commitment 385–6
 - contingent workers 386–7
 - country-level 377–80, 382–4
 - cross-level 384–6
 - GLOBE regions 380–81, 382–3
 - individual-level 384
 - influence of cultural values, personality and economy 381–6
 - levels of commitment 376–81
 - and organizational citizenship behavior 386–7
 - and power distance 382–3, 384
 - regional-level 380–81
 - three-component model 376, 377, 378–9, 380–81, 382–4, 385–7, 388
 - value orientations 385
- evaluative-control commitment 249
- event justice 347–9
- exchange-based commitment 111, 270
- expanded model of organizational identification (Kreiner and Ashforth) 113
- external regulation 59–60, 61–2, 111, 241
- extra-role behaviors/performance
- Chinese commitment studies 392, 395, 396, 397
 - and counterproductive work behaviors 222
 - and employee engagement 71

- and job embeddedness 95–6, 100
 multiple commitments perspective 44, 47
 and organizational identification 106, 113, 116
 and social commitments 151–2, 153–4
 extrinsic motivation 59–60, 241, 254
- factor covariance 451, 454, 459
 factor-ratio test 457–8
 fads and fashions (academic) 51, 52, 53
 Fairchild, G. 51
 family embeddedness 98
 family interference with work (FIW) 440, 441
 Farr-Wharton, R. 325, 326
 Farrell, E. 93
 Fedor, D.B. 186
 Feldman, D. 64, 97–8, 99, 100
 Felte, J. 380–81, 384, 385, 386, 387, 397
 Fellows, S. 84
 felt obligation 335, 336, 339
 Fernet, C. 62
 Ferrer, J.L. 77
 Field, L.K. 77
 Finch, W.H. 457
 Fischer, R. 369, 370–71, 382, 383, 393
 Fishbein, M. 45
 fit (job embeddedness theory) 63, 64, 65, 67, 90–91, 94, 100
 FMAs (factor mixture analyses) 498, 503
 foci of commitment 5–6, 133–91, 216, 518
 Folkman, S. 239
 Ford, R.C. 336
 Foster, R.D. 186
 Fox, S. 227
 Francesco, A.M. 395, 396, 397
 Franke, F. 380–81, 386
 French, B.F. 457
 Freund, A. 429
 Friedman, L. 166
 Fu, W. 394
 Fukami, C.V. 167
 Fullagar, C. 168–9, 171, 172, 314
- Gabler, C.B. 312
 Gagné, M. 62
 Galais, N. 239
 Gallagher, D.G. 168, 387
 Gamble, J. 397
 Gardner, T.M. 293, 296, 299
 Gautam, T. 110
 Gelade, G.A. 383, 384
 Gelfand, M.J. 98, 364, 366, 367, 370
 Gellatly, I.R. 34, 37, 129, 203, 215, 240, 337, 491
 George, W.M. 309–10
- Gill, H. 224
 Gillet, N. 306
 Gini index 434, 435, 436
 Glazer, S. 380, 384
 globalization 409, 418
 GLOBE study (2004) 367, 380–81, 382–3
 GMAs (growth mixture analyses) 502–3, 504
 goal commitment 16, 43, 48, 178, 180, 181, 182–3, 187, 188, 252, 254
 goal orientation 183, 263, 265
 Gong, Y. 293, 296, 299
 González, L. 436
 Gonzalez, T.F. 20
 Gordon, M.E. 22, 165, 166, 167, 172, 173
 Goswami, K. 406
 Gould, S. 30
 Gouldner, A.W. 43, 138, 291
 Gouldner, H.P. 15
 Granovetter, M. 91
 Grau, A.L. 327
 Greenleaf, Robert 309
 Greguras, G.J. 61, 64, 277
 Griep, Y. 123, 127–8
 Grim, K.J. 502
 group engagement model 353–4
 Growth Mixture Models 465, 478
 Gruys, M.L. 223, 225
 GSEM (generalized structural equation modeling) framework 494, 496, 498, 504
guanxi networks (China) 369
 Guillen, M. 20
 Gupta, R.K. 406
- Hakanen, J. 78
 Halbesleben, J.R. B. 83
 Hall, D.T. 106, 136
 Hallberg, U.E. 71
 Hammer, T.H. 314
 Hansen, S.D. 308
 Harrison, D.A. 75, 94
 Harvey, R.J. 166
 Häsänen, L. 182
 Haslam, S.A. 114
 Hau, K.-T. 504
 Hausknecht, J.P. 349
 Hausmann, N. 382, 383, 384
 Häusser, J.A. 114
 HDI (Human Development Index) 383, 384
 HDRM (high-density repeated measurement) 479, 481–2, 485–6
 He, Y. 394
 hedonic well-being 236, 237–8, 242, 244
 Herold, D.M. 185
 Herscovitch, L. 33–4, 137, 184, 210–11, 215, 269, 336, 491, 492

- Hewitt, Aon 391
 high-performance human resource practices 281, 292–301, 393–4, 433, 436–7, 442
 high sacrifice 61, 237, 337, 467
 Hinduan, Z.R. 185
 Hofstede, G. 214, 366–7, 382, 383, 403, 404, 419, 420, 438–9
 holistic fit perceptions 275, 279–80, 281, 282, 284–5
 Holladay, B.E. 140
 Hollinger, R.C. 222
 Holtom, B.C. 63
 Hom, P. 98, 198, 200
 Hoque, K. 293
 HPWSs (high-performance work systems) 292, 296–301
 HS (high sacrifice) factor 467, 468, 471–2
 Huang, X. 394, 397
 human resource management (HRM)
 and absenteeism/employee turnover 204
 and action commitments 181, 186
 and ‘black box’ problem 59
 Chinese commitment studies 392, 393–4
 and cross-cultural commitment 370
 and drivers of commitment 519–20
 and employee engagement 83–4, 517
 high-performance practices 281, 292–301, 393–4, 433, 436–7, 442
 Indian commitment studies 406, 407, 409, 410, 413, 414
 and job performance 211
 Latin American commitment studies 433, 434, 436–7, 441–2
 multiple commitments perspective 48–9
 and occupational commitment 140
 and perceived organizational support 341
 and person–environment fit 281
 and psychological contracts 125
 and self-determination theory 60, 61
 strategic *see* strategic HRM
Human Resource Management Review 47
 Hung, D.K.M. 309
 Hunter, J.E. 212
 Huselid, M. A. 201
 ICC (item characteristic curve) 459
 idealized influence 305–6
 identification, involvement, and loyalty model (Buchanan) 16
 identified regulation 59–60, 62, 241
 identity-matching principle 111–12, 115
 idiocentrism 271, 424
 Iles, P.A. 422–3
 imposed etic theories 363, 403, 521
 Indian commitment studies 403, 405–8
 antecedents of commitment 405–7
 changing workplace culture in India 404
 and collectivism 404, 410–11
 consequences of commitment 407–8
 cultural and social-institutional influences 408–14
 demographic and organizational comparisons 405–6
 economic liberalization of India 403, 404, 410
 future research 413–14
 human resource management 406, 407, 409, 410, 413, 414
 Indian legal system 409
 joint family system 404, 410–11, 412, 413
 limitations of 413–14
 managerial implications 414
 organizational citizenship behaviors 403, 407
 organizational leadership 406–7, 412–13
 organizational variables 406–7
 and power distance 404, 410
 three-component model 405–7, 410, 411, 412, 413, 414
 work experiences 406
 individual deviance (ID) 223
 individual differences (IDs)
 and action commitments 183, 187
 causes of commitment 263–6
 and commitment across cultures 367
 contingency approach 264–8
 and employee empowerment 325–6
 and employee engagement 81–2
 future research directions 269–71
 and goal orientation 263, 265
 inter-individual differences 462–4, 467, 471
 nested and interrelated commitments 270–71
 and occupational commitment 142
 person-centered approach 269–70, 272
 and person–environment fit 264, 266
 portrayal of 264–6
 practical implications 271–2
 and self-concept 263, 267–8, 271–2
 and social commitments 151, 152, 153, 155, 157
 and stability of commitment 270
 temporal process approach 476, 477
 and three-component model 263, 264, 269
 and trait activation 266, 267
 trait approach 264
 individualized consideration 306, 314
 Inglehart, R. 364
 Ingram, P. 366
 Initial Status factor 463–4, 465, 467, 470
 in-role behaviors/performance
 Chinese commitment studies 395, 396, 397

