

Job Satisfaction and Organizational Commitment: Is It important for Employee Performance

^{1*} K. Nath Gangai, ² R. Agrawal

¹ Bhartiya Vidya Bhavan's Usha & Lakshmi Mittal Institute of Management (BULMIM), New Delhi, India

² K.R. Mangalam Institute of Management, New Delhi, India

Received 12 April 2014, Accepted 31 December 2014

ABSTRACT:

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee at EN Reality solution Pvt. Ltd. in Lucknow, UP, India. Therefore this study could make important contribution to extant research in management and organizational behavior. The following research objectives were formulated for the study: (1) To investigate role of job satisfaction influence organizational commitment among the employees. (2) To find out the job satisfaction and organizational commitment among the gender. The totals of 50 data were collected through convenience sample technique and the data were calculated usage of statistical application of correlation matrix. The results shown that there is a highly significant correlation among factors of organizational commitment, including both gender. But, there is no significant correlation between job satisfaction and organizational commitment and among three dimensions, only continuance commitment and normative commitment is significant correlation with job satisfaction at 0.05 level. Similar finding shown in the case of gender (male and female) that there is no correlation between organizational commitment components and job satisfaction.

Keywords: Organizational commitment, Affective commitment, Continuance commitment, Normative commitment, Job satisfaction

INTRODUCTION

Job satisfaction is a foremost crisis for all organization, no matter whether in public or private organizations or working in highly developed or underdeveloped countries (Rehman et al., 2013). Job satisfaction is noted as a person's estimation of his or her job and work situation. It is further, we can described that which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job. In simple words, it is about how employees feel about various aspects of the job (Bashir and

Ramay, 2008). Since job consists of various aspects, job satisfaction is often conceptualized as a multidimensional construct that consists of many elements, typically called job satisfaction facets (Singh and Pandey, 2004). Common job satisfaction facets include coworkers, appreciation, benefits, job conditions, pay, promotion, supervision, and organization's policies or procedures.

Job satisfaction has been defined by researchers as an essential to organizational

*Corresponding Author, Email: khagendrapsy@gmail.com

performance (Mathieu, 1991; Ostroff, 1992). Most people experience one degree of satisfaction or dissatisfaction with their work which tends to vary from one job to another; also, some aspects of the job are more satisfying than the others. It is also found that satisfaction with one's job may influence various aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit and also an employee's overall wellbeing (Baron, 1986; Maghradi, 1999; Robbins and Coulter, 2005).

Job satisfaction refers to connect with individuals mind that the working environment meets the needs and values of employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury and Higgins, 2006). Lambert (2004) describes job satisfaction as "the degree to which a person likes his/ her job," while Lambert, Barton, and Hogan (1999) define the term as "the fulfillment of gratification of certain needs that are associated with one's work."

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita et al., 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of most importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, et al., 2010).

Literature Review

Organizational Commitment

Organizational commitment is one of the most important organizational concepts that have widely been examined in managerial literature due to its significance for organizational performance and effectiveness. Organizational commitment is generally confined to as the degree to which an employee is loyal to their organization. Organizational commitment was found to have significant relationship with

turnover, productivity and satisfaction (Mathieu and Hamel, 1989).

Porter et al. (1974) pointed out that organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". According to Meyer and Allen (1997), "Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to". These three fundamental components related to the definitions of organizational commitment have been found in literature very frequently, such as: affective, continuance, and normative (Allen and Meyer, 1990, 1996; Karrasch, 2003; Greenberg, 2005; Turner and Chelladurai, 2005). *Affective Commitment*- that is psychological attachment to organization. It refers to "a positive affection toward the organization, reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the organization" (Cohen, 2003). *Continuance Commitment*- costs associated with leaving the organization. It refers to "an individual's awareness of the costs of leaving the organization" (Meyer et al., 1993).

