

A STUDY OF RELATIONSHIP BETWEEN JOB SATISFACTION, JOB PERFORMANCE TOWARDS WORK AND ORGANIZATIONAL COMMITMENT

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Abstract

This research paper explores the critical factors influencing employee job satisfaction and organizational commitment. The study identifies a positive correlation between job satisfaction and organizational commitment, indicating that enhancing job satisfaction can lead to greater employee dedication. It also examines the impact of organizational policies on job performance, revealing that well-structured policies significantly improve employee productivity. Support for work-life balance is found to be crucial, contributing substantially to overall job satisfaction. The research highlights the importance of career development opportunities, showing that employees satisfied with their career growth report higher job satisfaction. Additionally, the paper underscores the significance of employees' perceptions of organizational policies, with those perceiving strong support through training and development programs displaying higher levels of commitment and job satisfaction. The findings reveal that the majority of employees are satisfied with their contributions to the organization and that most organizations provide flexibility to support work-life balance. Overall, the study emphasizes the importance of supportive organizational practices in fostering a committed and satisfied workforce.

Keywords: Job satisfaction, job performance, organizational commitment, organizational policies

INTRODUCTION

Employee job satisfaction, job performance, and organizational commitment are pivotal components of a thriving organization. Understanding the intricate relationships between these elements is essential for organizations striving to enhance their overall efficiency and employee well-being. Job satisfaction reflects an employee's contentment with their role and work environment, while job performance denotes the effectiveness and quality of their work. Organizational commitment refers to the emotional and psychological attachment an employee has to their organization, which can significantly influence their willingness to contribute to organizational goals.

This research paper aims to explore the interconnections between job satisfaction, job performance, and organizational commitment. The study will delve into how job satisfaction influences job performance and the extent to which it fosters organizational commitment. Additionally, it will examine the role of organizational policies, work-life balance, career development opportunities, and training programs in shaping these relationships. By investigating these dynamics, the paper seeks to provide valuable insights for managers and policymakers to cultivate a supportive work environment that enhances employee satisfaction, boosts performance, and strengthens organizational commitment.

In an era where talent retention and employee engagement are critical for maintaining competitive advantage, this research is particularly relevant. It underscores the necessity of aligning organizational strategies with employee needs and aspirations. The findings of this study will contribute to the growing body of knowledge on organizational behaviour and human resource management, offering practical implications for creating a committed and high-performing workforce.

Job satisfaction, job performance, and job commitment are interrelated concepts that significantly impact organizational success. Job satisfaction refers to the extent to which employees feel content with their roles, work environment, and overall experience at the workplace. High job satisfaction often leads to enhanced job performance, as satisfied employees are more motivated, engaged, and willing to put in extra effort to achieve organizational goals. This positive relationship between job satisfaction and job performance is crucial because it not only boosts productivity but also fosters innovation and efficiency. Moreover, job satisfaction directly influences job commitment, which is the emotional attachment and loyalty an employee feels towards their organization. Committed employees are less likely to leave the company, reducing turnover rates and ensuring continuity and stability. When employees are both satisfied and committed, they tend to exhibit higher levels of discretionary effort, actively contribute to the organizational culture, and support the company's long-term objectives. Therefore, fostering an environment that enhances job satisfaction is pivotal for achieving superior job performance and strong job commitment.