- and counterproductive work behaviors 222
- and employee engagement 71
- and job embeddedness 95–6, 99, 100
- Middle Eastern commitment studies 426, 428, 429
- multiple commitments perspective 44, 47
- and organizational identification 106, 109, 116
- inspirational motivation 306
- integrative model of commitment 167
- intellectual stimulation 306, 314
- intention to leave 109, 139–40
- intention to remain 30, 33, 35–6, 65, 66, 67, 72, 139, 141, 240, 294, 297
- interaction effects paradigm 346
- interactional justice 186, 312, 346, 347–9, 350, 356
- internalization 16, 21, 31, 60, 62, 66, 241, 250, 253, 336, 437, 465, 467, 468–9
- interrelated commitments 270–71
- Intraclass Correlation Coefficient (ICC) 483
- intrapyschic conflict 45
- intrinsic motivation 59–60, 61
- introjected regulation 60, 62
- ‘iron rice bowl’ employment protection (China) 391
- IRT (item response theory) 450, 458–9, 460
- ISI (Institute for Scientific Information) 433, 444
- ISS (International Social Survey) 377
- Jackson, T. 306, 313, 385
- Jafri, M.H. 407
- Jain, S. 407
- jangle/jingle fallacies 19
- Jaros, S. 93, 250
- JD-R (job-demands resources) model 72, 74, 83, 84, 85
- JET (job embeddedness theory) 63–7, 90–91, 97–8
- Jha, S. 323, 324
- Jiang, K. 63–4, 95–6, 201–2, 203, 300
- Jing, R. 184, 186
- job characteristics theory 73
- job embeddedness
 - antecedents and consequences of 92, 95–7
 - and affective commitment 92
 - community dimension 91–2, 94–5, 97, 98, 100
 - comparisons with other constructs 91–5
 - defining 90–91
 - and employee turnover 197
 - family embeddedness 98
 - fit dimension 63, 64, 65, 67, 90–91, 94, 100
 - future research 98–100
 - global (reflective) measure of 95, 99, 105
 - innovations and extensions of 97–8
 - and job satisfaction 90, 92, 95–6, 97, 100
 - ‘links’ dimension 63, 64, 65, 67, 90–91, 93–5, 100
 - measurement of 92, 93–5, 99, 104–5
 - and multiple commitments perspective 51–2
 - non-work embeddedness 99
 - occupational embeddedness 98
 - off-the-job embeddedness 97, 98, 99
 - on-the-job embeddedness 96–8
 - and organizational identification 90, 93, 94, 100
 - original (formative) model of 104
 - practical implications 100
 - revised (formative) measure of 104–5
 - ‘sacrifice’ dimension 63, 64, 65, 66, 67, 90–91, 92–3, 100
 - and three-component model 515
 - time dynamics 100
 - and voluntary turnover 92, 95–6, 99, 100
- Job Engagement Scale 75
- job investment model (Farrell and Rusbult) 93
- job performance
 - Chinese commitment studies 392, 396, 398, 399
 - and citizenship behaviors 208, 211
 - commitment–outcome relations 211–12
 - component mindsets 210, 211, 212–15
 - and counterproductive work behaviors 208
 - and culture 213, 214, 216–17
 - defining 208
 - future research directions 216–18
 - and organizational citizenship behavior 209, 211, 212, 213–14, 215–16
 - profile mindsets 210, 211–12, 215–16
 - and task behaviors 208, 211
 - and task performance 208–9, 211, 212–13, 214–18
 - and three-component model 210–11, 212, 213–14, 215–16, 217, 218
- job satisfaction
 - and absenteeism 199, 201
 - action commitments 182, 184
 - and affective commitment 249, 251–2
 - Chinese commitment studies 392, 393, 395–8
 - and employee empowerment 319, 321, 322, 324, 325, 327
 - and employee turnover 196, 201
 - and European commitment studies 382, 383
 - and job embeddedness 90, 92, 95–6, 97, 100
 - Latin American commitment studies 436, 439
 - and multiple commitments perspective 43, 45, 51

- and occupational commitment 143
- and organizational identification 109–10, 112, 113
- and organizational leadership 309, 312
- and social commitments 151, 152
- and strategic HRM 293, 295, 298
- and temporal process approach 476
- and union commitment 167, 170
- Johnson, E.C. 455, 456
- Johnson, R.E. 155, 156, 353–4, 387
- Johnson, W.R. 167
- joint family system (India) 404, 410–11, 412, 413
- Journal of Applied Psychology* 165
- Journal of Organizational Behavior* 47
- justice climate 351–2
- justice source 349–51
- justice type 349–51