An employee with continuance commitment finds it difficult to give up his organization due to the fear of the unknown 'opportunity cost' of leaving the organization or having few or no alternatives. Employees with high level of this type of commitment therefore remain a member of the organization because they need it (Nagar, 2012) and *Normative Commitment*- perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization (Wiener and Gechman, 1977; Meyer and Allen, 1991; Meyer et al., 1993; Ayeni and Phopoola, 2007). It can be said in other words: affective commitment occurs when employee wants to stay; continuance commitment occurs when the employee needs to stay; and the normative commitment occurs when the employee feels s/he ought to stay in the organization (Meyer et al., 1993; Suma and Lesha, 2013).

Studies on commitment have provided strong evidence that affective and normative commitment is positively related and

continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behavior (Hackett et al., 1994). Research also provides evidence that, employees with higher levels of affective commitment to their work, their job and their career exhibit higher levels of continuance and normative commitments (Cohen, 1996).

Job Satisfaction

Job satisfaction is widely researched in the literature and researchers vary in their definitions to the concept. McNeese-Smith (1996) defines it as the feelings of individuals about their jobs. In the broadest sense, Knoop (1995) stated that it refers to an employee general attitude toward the job or some dimensions of it. Cumbey and Alexander (1998) considered it as "an effective feeling that depends on the interaction of employees, their personal characteristics, values, and expectations with the work environment, and the organization". Locke (1969) defined "job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it".

Research has shown that job satisfaction or dissatisfaction leads to a number of consequences. It was revealed by many studies (Kirsch, 1990; Knoop, 1995; McNeese-Smith, 1996) that satisfaction leads to more productivity, high quality of care and intent to remain in the organization. On the other hand, job dissatisfaction was found to increase absenteeism, turnover, high stress, and grievances (Mc Neese-Smith, 1996).

The antecedents of job satisfaction are also examined by a number of studies (Nolan et al., 1995; Herzberg, 1966; Tonges et al., 1998). One of the sounding studies in this regard is Herzberg's two-factor theory of job satisfaction. He distinguished between factors leading to satisfaction and those leading to dissatisfaction. Of the factors that increase satisfaction are recognition for achievement, work itself, advancement, etc. The factors that influence dissatisfaction are organizational policy and administration, supervision, salary, interpersonal relationship, etc. (Herzberg, 1966). In addition, empirical research shows that leadership

(democratic or autocratic), pay and working conditions, workload factors are determinants of job satisfaction (Nolan et al., 1995). On the other hand, several determinants of job satisfaction have been established in past researches, such as organizational reward systems, power distribution individual differences, self-esteem, locus of control etc. (e.g. Chen and Silverthorne, 2008) When employees are not satisfied, they tend to shift and look for satisfaction elsewhere.

Organizational Commitment and Job Satisfaction

Since the Hawthorne studies, job satisfaction and commitment to employing organizations have received a great deal of attention from both academicians and practitioners till in the 21st century. It has increased largely due to their significant impact on organization and individual behaviors (Al-Aameri, 2000). It was found that employee attitudes toward satisfaction and commitment are indicators to the solidarity between organizational members and management (Tonges et al., 1998).

According to Meyer et al. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization (Çelik, 2008).

In the past many empirical research has indicated that there is a low correlation between job satisfaction, commitment, and the intention to leave an organization, which suggests that no direct relationship exists. There are satisfied, committed employees who decide to leave, and dissatisfied, ambivalent employees who steadfastly remain at their jobs (Nunn, 2000; Norizan, 2012).

Other factors might weigh in the decision to stay or to leave, and these factors may be both work related and personal. Some authors concluded that only a weak negative correlation exists between job satisfaction and voluntary turnover (Mobley et al., 1979; Schwepker,

2001). For example, employees may lack alternatives to staying with their present job situation, or other types of barriers and commitments may affect their decision to stay. Kalleberg and Mastekaasa (2001) found that previous research on the relationship between job satisfaction and organizational commitment has not shown any consistent and easily reconcilable findings. It is posited that a relationship between the level of job satisfaction and turnover intention may be influenced by an employee's efforts to stay with his or her job and try to change the elements of the job that are dissatisfies (Steers and Mowday, 1981). This suggests that an employee might have strong commitment to an organization although he or she is unsatisfied with certain aspects of his or her specific job.