LITERATURE REVIEW

(Jankingthong & Rurkkhum, 2012) Organizational commitment has significant impacts on employee's performance at work. Commitment might improve or inhibit employees' willingness to do the job; as such it affects their job productivity and quality. However, the relation between organizational commitment and job performance is more complicated than a direct relation: it is influenced by job satisfaction. As such, organizations need to improve employees' commitment to promote their job satisfaction and work performance. This study aims to find out the effect of job satisfaction and organizational commitment Based on the results and discussion that has been described in the previous chapter. So, it can be concluded, (1) organizational commitment variable has an important influence on employee performance. This indicates that good organizational commitment can have a significant impact on employee performance. (2) Job satisfaction variable has no effect on employee performance. This indicates that good job satisfaction cannot have a significant impact on employee performance. Review of Literature" provides a comprehensive literature review on the topic of job performance. The study aims to construct a conceptual framework of SEM factors affecting job performance by investigating existing literature and theory. The literature review covers various factors that impact job performance, including transformational leadership, organizational justice, work engagement, and public service motivation (PSM). The study reveals that these factors have direct effects on job performance. The review highlights the importance of transformational leadership in enhancing job performance. Transformational leaders inspire and motivate their followers to achieve their goals and perform at their best. The study suggests that transformational leadership has both direct and indirect effects on job performance. Overall, the literature review provides valuable insights into the factors that impact job performance. The study suggests that organizations should focus on enhancing transformational leadership, organizational justice, work engagement, and PSM to improve job performance.

(M.D, 2008)The literature review focused on the concepts of job satisfaction, rewards, and performance. It delves into the understanding of job satisfaction as an attitude towards one's job, encompassing affective or emotional responses towards various facets of the job. The review also highlights the relationship between job satisfaction and employee performance, aiming to assess the validity of this relationship in the Sri Lankan working environment. The literature review provided a comprehensive overview of the existing research and theories related to job satisfaction, rewards, and performance, setting the stage for the subsequent research methodology, results, and discussion.

(Yahaya & Ebrahim, 2016)Overall, the literature review in this research paper provides a valuable synthesis of existing knowledge on leadership styles, organizational commitment, and their interrelationships, offering insights into the theoretical and practical implications for leadership and organizational behavior.

(Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989)Organizational commitment and job performance: it's the nature of the commitment that counts. The study contributes to the existing literature on organizational commitment and its impact on job performance. The authors build upon previous research that has explored the relationship between commitment and job-related outcomes. For instance, Monday, Porter, and Steers (1982) have delved into the psychology of commitment, absenteeism, and turnover, shedding light on the implications of commitment for employee behavior within organizations. Additionally, Porter Steers, Monday, and Boolean (1974) have examined the interplay between organizational commitment, job satisfaction, and turnover among psychiatric technicians, providing valuable insights into the factors influencing employee retention.

(Tietjen & Myers, 1998)In this paper we explore the critical relationship between job performance, job satisfaction, and motivation. The paper delves into theoretical models and literature to investigate the interdependent nature of these variables, shedding light on the complex dynamics of employee motivation and performance in the workplace. The literature review in this research paper explores the meaning and importance of job satisfaction, theories of motivation, and the relationship between job satisfaction, job performance, and motivation. The authors draw on a range of sources, including academic journals, books, and other research papers, to provide a comprehensive overview of the current state of knowledge in this field. The authors begin by defining job satisfaction and discussing its importance to individuals, groups, and organizations. They note that job satisfaction is a complex phenomenon that is influenced by many external factors, including pay, working conditions, and relationships with colleagues. They also highlight the ongoing debate about the relationship between job satisfaction and job performance, with some researchers arguing that there is no direct link between the two. The authors then turn to theories of motivation, which they divide into three categories: reinforcement, content, and process theories. They explain that reinforcement theories.

(Freeman, 1977)Overall, the literature review sets the stage for the author's study by providing a comprehensive overview of previous research on job satisfaction, highlighting the evolving understanding of this topic within the field of economics and emphasizing the need for further empirical analysis to explore the determinants of job satisfaction.

(Llobet & Fito, 2013) This paper provides a comprehensive analysis of the existing theoretical frameworks of organizational behavior and job satisfaction, taking into account the social and economic changes in most western countries. It also suggests new lines of research to determine whether current practices in human

resources departments are well-directed. This information provides a solid foundation for understanding the impact of contingent work on organizational commitment and job satisfaction, as well as the evolving nature of career attitudes and their implications for subjective career success.