- Kabins, A.H. 270
- Kahn, W.A. 71, 84
- Kalyal, H.J. 185
- Kam, C. 37, 501
- Kansal, P. 407
- Kanter, R.M. 15, 16, 20, 249, 321, 326, 328
- Karatepe, O.M. 77, 78
- Katou, A.A. 293
- Keegan, A. 314–15
- Kehoe, R.R. 202–3, 294, 297
- Kelloway, E.K. 166, 168, 169, 173, 314
- Kelman, H.C. 31, 250
- Keren, D. 426
- Khasawneh, S. 425
- Kiazad, K. 97, 99
- Kiesler, C.A. 249
- Kim, S.-W. 143
- kinship responsibility 94–5
- Kirchmeyer, C. 172
- Klandermands, B. 171
- Klein, H.J. 17–19, 20, 21, 22–4, 25, 47, 182, 183, 188, 210, 251, 252, 254, 255, 399
- Knudsen, H.K. 143
- Kottke, J.L. 308
- Kreiner, G.E. 113
- Krishnan, V.R. 407
- Kristof-Brown, A.L. 279
- Kuljanin, G. 451, 452, 454
- Kuruvilla, S. 166, 169, 171–2
- KUT (Klein target-free unidimensional measure) 210, 510, 511, 512, 515, 522
- Kuvaas, B. 295
- Kwantes, C.T. 410

- LA (lack of alternatives) factor 467, 468, 471–2
- labelling profiles 491–3
- Ladd, R.T. 166, 167
- laissez-faire leadership 313
- Lance, C.E. 449–51, 452, 454–5, 458, 459, 460, 465, 466, 467, 468
- Landry, G. 156
- Lapointe, E. 151, 156
- large-scale enterprises (LSEs) 406
- Larson, E.W. 167
- Laschinger, H.K.S. 324, 325, 327
- Latent Class Growth Analysis 465, 466, 468
- latent curve models (LCMs) 502, 503, 504
- latent growth modeling (LGM)
 - and affective commitment 462, 465–6, 467–8, 469–70, 471–3
 - augmented model 464–5
 - basic model 463–4
 - Change factor 463–4, 465, 467
 - change trajectories 462–4, 467–8, 473
 - commitment changes over time 465–7, 471, 522
 - confirmatory factor analysis 463–4
 - consequences of commitment change 469–70
 - and continuance commitment 462, 466, 467, 471
 - future research 471–2
 - Initial Status factor 463–4, 465, 467, 470
 - LGM approach 462–5
 - multiple commitments perspective 472
 - and normative commitment 462, 466, 467–8, 469–70, 471–3
 - and person–organization fit 469
 - practical implications 473
 - predictors of commitment change 468–9
 - and temporal process approach 477–8
 - and turnover intention 469–70
- latent mean differences 451–3, 454, 458, 463
- Latin American commitment studies
 - and absenteeism 433
 - case studies 436–8, 439–41, 442–3
 - and collectivism 438–41, 444
 - HRM practices 433, 434, 436–7, 441–2
 - and paternalistic leadership 433, 439–41
 - Petrobras corruption scandal 441–2
 - and power distance 433, 434–41, 443, 444
 - small and medium-sized firms 442–3
 - three-component model 436–7, 438, 439–41, 442, 443, 444
- Lau, R.S. 457–8
- Lavelle, J.J. 338
- Lawler, E.J. 139
- Lazarus, R.S. 239
- leader–member exchange (LMX) 151, 152, 159, 160, 308–9, 355, 398, 411
- Lee, J. 309

- Lee, K. 139, 140, 142
 Lee, S.M. 106
 Lee, T. 92, 97, 99, 197
 length of time frame (temporal parameter)
 479, 481, 487
 Leroy, H. 311
 Leung, K. 368, 371, 424
 level of arousal (in employee engagement) 72
 Li, J. 478
 Liao, H. 297, 351
 Liden, R.C. 355
 Likert scales 483
 Lin, S.-H. 142
 Lind, E.A. 347, 349, 352–3
 links (job embeddedness theory) 63, 64, 65, 67,
 90–91, 93–5, 100
 Liu, Y. 422, 424–5, 426
 locally committed employees 31
 Locke, E.A. 125
 LPAs (latent profile analyses) 35, 36, 138,
 494–7, 499–500, 501, 502, 504
 LTAs (latent transition analyses) 499–500, 501
 Lu, L. 396, 397
 lumping constructs 18–19
- McAulay, B.J. 144–5
 McCrae, R.R. 268
 McCulloch, K.C. 255
 McElroy, J.C. 143, 167
 McGee, G.W. 336
 McInnis, K.J. 121
 McLean Parks, J. 387
 McMahan, G.C. 289
 Macky, K. 295, 298
 MACS (means and covariance structure
 analysis) 451–2, 453
 Macinga, I. 326
 Mael, F. 94, 106, 107–8, 109
 Maltin, E.R. 236–7, 238, 239, 241, 243–4, 386
 managerial support 341, 394
 Mansell, A. 382, 383, 393
 March, J.G. 30, 99
 Marcus, B. 223
 Marescaux, E. 61
 Marsh, H.W. 498, 504
 Martin, J.E. 170
 Martinko, M.J. 227–8
 matching hypothesis 44, 45, 46–7, 48, 50, 52
 Mathieu, J. 157, 158
 May, D.R. 75
 Mayer, R.C. 30, 339, 351, 352
 MBV (Meyer, Becker, Vandenberg) model 46,
 47, 48, 49, 53
 ME/I (measurement equivalence/invariance)
 testing 449–50, 521–2
 and affective commitment 452–3
 configural invariance 450, 452, 453, 454,
 455, 460, 463
 and confirmatory factor analysis 450, 458–9,
 460
 and covariance structure analysis 451
 functions/importance of 449, 459–60
 and item response theory 450, 458–9, 460
 latent mean differences 451–3, 454, 458,
 463
 means and covariance structure analysis
 451–2, 453
 metric invariance 450, 452–4, 455–8, 460,
 463
 necessary steps for 450–55
 reference indicators 455–8
 standardization problem 455–8
 structural equation modeling 453, 455, 458
 Menon, S.T. 437
 mentoring 143, 327–8
 mere compliance 184
 Messersmith, J.G. 292, 293
 method bias 238, 372, 503
 methodological issues in commitment research
 10–11, 447–506, 521–3
 metric invariance 450, 452–4, 455–8, 460, 463
 Meyer, J.P. 16, 33–4, 35, 46, 47, 48, 49, 61–2,
 66, 70–71, 73, 74, 93, 109–10, 111, 115,
 120, 125, 136, 137, 139–40, 172, 173, 184,
 195, 202, 210–11, 212–13, 214–16, 217,
 224, 238, 239–40, 241, 243–4, 248, 250–51,
 253–4, 269, 315, 320, 324, 334, 335, 336,
 363, 377, 379, 380–81, 382–4, 385–6, 393,
 398, 405, 420, 422, 436, 437, 441, 443, 452,
 466, 467–8, 471, 490, 491, 492, 511, 512
 Miao, Q. 394
 Michaelis, B. 185, 307
 Michel, A. 354
 Middle Eastern commitment studies
 and absenteeism 427, 428, 429
 antecedents and outcomes of commitment
 423–9
 and collectivism 419–20, 421, 424–5, 428,
 430
 conceptions of commitment 418–19
 demographic variables 425
 dimensions of commitment 420–23
 future research directions 429–30, 431
 individual-level approach 419–20, 423–4, 430
 and in-role performance 426, 428, 429
 multiple commitments perspective 427–9
 and organization citizenship behavior 422,
 425, 426–7, 428
 personal and societal values 423–5, 430
 and power distance 420, 426, 428