Kovach (1977) defined that "job satisfaction is recognized as a component of organizational commitment", while other researchers have clearly stated that job satisfaction is a predictor of organizational commitment (Porter et al., 1974; Price, 1977; Spector, 1997). Whether job satisfaction is a component of or a predictor of organizational commitment, the differences between organizational commitment and job satisfaction can be viewed in various ways (Mowday et al., 1982). The relationship between organizational commitment and job satisfaction is also researched in many professions. Most of these studies whether in the nursing profession or other professions found a positively significant relationship between them (Kirsch, 1990; Al-meer, 1995; Knoop, 1995; Mc Neese-Smith, 1996). Job satisfaction is more of a response to a specific job or aspect of a job, while commitment is a more global response (Weiner, 1980). Organizational commitment may be more indicative of an employee's attachment to the organization, as opposed to specific tasks, environment, or job location (Gardner, 1990). In fact, an employee's emotional attachment to an organization may engender a stronger personal commitment and enable the employee to experience a sense of belonging (Allen and Meyer, 1990; Meyer and Herscovitch, 2001). Mohamed et al. (2012) found out that job satisfaction is positively related to organizational trust, affective

commitment, continuance commitment and normative commitment. Daneshfard and Ekvaniyan (2012) found that when organizational commitments (affective and normative commitment) increase those jobs satisfaction increases too. And when organizational commitment (affective and normative commitment) decrease faculty member's and managers job satisfaction decrease too. Eslami and Gharakhani (2012) found that job satisfaction have positive and significant effects on organizational commitments.

RESEARCH METHOD

Statement of Problem: The aim of the study is to investigate role of job satisfaction moderating effects on organizational commitment among employees.

Objectives of the Study

The following research objectives

1. To investigate role of job satisfaction influence organizational commitment among the employees.
2. To find out the job satisfaction and organizational commitment among the gender.

Design of Study: Descriptive research design was used in the present study to describe a situation and its data characteristics. It is used to learn about the frequency, percentages etc. However it never answers questions like what, where, how etc. Which is done under analytic research? Descriptive research methods are used when the researcher wants to describe specific behavior as it occurs in the environment. There are a variety of descriptive research methods available, and once again, the nature of the question that needs to be answered drives which method is used.

Hypothesis of the Study

Hypothesis 1: There is a significant relationship between job satisfaction and organization commitment among employees.

Hypothesis 2: There is a significant relationship between job satisfaction and organizational commitment among male and female employees.

Sample

The present study was employed 50 samples out of 200 populations in EN Reality Solution Pvt Ltd , Lucknow, UP, India. The 50 sample was taken through convenience sampling technique. The sample consists of 31 males and 19 females. The employees which were included in the study are managerial level, executive level, supervisors, coordinators and other middle level staff in the organization.

Instruments

The following instruments were used in the present study:

Allen and Meyer Organizational Commitment Scale: Organizational commitment was measured using the three-dimensional originally developed by Allen and Meyer (1990). The affective, continuance and normative organizational commitment scales each comprised eight items, the questionnaire consisting of 24 items. Meyer et al. (1993) reported internal consistency reliability estimates (Cronbach's Alphas) for affective commitment (0.82), continuance commitment (0.74) and normative commitment (0.83). Responses were made on a 5-point Likert-type scale and were averaged to yield composite commitment scores for each respondent.

Job Satisfaction Questionnaire: The questionnaire was developed by PMW Associates 232 West Avenida Gaviota San Clemente, California. Total 15 questions are measured job satisfaction. These 15 questions are based on Likert's scales like 1- poor , 2- Average, 3- Good, 4- Very Good, 5- Excellent.

Data Collection Procedure

Primary data were collected through filled up the standardized questionnaire of job satisfaction and organizational commitment scale from the employees which were are in managerial level, executive level, supervisors, coordinators and

other middle level staff in the organization.

Data Analysis

The correlation was calculated dividing the data for male, female and total participants using SPSS 16.0.