(Lei MS, et al.)The article titled "The impact of organizational commitment and leadership style on job satisfaction of nurse practitioners in acute care practices" is a literature review that explores the factors that affect job satisfaction among nurse practitioners (NPs) in acute care settings. The study aimed to identify the relationship between organizational commitment and leadership styles and their impact on job satisfaction among NPs. The authors conducted a comprehensive review of the literature on job satisfaction among NPs, organizational commitment, and leadership styles. They identified several studies that have investigated the relationship between these factors and job satisfaction among NPs. The authors found that organizational commitment and leadership styles are important factors that influence job satisfaction among NPs. The authors also identified several leadership styles that have been found to be effective in improving job satisfaction among NPs. These include transformational leadership, which involves inspiring and motivating employees to achieve their goals, and servant leadership, which involves putting the needs of employees first. The authors concluded that healthcare organizations need to develop policies and management programmes that target organizational commitment and leadership styles to improve the job satisfaction of NPs. They also suggested that acute care hospitals may need to train their managers to provide transformational leadership styles and implement practical strategies to enhance the ethical practice environment while empowering NPs in their professional role of providing quality care for the older population. Overall, the literature review provides valuable insights into the factors that influence job satisfaction among NPs in acute care settings. The study highlights the importance of organizational commitment and leadership styles in improving job satisfaction among NPs and provides practical recommendations for healthcare organizations to improve the working environment of NPs.

(Chhabra & Mohanty, 2014)The literature review in this paper provides an overview of the existing research on job satisfaction, organizational commitment, and organizational citizenship behavior (OCB). The authors highlight the importance of these constructs in promoting positive workplace behavior and organizational effectiveness. The review cites several studies that have found a positive relationship between job satisfaction and OCB, as well as between organizational commitment and OCB. The review also discusses the mediating role of organizational commitment in the relationship between job satisfaction and OCB. Several studies have found that organizational commitment mediates this relationship, including Singh and Mohanty (2011) who found that participation satisfaction was positively related to organizational commitment, which in turn was positively related to OCB. The authors note that while there is a significant body of research on these constructs, there is still much to be learned about the specific mechanisms that underlie their relationships. They suggest that future research should explore the impact of different dimensions of job satisfaction and organizational commitment on OCB, as well as the impact of different forms of commitment on OCB. Overall, the literature review in this paper provides a comprehensive overview of the existing research on job satisfaction, organizational commitment, and OCB, and highlights the importance of these constructs in promoting positive workplace behavior.

(Adham, 2011)The literature review of the paper "The Impact of Employee Involvement on Job Satisfaction and Organizational Commitment: A Study in the Egyptian Public Sector" explores the concept of employee involvement and its relationship with job satisfaction and organizational commitment. The authors begin by defining employee involvement as a process that allows employees to participate in decision-making and problem-solving activities within the organization. They then discuss the different types of employee involvement, including direct and indirect involvement, and the various benefits associated with employee involvement, such as increased job satisfaction and organizational commitment. The authors then review previous studies that have explored the relationship between employee involvement and job satisfaction and organizational commitment. They note that while some studies have found a positive correlation between employee involvement and job satisfaction and organizational commitment, others have found no significant relationship. The authors suggest that these mixed findings may be due to differences in the types of employee involvement studied and the methods used to measure job satisfaction and organizational commitment. The authors also discuss the importance of organizational culture in promoting employee involvement and the challenges that organizations may face in implementing employee involvement programs. They note that employee involvement requires a supportive organizational culture that values employee input and participation, and that organizations may need to provide training and support to employees and managers to ensure the success of employee involvement programs. Overall, the literature review provides a comprehensive overview of the concept of employee involvement and its relationship with job satisfaction and organizational commitment. The authors highlight the importance of employee involvement in promoting positive outcomes for both employees and organizations, while also acknowledging the challenges that organizations may face in implementing employee involvement programs.