- situational determinants 425–6
 three-component model 421–3, 424–5, 426, 429–30
 traditional nature of society 418, 419–20, 421, 422, 423–6, 427, 429–31
 Westernization of culture 418–19, 420, 421, 423–5, 426–7, 430–31
- Miller, K.I. 253
 Miller, S. 94
 Millsap, R.E. 457
 Miloslavic, S.A. 183
 Mishra, S. 414
 Mitchell, T. 92, 97, 99, 197
 mixture modeling approaches 494–8, 501–3, 504
 MNCs (multinational corporations) 403, 404, 406, 407, 409, 411, 412–13, 414
 mobilization theory 170
 Mobley, W. 93
 moment of onset (temporal parameter) 479, 481, 487
 Monks, K. 186
 Monnot, M.J. 170
 moral commitment 30, 305, 513
 moral duty 215–16
 moral involvement 21, 249
 Morin, A.J.S. 36, 138–9, 141, 154, 217, 240, 498, 502
 Morris, L. 77
 Morris, M.W. 368, 424
 Morrison, E.W. 122, 209, 466
 Moser, K. 239
- motivation
 ability–motivation–opportunity model 290, 296, 438
 and action commitments 179, 180, 181, 182, 184–5
 and affective commitment 253–4
 and counterproductive work behaviors 228, 230
 and employee engagement 66, 70, 74, 320–21, 324–5, 514–15
 and intent to stay 65, 66, 67
 and job embeddedness 65–7, 99
 and multidimensional construct 29, 30
 multiple commitments perspective 46, 47, 48, 51
 and occupational commitment 142, 144
 and organizational leadership 306
 and self-determination theory 59–62, 64–6, 67, 291
 temporal process approach 479, 486
 and unidimensional construct 17–18, 21
 and well-being 241, 245
 motivation-enhancing practices 201–2
- motivational model of organizational attachment 65–7
 Motowidlo, S.J. 209
 Mowday, R.T. 28, 29, 120, 249
 MRA (mixture regression analyses) 499–500, 501–2
 Mueller, C. 94, 143
 multidimensional construct 28–9
 and action commitments 179, 183–4, 188
 commitment profiles 32, 33–6, 37–8
 evidence for 32–6
 implications of 38
 and job performance 210
 research considerations 36–7
 selected models 30–31
 three-component model 31–2, 33, 36, 37, 38, 510, 511
 and ties 29, 30, 31
 and unidimensional construct 16–17, 20–21, 22–3, 29
 and union commitment 16, 22, 29
 multinomial logistic regressions 497
 multiple commitments perspective
 antecedents and consequences of commitments 44
 complex relationships 45–6
 conflicting and compatible commitments 45, 46, 48, 49–50, 52
 discriminant validity 44, 48, 51
 European commitment studies 387–8
 future research areas 52–3
 human resource management 48–9
 and latent growth modeling 472
 literature review 46–52
 matching hypothesis 44, 45, 46–7, 48, 50, 52
 MBV model 46, 47, 48, 49, 53
 Middle Eastern commitment studies 421, 427–9
 and multidimensional construct 29
 multiple mindsets 33–4, 250
 organizational behavior 48–9, 51, 53
 SWOT analysis 46–52
 targets 43, 45, 46–7, 48, 49, 50, 51, 53
 and unidimensional construct 16, 18, 23, 24
- Nagar, D. 406
 Natarajan, N.K. 406
 Naumann, S.E. 351
 NCS (Normative Commitment Scale) 32, 422–3
 need satisfaction 61, 64–6, 241–5, 277, 284, 310, 320, 520
 needs–supplies fit 276
 negative affect 120, 126, 151, 236, 237, 249, 252, 254–5, 256

- negative leadership 311–13
 nested commitments 139, 270–71, 491
 Neubert, M.J. 178, 180, 308
 neutral identification 113
 Neves, P. 185
 Newman, A. 394, 395, 397
 Newman, D.A. 71, 75
 Ng, I. 168
 Ng, T. 64, 97–8, 100, 469, 470
 Nguni, S. 313
 Nikolaou, I. 129
 Ning, J. 184, 186
 Nishii, L.H. 297
 non-systematic distortion 484
 non-work embeddedness 99
 Norman, I.J. 396
 normative commitment 71, 195–6
 and absenteeism 201, 202, 203–4
 and action commitments 184, 185–6
 Chinese commitment studies 393, 394, 395–7
 and counterproductive work behaviors 223, 224, 225, 231
 and cross-cultural commitment theories 370
 and employee empowerment 320, 323–4
 and employee turnover 197, 198, 202, 203–4
 European commitment studies 376, 380–81, 382–3, 384, 385, 388
 Indian commitment studies 405–7, 410, 412, 413, 414
 and individual differences 263, 264, 269
 and job embeddedness 64, 65, 66
 and job performance 210, 212, 213–14, 215–16, 217, 218
 and latent growth modeling 462, 466, 467–8, 469–70, 471–3
 Latin American commitment studies 436–7, 442, 443, 444
 and measurement of organizational commitment 74
 Middle Eastern commitment studies 421, 422–3, 424–5, 426, 429
 and multidimensional construct 32, 33–6, 37, 38
 and occupational commitment 136, 137, 138–41, 142, 144, 146
 and organizational identification 110, 111
 and organizational leadership 306, 308, 309, 310, 311, 312–13
 and perceived organizational support 335–6, 339, 341
 and person-centered approach 490, 491, 492–3, 498, 502
 and person–environment fit 285
 and psychological contracts 120, 121, 122, 127
 and self-determination theory 60, 61, 62
 and social commitments 150
 and strategic HRM 290, 292, 299
 and unidimensional construct 22–3
 and well-being 235, 236–7, 239, 240–42, 243–4
 see also TCM
 NT (nurturant-task) leadership 406–7, 413
 number of observations (temporal parameter) 479, 481, 487
 OCAI measurement 406
 OCBs (organizational citizenship behaviors) and action commitments 182
 Chinese commitment studies 391, 394, 396, 397–8
 counterproductive work behaviors 226
 European commitment studies 386–7
 Indian commitment studies 403, 407
 and job embeddedness 90, 92, 97, 99, 515
 and job performance 208, 209, 211, 212, 213–14, 215–16
 Middle Eastern commitment studies 422, 425, 426–7, 428
 multidimensional construct 33, 34, 35
 and organizational identification 112, 113, 114
 and organizational justice 348, 350, 354, 355
 and psychological contracts 119, 122
 and social commitments 151–2, 156, 160
 and strategic HRM practices 292–4, 297
 and well-being 235, 237
 OCB-I (OCB-Individual) 209
 OCB-O (OCB-Organization) 209
 occupational commitment 135–6
 development of 142–4
 dual commitment 138, 141, 146
 evolution of theory 136–7
 future research directions 145–6
 implications of 139–41
 intention to leave/remain 139–40, 141
 occupational antecedents 136, 143–4
 organizational antecedents 136, 142–3
 personal antecedents 136, 142, 144
 practical implications 144–5
 and professional identity 136, 144, 145
 relationship with organizational commitment 137–9
 and three-component model 136, 137, 138–41, 142–3, 144, 145, 146
 and well-being 135, 136, 139, 141, 144, 145, 146
 occupational embeddedness 98
 occupational identification 112
 OCTAPACE measurement 406