RESULTS AND DISCUSSION

Table 1 shown that the distribution of demographic profile of the total sample size (N=50) are male (n1=31) and female (n2=19). On the basis of the demographic variables, the researchers have examined the various aspects of organizational commitment and job satisfaction.

Table 2 depicts on inter-correlation matrix between job satisfaction and organizational commitment. It has been observed on the basis of present finding on the result table that in the case of among male employees, there is no significant correlation exists between affective commitment and continuance commitment ($r=0.297$). Similarly with the factors of affective commitment and normative commitment ($r=0.007$) and continuance commitment within normative commitment ($r=0.204$). On the other hand, there is a highly significant correlation between total organizational commitment and affective commitment ($r=0.599$), likewise organizational commitment and continuance commitment ($r=0.805$) and organizational commitment and normative commitment ($r=0.589$). The factor continuance commitment and job satisfaction has significant relationship ($r=-0.412$) at 0.05 level which can be said that it has to some extent significant and because we have found negative correlation with it. But interestingly, there is no significant correlation between affective commitment with job satisfaction ($r=0.025$) and normative commitment with job satisfaction ($r=0.100$). In the same way, there is negative correlation between organizational commitment and job satisfaction ($r=-0.180$).

Table 1: Demographic Profiles Respondents

Demographic Variables	No of Respondents	% of Respondents
Male (n1)	31	62
Female (n2)	19	38
Total N	50	

Table 2: Inter-correlation matrix between Job satisfaction and Organizational Commitment among male participants (n1=31)

Parameters	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment	Job Satisfaction
Affective Commitment	1	0.297	0.007	0.599**	0.025
Continuance Commitment		1	0.204	0.805**	-0.412*
Normative Commitment			1	0.589**	0.100
Organizational Commitment				1	-0.180
Job Satisfaction					1

**Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Table 3: Inter-correlation matrix between Job satisfaction and Organizational Commitment among female participants (n1=19)

Parameters	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment	Job Satisfaction
Affective Commitment	1	0.510*	0.246	0.775**	0.452
Continuance Commitment		1	0.237	0.780**	-0.201
Normative Commitment			1	0.677**	-0.048
Organizational Commitment				1	0.088
Job Satisfaction					1

* Correlation is significant at the 0.05 level (2-tailed). **Correlation is significant at the 0.01 level (2-tailed).

The inter correlation result between job satisfaction and organizational commitment among female employees (table 3) represents there is no significant correlation between affective commitment & job satisfaction ($r=0.452$). On the other hand, there is a highly significant correlation between total organizational commitment and its three factors such as affective commitment ($r=0.77$), continuance commitment ($r=0.78$) and normative commitment ($r=0.677$), which we can further said that in the case of female employees has highly organizational commitment. But when we look into the correlation among the organizational commitment factors, it has been observed that there is a significant correlation at 0.05 level between affective commitment and

continuance commitment ($r=0.510$). In the same time, there is no significant correlation between affective commitment and normative commitment ($r=0.246$) and the similar result has found between normative commitment and continuance commitment ($r=0.237$). Further, the result has been found that there is negative correlation between continuance commitment and job satisfaction ($r=-0.201$), the similar finding between normative commitment and job satisfaction ($r=-0.048$). Finally, there is no significant correlation between total organizational commitment and job satisfaction among female employees ($r=0.088$). Further, we can say that among the female employees have high level of organizational commitment and lack of job satisfaction. The organizational

commitment of male and female has significant relationship found in the past researches (Thorntwaite, 1993; Mclurg, 1999; Alotaibi, 2001) which quite resembles to the present study. On the opposite of the study that there is no significant correlation was found in their study of Mathieu and Zajac (1990) and Brunin and Synder (1983). The results were matching with the results of other study devoted to the relationship between gender and job satisfaction (Ivancevich and Donnelly, 1968; Jariyavidyanont, 1978; Green, 2000). The hypothesis is rejected and null hypothesis is accepted in the case of gender.