- odds ratios (ORs) 497
- O'Driscoll, M.P. 313
- off-the-job embeddedness 97, 98, 99
- Ohana, M. 351
- Önder, C. 370, 403, 408–9, 410, 412
- on-the-job embeddedness 96–8
- opening-up and reform process (China) 391
- opportunities (SWOT analysis) 46, 48–50
- opportunity-enhancing practices 201–2
- O'Reilly, C. 16, 20–21, 31, 250
- Organ, D.W. 209, 354
- Organizational Commitment Questionnaire (OCQ) 16, 29–30, 74–5, 109–10, 210, 249, 307, 392, 425
- organizational deviance 222, 223, 225, 312
- organizational engagement 72, 74
- organizational identification
 - defining 107, 110
 - disidentification 113, 115
 - foci of Identification 111–12
 - future research directions 115–16
 - history of research 106
 - and 'identity-matching principle' 111–12, 115
 - and job embeddedness 90, 93, 94, 100
 - and job satisfaction 109–10, 112, 113
 - measurement of 107–9
 - and multidimensional construct 30–31
 - and multiple commitments perspective 51
 - new forms of 113
 - recent research developments 111–15
 - relations with other concepts 109–10
 - relationship with organizational commitment 110–11, 515
 - and salience 107, 111, 112, 115, 116
 - and self-categorization theory 106–7, 112, 515
 - self-referential nature of 110, 116
 - social identity approach 106–7, 112, 114, 115, 515
 - and stress 114–15
 - and unidimensional construct 21
 - and well-being 113–14
- Organizational Identification Questionnaire (OIQ) 108–10
- organizational introjection 15
- organizational justice
 - and affective commitment 347, 348, 351, 354–5
 - and counterproductive work behaviors 224, 226
 - differential effects paradigm 346
 - distributive justice 346, 347–8, 350–51, 352–3, 356
 - entity versus event justice 347–9
 - and fostering commitment 352–5
 - and group engagement model 353–4
 - group-level versus individual-level 351–2
 - Indian commitment studies 414
 - interaction effects paradigm 346
 - interactional justice 346, 347–9, 350, 356
 - justice climate 351–2
 - justice source versus justice type 349–51
 - and organizational leadership 312
 - overall justice 347–9
 - and perceived organizational support 355
 - practical implications 355–6
 - procedural justice 346, 347–9, 350–51, 352–6
 - and process–outcome interaction effect 347, 348–9, 356
 - relational and identity-based models 352–4
 - and social exchange theory 354–5
 - and social identity theory 353, 354
- organizational leadership
 - abusive supervision 311–12
 - and affective commitment 306–9, 310–11, 312–13, 315
 - authentic leadership 311
 - charismatic leadership 307
 - Chinese commitment studies 394
 - and continuance commitment 306, 308, 310, 311–12, 313, 315
 - and employee empowerment 324–5
 - ethical leadership 307–8
 - future research directions 314–15
 - Indian commitment studies 406–7, 412–13
 - laissez-faire leadership 313
 - leader–member exchange 308–9
 - negative leadership 311–13
 - and normative commitment 306, 308, 309, 310, 311, 312–13
 - paternalistic leadership 433, 439–41
 - positive leadership 305–11
 - servant leadership 309–10
 - and three-component model 315
 - transformational leadership 305–7, 310, 314–15
 - and union commitment 313–14
- organizational support theory 333–5, 337–40, 342
- Osinsky, P. 143
- Oswald, F.L. 451, 452, 453
- overall justice 347–9
- overidentification 115
- Palrecha, R. 407
- Panaccio, A. 337
- parallel models approach 167
- Parfyonova, N.M. 66, 215–16, 471
- parsimony 19–20, 23, 25, 94, 209, 496

- Parsons, C. 92
- partial invariance testing 451, 454–5, 456
- particularism 409, 410–11
- Parzefall, M.-R. 78
- paternalistic leadership 365, 412–13, 433, 439–41
- PCT 2.0 (Rousseau) 125–6, 127, 128, 516
- Pelletier, K.L. 308
- Penley, L.E. 30
- perceived organizational support (POS)
- and affective commitment 334–5, 339, 340, 341
 - and continuance commitment 336–7, 339
 - and employee engagement 84
 - and felt obligation 335, 336, 339
 - future research directions 339–41
 - and human resource management 341
 - Indian commitment studies 409, 414
 - and individual differences 272
 - and managerial support 341
 - and multidimensional construct 36
 - and normative commitment 335–6, 339, 341
 - and organizational identification 110, 111
 - and organizational justice 355
 - and organizational leadership 309
 - organizational support theory 333–5, 337–40, 342
 - practical considerations 341–2
 - and reciprocity 334–5, 336, 340
 - relationship with organizational commitment 333, 334–7
 - and social commitments 151, 155
 - and social exchange theory 334–5, 336, 339, 340
 - and social identity theory 335, 340
 - and three-component model 334–7
 - and union commitment 169, 338
 - and well-being 333, 337, 341
- perceived supervisor support (PSS) 151, 159, 338, 440–41
- person-centered approach 490–91, 522–3
- commitment profiles 491–503
 - confirmatory factor analysis 450, 458–9, 460, 463–4, 494, 495, 504
 - factor mixture analyses 498, 503
 - generalized structural equation modeling 494, 496, 498, 504
 - growth mixture analyses 502–3, 504
 - individual differences 269–70, 272
 - latent profile analyses 494–7, 499–500, 501, 502
 - latent transition analyses 499–500, 501
 - mixture modeling approaches 494–8, 501–3, 504
 - mixture regression analyses 499–500, 501–2
 - and multidimensional construct 34, 36
 - and occupational commitment 137, 148
 - and person–environment fit 275, 282–3, 284, 286
 - and psychological contracts 129
 - reporting and labeling 491–4
 - and shared method bias 503
 - and social commitments 188
 - structural equation modeling 453, 455, 458, 494, 504
 - three-component model 490, 491, 492–3, 498, 501–2, 503, 511, 513, 522
 - and unidimensional construct 24
 - and well-being 240–41, 243, 501–2
- person–environment (PE) fit 275, 283–4
- and affective commitment 275, 277, 279, 281, 285
 - and continuous commitment 280
 - demands–abilities fit 276, 277, 280, 282, 283
 - development of fit perceptions 279–81
 - distinctive fits 275, 281, 284–5
 - domain-related fits 279, 281, 282–3, 284, 285–6
 - holistic fit perceptions 275, 279–80, 281, 282, 284–5
 - and individual differences 264, 266
 - malleability of fit perceptions 280–81
 - measurement of 278–9
 - multiple fits 276–7
 - needs–supplies fit 276
 - and normative commitment 285
 - person-centered approach 282–3
 - person–organization fit 276, 277, 278, 279–80, 281–2, 283
 - person–supervisor fit 276, 277, 278, 281, 282–3
 - person–team fit 276–7, 278, 279, 282–3
 - practical implications 284–6
 - preferred fit profiles 283, 284, 285
 - relationship with commitments 277–8
 - universal fits 275, 281, 284–5
- person–organization (PO) fit 64, 84, 94, 271, 469
- and person–environment fit 276, 277, 278, 279–80, 281–2, 283
 - person–supervisor fit 276, 277, 278, 281, 282–3, 398
 - person–team fit 276–7, 278, 279, 282–3
- Peterson, M.F. 371
- Petrobras (Brazilian government energy company) 441–2
- Peus, C. 311
- Pfeffer, J. 50, 252
- Piccolo, R. 182
- Ployhart, R.E. 451, 452, 453

- Podsakoff, N.P. 209
 Poon, J.M.L. 78
 Porter, L.W. 15, 166, 249
 positive leadership 305–11
 Posthuma, R. 292
 postmaterialism 364
 post-violation model (Tomprou) 126, 127–8
 power distance
 Chinese commitment studies 392, 393, 394, 395, 397
 and cultural differences 366, 370
 and European commitment studies 382–3, 384
 Indian commitment studies 404, 410
 Latin American commitment studies 433, 434–41, 443, 444
 Middle Eastern commitment studies 420, 426, 428
 preferred fit profiles 283, 284, 285
 presenteeism 200–201
 Price, J. 94
 procedural justice 171, 186, 297, 312, 346, 347–9, 350–51, 352–6, 394
 process–outcome interaction effect 347, 348–9, 356
 professional identity 136, 144, 145
 professional vitality 141
 profile mindsets 210, 211–12, 215–16, 514
 Protestant relational ideology 365
 proximal variables 436
 pseudo-exacerbating effect 239
 psychological bonds 19, 20–21, 50, 179, 462, 510, 512
 psychological contract theory (Rousseau) 121, 123–4
 psychological contracts (PCs)
 challenges to study of 122–4
 contemporary conceptualization and study of 121–2
 dynamic nature of 124
 employer obligations 120, 121, 122, 125
 evaluation of 122
 fulfilment of 119, 122, 123, 128–9
 future study directions 127–9
 inconsistent definitions of 122–3
 Indian commitment studies 406, 407
 PCT 2.0 125–6, 127, 128, 516
 post-violation model 126, 127–8
 recent theoretical advances 125–6
 relationship with commitment 119, 120, 127–9, 516
 and self-regulation 125, 126
 and three-component model 120, 121, 122, 123, 124, 127
 types of 121
 psychological culture 367–8
 psychological empowerment 319, 320, 321–8
 psychological meaningfulness 443
 psychological needs 60, 64–5, 67, 73–4, 241, 243–4, 245, 277, 291
 psychosocial conflict 45
 publish-or-perish system 53
 Qiao, K. 394, 397
 quondam commitment 255
 R&D (research and development) employees 307, 309
 radio soap operas (Latin America) 433
 Rafferty, A.E. 184, 186
 Ram, N. 502
 Ramachandran, S. 407
 Ramesh, A. 98
 Ramsay, H. 293
 Rangnekar, S. 143
 readers 433
 reciprocity 334–5, 336, 340
 Redman, T. 140, 154–5
 Reece, Florence 165
 Reed, C.S. 167
 reference indicators 455–8
 referent-shift models 369
 regulatory focus theory 49, 145–6
 Reichers, A. E. 45, 93, 135
 related constructs 4–5, 57–132, 513–18
 relational contracts 121, 297
 reluctant attendance 200
 reluctant leaving (withdrawal mindset) 198–9
 reluctant staying (withdrawal mindset) 198
 Rensvold, R.B. 455, 457
 response burden 486, 487
 Restubog, S.L.D. 184, 186
 Rhoades, L. 334, 336
 Rich, B.L. 75
 Richardsen, A.M. 80
 Richter, A. 112
 Riketta, M. 109–10, 112, 214–15, 218, 276–7, 387
 Rius, I.B. 443
 Roberson, Q.M. 351
 Robinson, S.D. 168
 Robinson, S.L. 122, 223, 225, 466
 Roe, R.A. 478
 role overload 469
 role theory 43, 73, 470
 Rotondi, T. 106
 Rotundo, M. 208, 209
 Rousseau, D.M. 111, 121, 122, 123–4, 125–6, 127, 339
 Rousseau, V. 312