Table 4 is representing the inter correlation between job satisfaction and organizational commitment of the total participants which indicates that there is a highly significant correlation among the organizational commitment and its factors such as affective commitment ($r=0.687$), continuance commitment ($r=0.786$), Normative Commitment ($r=0.786$). Similar results are found that there is a significant correlation between affective commitment and continuance commitment ($r=0.376$) and affective commitment and normative commitment ($r=0.376$). But in the case of continuance commitment and normative commitment ($r=1.00$), it has a highly significant correlation between the factors. Further, it has been observed that there is a negative correlation between ($r= -0.020$) organizational commitment and job satisfaction. The other factors of

organizational commitment such as affective commitment, continuance commitment, normative commitment with correlation job satisfaction, it has been observed that there is no significant correlation between affective commitment and job satisfaction ($r=0.272$). There is a significant correlation between continuance commitment and job satisfaction ($r=-0.291$), but it shows a negative correlation. The similar result was found between normative commitment and job satisfaction ($r= -0.291$). Further, we can say after getting overall results of the study that the role job satisfaction has not influence organizational commitment. In the past literature, the similar study has conducted several researchers (Mobley et al., 1979; Steers and Mowday, 1981; Meyer et al., 1993; Nunn, 2000; Schwepker, 2001; Kalleberg and Mastekaasa, 2001; Lok and Crawford, 2001; Çelik, 2008; Luchak et al., 2008; Norizan, 2012) and the result was resembles to the study. So in that case, hypothesis is rejected and the null hypothesis is accepted in the present study. On the other hand, we have seen above results that factors of organizational commitment such as affective commitment, continuance commitment and normative commitment are highly correlated. In that case, we can say that organizational commitment exists among the employees into different levels and there may be employee's personal factors responsible for organizational commitment among employees.

Table 4: Inter-correlation matrix between Job satisfaction and Organizational Commitment among total participants (N=50)

Parameters	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment	Job Satisfaction
Affective Commitment	1	0.376**	0.376**	0.687**	0.272
Continuance Commitment		1	1.000**	0.786**	-0.291*
Normative Commitment			1	0.786**	-0.291*
Organizational Commitment				1	-0.020
Job Satisfaction					1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

CONCLUSION

Based on correlation matrix analysis, all the dimensions of organizational commitment clearly have no significant relationship with job satisfaction. Luchak et al. (2008), advocate that employees who are emotionally associated to their organization are likely to remain with the organization past the age that would benefit them the most by retiring. This shows that to some employees, it is about the sense of belonging with the organization. The finding of the present study is in similarity to the study by Lok and Crawford (2001), who found that the variable closely to the commitment is job satisfaction. Those who stay just because they need it (Meyer et al., 1993) not because of satisfied. In addition, the finding of present study also can help the organization in planning and developing the strategies to enhance the organizational commitment of the employees which directly link to the organizational performance, effectiveness, productivity of the organization. It may become one of the tool and guidance for further actions of management. This is vital to keep the continued existence of the organization in the global era whereby nowadays it is very difficult to make employees to feel obliged and become more committed to the organization and job satisfaction at workplace. So, new strategies must be developed and execution from time to time and it depends on the result of this kind of study.

Recommendation for Future Researchers

This study had given a very small piece of idea regarding relationship between organizational commitment and job satisfaction in the context of private organization. Hence, it would be beneficial for future research to consider the following suggestions:

- ✓ To enlarge the study with large sample size, consider into other industries by inspect the relationship of organizational commitment and job satisfaction in public and private sector. This kind of exploration would help give details the comparison among the facets of organizational commitment in developing job satisfaction.
- ✓ To explore the role and impact of human resource management practices (HRM) on organizational commitment and job satisfaction among employees.

Finally, it is hoped that this study would be beneficial to practitioners in various private sectors industry.