- Rupp, D.E. 350–51
Rusbult, C. 93
- Sabri, H. A. 420
Sackett, P. R. 208, 209, 223, 225
sacrifice (job embeddedness theory) 63, 64, 65,
66, 67, 90–91, 92–3, 100
Saini, D. 412
Sakamura, J. 249
Saks, A.M. 72, 74, 75, 78
Salancik, G.R. 252
salience 17–18, 107, 111, 112, 115, 116, 368–9,
410, 515
Sanchez-Burks, J. 365
Sanders, K. 295, 298
scalar invariance 450, 452–3, 454
Schaufeli, W.B. 71, 73
Schechter, D.S. 30
Schein, E.H. 276
Schmidt, F.L. 212
Schminke, M. 348
Schmitt, N. 451, 452, 453–4
Schneider, B. 106
Schneider, S.K. 309–10
Schoorman, F.D. 30
Schwartz Value Survey 367
Schwartz, S.H. 214, 369, 382–3
Scrima, F. 79
Seibert, S.E. 329
Self, R.M. 460
self-categorization theory (SCT) 106–7, 112,
515
self-concept 263, 267–8, 271–2
self-determination theory (SDT) 59–62, 67
and employee engagement 73–4
and job embeddedness 64–6
and occupational commitment 145–6
and person–environment fit 277
and strategic HRM 291, 296
and well-being 241
self-efficacy 81–2, 83, 84, 181, 182, 183, 184–5,
187
self-regulation theory 125, 126
SEM (structural equation modeling) 453, 455,
458, 494, 504
Seong, J.Y. 279
servant leadership 309–10
Shafer, W.E. 394
Shaffer, M. 94
Shahnawaz, M.G. 406
shared method bias 503
Sheikh, A.Z. 394
Sheldon, K.M. 61, 237
Shin, J. 186
shock-induced decision paths 197
- Shore, L.M. 339
Shuck, B. 78
side bets 92–3, 249–50
Siders, M.A. 154
Simon, Herbert 30, 43, 99
Simons, J.C. 79
Simons, T. 351
Sinclair, R.R. 170, 216
Singer, J.D. 463
Sinha, J.B.P. 406–7
situated identity 111
Siu, O. 396
Sjoberg, A. 167, 171
skill-enhancing practices 201
Škudienė, V. 313
Sleebos, E. 110
Sluss, D.M. 276
SMEs (small and medium-sized enterprises)
406, 411–13, 414, 442–3
Smith, F.J. 166
Snape, E. 140, 154–5, 156, 394, 398
social commitments
antecedents and consequences of 150–55
commitment to customers 150, 154–5, 157,
159, 160
commitment to supervisors 150–52, 156,
157, 158, 159–60
commitment to teams and workgroups 150,
152–4, 156, 157, 158, 159, 160
defining 150
and extra-role performance 151–2, 153–4
general model of social commitments 156–7
individual-level social commitments model
159–60
interaction effects 155–6
and organizational citizenship behavior
151–2, 156, 160
team-level model of social commitments
157–9
social entities 347, 348, 349, 352
social exchange quality 226, 354–5
social exchange theory (SET)
and counterproductive work behaviors 226,
227, 230, 231
and employee engagement 73, 81
Latin American commitment studies 443
Middle Eastern commitment studies 426
and organizational justice 354–5
and perceived organizational support 334–5,
336, 339, 340
and psychological contracts 120
and strategic HRM 291
social identity theory (SIT)
and employee engagement 73, 81
and occupational commitment 145–6

- and organizational identification 106–7, 112, 114, 115, 515
- and organizational justice 353, 354
- and perceived organizational support 335, 340
- Socio-Emotionally Decreasing class 470
- Solinger, O.N. 70, 73, 127–8, 466–7, 469
- Somers, M.J. 34, 35
- Søndergaard, M. 371
- Sparrow, P. 355
- specific events 347, 348
- Spector, P.E. 223, 227
- Spitz, G. 94
- splitting constructs 18–19
- stability over time (in employee engagement) 72–3
- standardization problem 455–8
- Steffens, N.K. 115
- Stinglhamber, F. 111, 154, 155, 336, 338
- Stockdale, M.S. 393, 395, 396–7
- strategic HRM (human resources management) practices
 - ability–motivation–opportunity model 290, 296
 - and affective commitment 290, 291–9
 - behavioral perspective 290, 296
 - components and types of HRM systems 299
 - and continuance commitment 290, 292, 293, 296, 299
 - cross-level analysis 292, 296–7, 298
 - defining 289
 - empirical findings on organizational commitment relationship 292–8
 - employee–organization relationship 290–91, 296
 - forms and foci of commitment 299–300
 - future research 299–301
 - high-performance work systems 292–5, 296–301
 - individual-level analysis 292, 294–5, 297–8
 - moderators of the HRM–commitment relationship 300–301
 - and normative commitment 290, 292, 299
 - organizational climate perspective 291
 - practical implications 299
 - and self-determination theory 291, 296
 - and social exchange theory 291
 - team-level analysis 301
 - theoretical perspectives on organizational commitment relationship 290–91
 - unit-level analysis 292–6
- strengths (SWOT analysis) 46–7
- stressor–strain relationship 238–9
- structural empowerment 319, 320, 321–3, 324, 325–7, 328, 329
- Stuck class 468
- Suliman, A. M. 422–3
- sunk costs 93, 253
- SUPC (commitment to supervisors) 150–52, 156, 157, 158, 159–60
- Sverke, M. 166, 167, 171, 172, 185
- Swarup, K. 407
- SWOT (strengths, weaknesses, opportunities, threats) analysis 46–52
- synergistic interaction 155–6
- systematic distortion 484
- Tajfel, Henri 106
- Takeuchi, R. 294, 296
- Tan, D.S.K. 396
- Tang, S.Y. 394
- target of psychological state (in employee engagement) 72
- target-free approaches 23–4, 25, 183, 188, 210, 399, 510
- task behaviors 182, 208, 211
- task performance 7, 60, 96, 98, 182, 208–9, 211, 212–13, 214–18, 226
- Tay, L. 458, 459
- Tayeb, M.H. 411
- Taylor, O.A. 224
- TCM (three-component model) 70–71, 195–6, 248, 250–51
 - and absenteeism 201, 202–4
 - and action commitments 184, 185–6
 - Chinese commitment studies 393, 394, 395–7
 - and commitment profiles 513
 - and counterproductive work behaviors 223, 224, 225, 226–7, 228–31, 232
 - and cross-cultural commitment theories 363–6
 - and employee empowerment 320, 327
 - and employee turnover 197, 198, 202–4
 - European commitment studies 376, 377, 378–9, 380–81, 382–4, 385–7, 388
 - Indian commitment studies 405–7, 410, 411, 412, 413, 414
 - and individual differences 263, 264, 269
 - and job embeddedness 515
 - and job performance 210–11, 212, 213–14, 215–16, 217, 218
 - Latin American commitment studies 436–7, 438, 439–41, 442, 443, 444
 - Middle Eastern commitment studies 421–3, 424–5, 426, 429–30
 - and multidimensional construct 31–2, 33, 36, 37, 38, 510, 511
 - and occupational commitment 136, 137, 138–41, 142–3, 144, 145, 146
 - and organizational leadership 315