REFERENCES

- Al-Aameri, A. S. (2000). Job Satisfaction and Organizational Commitment for Nurses. *Saudi Medical Journal*, 21 (6), pp. 531-535.
- Allen, N. J. and Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 63 (1), pp. 1-18.
- Allen, N. J. and Meyer, J. P. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 49 (3), pp. 252-276.
- Al-meer, A. A. (1995). The Relationship between Job Stress, Organizational Commitment, Performance, Job Satisfaction, and Personal Variables: A Comparative Study. *Journal of Public Administration*, 35 (2), pp. 207-249.
- Alotaibi, A. G. (2001). Antecedents of Organizational Citizenship Behavior: A Study of Public Personnel in Kuwait. *Public Personnel Management*, 30 (3), pp. 363-376.
- Awang, Z., Ahmad, J. H. and Zin, N. M. (2010). Modelling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1 (2), pp. 45-59.
- Ayeni, C. O. and Phopoola, S. O. (2007). Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria, Library Philosophy and Practice.
- Baron, R. (1986). *Behaviour in Organizations*. Newton, MA: Allyn and Bacon.
- Bashir, S. and Ramay, M. I. (2008). Determinants of Organizational Commitment: A Study of Information Technology Professionals in Pakistan. *Institute of Behavioral and Applied Management*, 9 (2), pp. 226-238.
- Brunning, N. S. and Snyder, R. A. (1983). Sex and Position as Predictors of Organizational Commitment. *The Academy of Management Journal*, 26 (3), pp. 485-491.
- Camp, S. D. (1994). Assessing the Effects of Organizational Commitment and Job Satisfaction on Turnover: An Event History Approach. *The Prison Journal*, 74 (3), pp. 279-305.
- Çelik, C. (2008). Relationship of Organizational Commitment and Job Satisfaction: A Field Study of Tax Office Employees. International Conference on Management and Economics (ICME-2008), pp. 138-155.

- Chen J. C. and Silverthorne, C. (2008). The Impact of Locus of Control on Job Stress, Job Performance and Job Satisfaction in Taiwan. *Leadership and Organization Development Journal*, 29 (7), pp. 572-582.
- Cohen, A. (1996). On The Discriminant Validity of the Meyer and Allen Measure of Organizational Commitment: How Does It Fit with the Work Commitment Construct. *Educational and Psychological Measurement*, 56 (3), pp. 494-593.
- Cohen, A. (2003). *Multiple Commitments in the Workplace*. Mahwah, NJ: Lawrence Erlbaum.
- Cumbey, D. A. and Alexander, J. W. (1998). The Relationship of Job Satisfaction with Organizational Variables in Public Health Nursing. *Journal of Nursing Administration*, 28 (5), pp. 39-46.
- Daneshfard, C. and Ekvaniyan, K. E. (2012). Organizational Commitment and Job Satisfaction in Islamic Azad University, *Interdisciplinary Journal of Contemporary Research in Business*, 3 (9), pp. 168-181.
- Eslami, J. and Gharakhani, D. (2012). Organizational Commitment and Job Satisfaction. *ARNP Journal of Science and Technology*, 2 (2), pp. 85-91.
- Fiorita, J. A., Bozeman, D. P., Young, A. and Meurs, J. A. (2007). Organization Commitment, Human Resource Practices, and Organization Characteristic. *Journal of Managerial Issues*, 19 (2), pp. 186-207.
- Gardner, J. (1990). *On Leadership*, New York: The Free Press.
- Green, J. (2000). Job Satisfaction of Community College Chairpersons, Doctoral Dissertation, Virginia Polytechnic Institute and State University.
- Greenberg, J. (2005). *Managing Behavior in Organizations*. 4th ed., Prentice-Hall, Englewood Cliffs, NJ.
- Hackett, R. D., Bycio, P. and Hausdorf, P. A. (1994). Further Assessment of Meyer and Allen's 1991 Three Components Model of Organizational Commitment. *Journal of Applied Psychology*, 79 (1), pp. 340-350.
- Herzberg F. (1966). *Work and the Nature of Man*, Cleveland (USA): World Publishing.
- Ivancevich, J. M. and Donnelly, J. H. (1968). Job Satisfaction Research: A Manageable Guide for Practitioners. *Personnel Journal*, 47 (1), pp. 172-177.
- Jariyavidyanont, S. (1978). Job Satisfaction of NIDA Faculty Members, Unpublished Ph.D. Dissertation, Indiana University, USA.
- Kalleberg, A. L. and Mastekaasa, A. (2001). Satisfied Movers, Committed Stayers the Impact of Job Mobility on Work Attitudes in Norway. *Work and Occupations*, 28 (2), pp. 183-209.
- Karrasch, A. I. (2003). Antecedents and Consequences of Organizational Commitment. *Military Psychology*, 15 (3), pp. 225-236.
- Kirsch, J. C. (1990). Staff Development Opportunity and Nurse Job Satisfaction, Organizational Commitment, and Intent to Remain in the Organization: Implications for Staff Development. *Journal for Nurses in Professional Development*, 6 (6), pp. 279-282.
- Knoop, R. (1995). Relationships among Job Involvement, Job Satisfaction, and Organizational Commitment for Nurses. *The Journal of Psychology*, 129 (6), pp. 643-649.
- Kovach, K. (1977). *Organization Size, Job Satisfaction, Absenteeism, and Turnover*, Washington, DC: University Press of America.
- Lambert, E. G. (2004). The Impact of Job Characteristics on Correctional Staff Members. *The Prison Journal*, 84 (2), pp. 208-227.
- Lambert, E. G., Barton, S. M. and Hogan, N. L. (1999). The Missing Link between Job Satisfaction and Correctional Staff Behavior: The Issue of Organizational Commitment. *American Journal of Criminal Justice*, 24 (1), pp. 95-116.
- Locke, E. A. (1969). What Is Job Satisfaction? *Organizational Behaviour and Human Performance*, 4 (1), pp. 309-36.
- Lok, P. and Crawford, J. (2001). Antecedents of Organizational Commitment and the Mediating Role of Job Satisfaction. *Journal of Managerial Psychology*, 16 (8), pp. 594-613.
- Luchak, A. A., Pohler, D. M. and Gellatly, I. R. (2008). When Do Committed Employees Retire? The Effects of Organizational Commitment on Retirement Plans Under A Defined-Benefit Pension Plan. *Human Resource Management*, 47 (3), pp. 581-599.
- Maghradi, A. (1999). Assessing the Effect of Job Satisfaction on Managers. *International Journal of Value Based Management*, 12 (1), pp. 1-12.
- Mathieu, J. E. (1991). A Cross-Level Nonrecursive Model of the Antecedents of Organizational Commitment and Satisfaction. *Journal of Applied Psychology*, 76 (5), p. 607.
- Mathieu, J. E. and Hamel, D. (1989). A Cause Model of the Antecedents of Organizational Commitment among Professionals and Non-Professionals. *Journal of Vocational Behavior*, 34 (3), pp. 299-317.
- Mathieu, J. E. and Zajac, D. M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organizational Commitment. *Psychological Bulletin*, 108 (2), pp. 171-194.
- McLurg, L. N. (1999). Organizational Commitment in the Temporary-Help Service Industry. *Journal of Applied Management Studies*, 8 (1), pp. 5-26.
- McNeese-Smith, D. (1996). Increasing Employee Productivity, Job Satisfaction, and Organizational Commitment. *Hospital and Health Services Administration*, 41 (2), pp. 160-175.
- Meyer, J. and Herscovitch, L. (2001). Commitment in the Workplace: Toward a General Model. *Human*