- and perceived organizational support 334–7
- and person-centered approach 490, 491, 492–3, 498, 501–2, 503, 511, 513, 522
- and psychological contracts 120, 121, 122, 123, 124, 127
- and temporal process approach 522
- and unidimensional construct 16, 17, 18, 19, 20, 22, 25, 511–12
- and union commitment 172–3
- and well-being 235, 236–7, 238, 239, 240–42, 243–4
- see also* affective commitment; continuance commitment; normative commitment
- team-based reward leadership 312
- TEAMC (commitment to teams and workgroups) 150, 152–4, 156, 157, 158, 159, 160
- team identification 111–12, 116
- temporal process approach
 - and change trajectories 477–8
 - and differential commitment research 477
 - and high-density repeated measurement 479, 481–2, 485–6
 - instrument design 479–86, 487
 - interpersonal versus inter-temporal sensitivity 483
 - and job satisfaction 476
 - and latent growth modeling 477–8
 - reliability of measurements 480–82
 - robustness measurements 484–5
 - single-shot compliance versus sustained involvement 485–6
 - and three-component model 522
 - and time specification 478–9
 - validity of measurements 482–3
- Tepper, B. 312
- Tetrick, L.E. 167, 169
- The Best Within Us* 236
- Thomas, K.W. 321
- threats (SWOT analysis) 46, 50–52
- three-dimensional model (Penley and Gould) 30
- Tian, A. 397
- Tomprou, M. 126, 129
- Totterdell, P. 255
- trait activation 266, 267
- trait approach 264, 265, 272
- transactional contracts 121, 297, 364
- transactional leadership 185
- transformational leadership 305–7, 310, 314–15
 - and action commitments 185
 - Chinese commitment studies 394, 397
 - and European commitment studies 385, 386
 - Indian commitment studies 406, 407
 - Middle Eastern commitment studies 424, 425, 426
 - and person–environment fit 276
 - and union commitment 168, 169
- Trier Social Stress Test (TSST) 114–15
- Tsoumbris, P. 35, 138, 140–41
- Tudor, W.D. 169
- Turban, D. 94
- Turner, J.C. 107
- turnover intentions
 - and action commitments 184
 - Chinese commitment studies 392, 395, 397, 398
 - and employee empowerment 325, 327
 - employee engagement 83
 - and employee turnover 196–7, 203
 - European commitment studies 385–6
 - and job embeddedness 96
 - and latent growth modeling 469–70
 - Middle Eastern commitment studies 424, 425, 427, 429
 - and multidimensional construct 33, 35
 - and organizational identification 106, 110, 112
 - and social commitments 154–6
- two-dimensional model (Mayer and Schoorman) 30
- Tyler, T.R. 352–3
- Ullrich, J. 111–12
- unfolding model (Lee and Mitchell) 197
- unidimensional construct
 - and action commitments 179, 182, 183, 187, 188
 - and affective commitment 251
 - conceptual basis 19–21
 - construct dimensionality 18–19
 - course of action 16, 17, 21, 512
 - distinct constructs/bonds 20–21, 23–4
 - early commitment conceptualizations 15–16
 - empirical basis 21–3
 - future research areas 23–5
 - historical basis 15–18
 - implications of 23–5
 - Klein et al. model 17–19, 20, 21, 22–4, 25
 - and multidimensional construct 16–17, 20–21, 22–3, 29
 - and targets 15–18, 20–21, 23–4
 - three-component model 16, 17, 18, 19, 20, 22, 25, 511–12
- union commitment 165
 - antecedents 168–9
 - Chinese commitment studies 398
 - current state of research 168–70
 - and dual commitment 167–8

- evaluating research 171–2
 future research 172–3
 measurement of 165, 166, 172–3
 and multidimensional construct 16, 22, 29
 and organizational leadership 313–14
 outcomes 169–70
 and perceived organizational support 338
 post-2000 research 170–71, 174
 research design 173
 role of instrumentality beliefs 168, 170,
 171–2, 173
 role of union leaders 168, 169
 socialization of new members 168, 169,
 171–2
 and three-component model 172–3
 union loyalty 166, 168–70, 171–3
 union–management relationships 167
 union loyalty 166, 168–70, 171–3, 314
 universal fits 275, 281, 284–5
 UWES (Utrecht Work Engagement Scale) 75,
 76–80
 Uzzi, B. 91
- Valéau, P. 154, 156
 value commitment 30, 111, 393, 395, 421
 van de Vijver, F.J.R. 371
 Van De Voorde, K. 294, 297
 Van den Bos, K. 347
 Van den Broeck, A. 61
 Vandenberghe, C. 46, 47, 48, 49, 154, 156,
 240–41, 306, 337, 338, 380, 386, 469, 470
 Vandenberg, R.J. 449–51, 452, 454–5, 458, 459,
 460, 468, 470, 472, 449
 van Dick, R. 108, 112, 113, 114, 276–7, 387
 van Dierendonck, D. 310
 van Knippenberg, D. 110, 111
 van Schie, E.C.M. 111
 van Vianen, A.E. 151, 398
 Veld, M. 294, 296
 Velthouse, B.A. 321
 Vigoda-Gadot, E. 80
 vigour (in employee engagement) 71, 73, 75,
 80–81
 Viljevac, A. 80
 Viswesvaran, C. 167, 214
 voluntary absences 35, 199
 voluntary turnover 47, 92, 95–6, 99, 100, 196,
 197–8, 201–2, 391
 vortex effect 485
- Wagner, U. 114
 Wall, T. 29
 Wang, L. 395, 396
 Wang, Y. 393
 war for talent 235
- Wasti, S.A. 34–5, 151, 370, 385, 403, 408–9,
 410, 412, 424, 425
 Waterman, A.S. 236
 Watts, L. 168
 Wayne, S.J. 337
 weaknesses (SWOT analysis) 46, 47–8
 Wefald, A.J. 80
 Wegge, J. 114
 Weiss, H.M. 251
 well-being
 and affective commitment 252–3
 Chinese commitment studies 392, 395, 396
 and commitment profiles 239–40
 defining 236
 and employee engagement 72, 74, 85
 eudaimonic 236, 237–8, 240, 241, 242–3, 244
 hedonic 236, 237–8, 242, 244
 implications for practice 245
 measurement of 236–8, 240, 244, 245
 mediating mechanisms 241–2
 and motivation 241, 245
 and multidimensional construct 35–6
 and need satisfaction 241–2, 243–5
 and occupational commitment 135, 136, 139,
 141, 144, 145, 146
 and organizational identification 113–14
 and perceived organizational support 333,
 337, 341
 and person-centered approach 240–41, 243,
 501–2
 and psychological needs 65
 relationship with commitment 236–8, 245–6
 and strategic HRM 297
 and stressor–strain relationship 238–9
 theoretical framework and research agenda
 242–4
 and three-component model 235, 236–7,
 238, 239, 240–42, 243–4
- Weng, Q. 14
 West, M.A. 112
 Wiener, Y. 29
 Willett, J.B. 463
 Williams, L.J. 209
 withdrawal mindsets 195, 198–9, 200–201, 202,
 203–4
 Wombacher, J. 387
 Wong, C.H. 395, 396
 Wong, Y.T. 394, 395
 work interference with family (WIF) 440, 441
 work–family conflict (WFC) 440, 441
 Workplace Empowerment Theory 320–22,
 326–7, 328
 workways 365
 Wright, P. 59, 202–3, 289, 292, 294, 296, 297
 Wu, C. 178, 180
 Wu, L. 396

Wu, P.C. 295, 297
Wu, W.P. 309

Xenikou, A. 35, 138, 140–41

Yalabik, Z.Y. 79, 80, 81
Yan, W.H. 397
Yang, H. 295, 298
Yang, J. 323, 324, 396
Yao, X. 395, 396

Yoon, M. 457
Young-Ritchie, C. 324–5
Yousaf, A. 142
Yu, B.B. 393–4

Zacharewicz, T. 173
Zhang, M. 64
Zhao, H. 122
Zheng, C. 294
Zou, X. 366