- Resource Management Review*, 11 (3), pp. 299-326.
- Meyer, J. P. and Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*, Sage Publications, Inc.
- Meyer, J. P. and Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1 (1), pp. 61-89.
- Meyer, J. P., Allen, N. J. and Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78 (4), pp. 538-551.
- Meyer, J. P., Stanley, D. J., Herscovitch, L. and Topolnysky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61 (1), pp. 20-52.
- Mobley W., Griffeth R., Hand H. and Meglino B. (1979). Review and Conceptual Analysis of the Employee Turnover Process. *Psychological Bulletin*, 86 (3), pp. 493-522.
- Mohamed, M. S., Kader, M. M. A. and Anisa, H. (2012). Relationship among Organizational Commitment, Trust and Job Satisfaction: An Empirical Study in Banking Industry. *Research Journal of Management Sciences*, 1 (2), pp. 1-7.
- Mowday, R., Porter, L. and Steers, R. (1982). Employee Organization Linkages, In P. Warr (ed.), *Organizational and Occupational Psychology*, New York: Academic Press.
- Nagar, K. (2012). Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout. *Vikalpa*, 37 (2), pp. 43-60.
- Nolan, M., Nolan, J. and Grant, G. (1994). Maintaining Nurses' Job Satisfaction and Morale. *British Journal of Nursing (Mark Allen Publishing)*, 4 (19), pp. 1149-1154.
- Norizan, I. (2012). Organizational Commitment and Job Satisfaction among Staff of Higher Learning Education Institutions in Kelantan (Doctoral Dissertation, University Utara Malaysia), pp. 1-73.
- Nunn, J. (2000). Career Planning Key to Employee Retention. *Journal of Property Management*, 65 (5), pp. 20-21.
- Ostroff, C. (1992). The Relationship between Satisfaction, Attitudes and Performance: An Organizational Level Analysis. *Journal of Applied Psychology*, 77 (6), pp. 963-974.
- Porter, L., Steers, R., Mowday, R. and Boulian, P. (1974). Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, 59 (5), pp. 603-609.
- Price J. (1977). *The Study of Turnover*, Ames: Iowa State University Press.
- Rehman, K., Saif, N., Khan, A. S. and Nawaz, A. (2013). Impacts of Job Satisfaction on Organizational Commitment: A Theoretical Model for Academicians in HEI of Developing Countries like Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3 (1), pp. 80-89.
- Robbins, S. P. and Coulter, M. (2005). *Management*. Pearson Education, Inc; and Dorling Kindersley Publishing Inc, India.
- Schwepker, C. H. (2001). Ethical Climate's Relationship to Job Satisfaction, Organizational Commitment, and Turnover Intention in the Sales Force. *Journal of Business Research*, 54 (1), pp. 39-52.
- Singh, Y. and Pandey, M. (2004). Principles of Organizational Behavior, AITBS Publishers and Distributors (Regd) J-5/6 Krishan Nagar Delhi, India.
- Spector P. (1997). *Application, Assessment, Cause, and Consequences*, Thousand Oaks, CA: Sage Publications, Inc.
- Steers, R. and Mowday, R. (1981). Employee Turnover and Post Decision Accommodation Processes, In L. Cummings and B. Staw (eds.), *Research in Organizational Behavior*, Greenwich, CT: JAI Press.
- Suma, S. and Lesha, J. (2013). Job Satisfaction and Organizational Commitment: The Case of Shkodra Municipality. *European Scientific Journal*, 9 (17), pp. 41-51.
- Tewksbury, R. and Higgins, G. E. (2006). Examining the Effect of Emotional Dissonance on Work Stress and Satisfaction with Supervisors among Correctional Staff. *Criminal Justice Policy Review*, 17 (3), pp. 290-301.
- Thorntwaite, L. (1993). The Relationship between Union Commitment and Gender: Some Qualifying Factors. *Industrial Relations*, 48 (4), pp. 762-779.
- Tonges, M. C., Rothstein, H. and Carter, H. K. (1998). Sources of Satisfaction in Hospital Nursing Practice: A Guide to Effective Job Design. *Journal of Nursing Administration*, 28 (5), pp. 47-61.
- Turner, B. A. and Chelladurai, P. (2005). Organizational and Occupational Commitment, Intention to Leave and Perceived Performance of Intercollegiate Coaches. *Journal of Sport Management*, 19 (2), pp. 193-211.
- Weiner, Y. (1980). Commitment in Organizations: A Normative View. *Academy of Management Review*, 7 (3), pp. 418-428.
- Wiener, Y. and Gechman, A. S. (1977). Commitment: A Behavioral Approach to Job Involvement. *Journal of Vocational Behavior*, 10 (1), pp. 47-52.