(T.Kwantes)He researches paper titled "Culture, job satisfaction and organizational commitment in India and the United States" by Catherine T. Kwantes compares and contrasts the roles of culture and job satisfaction as antecedents to organizational commitment in both Western (the US) and Indian contexts. The study focuses on

engineers in India and establishes construct equivalence of measures, using hierarchical regression analysis to assess the relationships between hypothesized antecedents and affective, continuance, and normative commitment. The findings indicate that job satisfaction is related to affective commitment in both the Indian and American samples. Additionally, moderate support is found for the hypothesized effect of collectivism on normative commitment in both samples, while the hypothesized antecedents to continuance commitment are not found in any sample. The results provide cautionary evidence against uncritically applying organizational theories developed in a Western context to developing nations such as India. The study suggests that context must be taken into account when developing organizational theories and provides specific activities that can be useful in the Indian context to increase both normative and affective commitment. The paper emphasizes the importance of considering cultural differences and the labor market when studying organizational commitment and job satisfaction in different national contexts.

(Lumley, 2009)The research paper by Elizabeth Jean Lumley focuses on exploring the relationship between career anchors, job satisfaction, and organizational commitment among individuals employed by various Information Technology (IT) companies. The study is divided into two main phases: a literature review and an empirical study. In the literature review phase, the research model involves steps such as determining and describing the sample, choosing and motivating the psychometric battery, administration of the psychometric battery, scoring of the psychometric battery, theoretical integration, and formulation of research hypotheses. The empirical study phase includes steps such as statistical processing of the data, formulation of research hypotheses, reporting and interpreting the results, and integration of the research findings. The research design and methodology are discussed, including the general and specific aims of the research, the paradigm perspective, research variables, and methods used to ensure reliability and validity. The empirical study chapter focuses on the population and sample, measuring instruments, data gathering and processing, and formulation of research hypotheses. The research results chapter discusses the statistical results, integrates the empirical research findings with the literature review, explains the limitations of the study, and makes recommendations for further research in the field of Industrial and Organizational Psychology.

Significance of the study

1. Any organization can determine the degree of positive or negative employee commitment regarding job efficiency, satisfaction with work, and commitment to the organization through the results of this research.
2. Based on data analysis insights, the organization can create practical recommendations that will improve employee productivity.
3. Committed employees tend to be more productive and perform better as they are motivated to contribute to the organization's success.
4. Employees are encouraged to openly discuss organizational policies and the general dynamics of the workplace.

Objectives of the study

1. Examine the impact of job satisfaction on individual job performance within the organizational context.
2. Analyze the effect of work-life balance on job satisfaction and its subsequent impact on organizational commitment.
3. Examine the impact of job design and role clarity on job satisfaction, performance and organizational commitment.
4. Analyze the effect of organizational policies and practices on employee satisfaction, performance and commitment.
5. Explore the impact of career development opportunities on job satisfaction and its relation to organizational commitment.
6. Investigate the relation between job satisfaction and organizational commitment among employees.
7. To find out relation between gender and salary interval.
8. To find out relation between gender and work life balance.

RESEARCH METHODOLOGY

Research Design: Descriptive research and Hypothesis testing.

Data Sources:

- Secondary Data: Secondary data sources are journals, magazines association bulletins, Newspapers, Web Portals, etc. of past years.
- Primary Data: Employees of various service sectors

Research Approach: Survey method

Research Instrument: Structured questionnaire

Sampling Design:

- Sampling Frame: Services sectors such as hospital and banks are taken for the surveys

- Sampling Unit: Students.
- Sample Size: 340
- Sampling Method: Simple Random Sampling Method.

Data Analysis and Interpretation
Demographic

Age interval		
	Frequency	Percent
18-25	236	69.4
26-35	60	17.6
36-45	26	7.6
46-55	14	4.1
55 ABOVE	4	1.2
Total	340	100.0
GENDER		
	Frequency	Percent
Female	156	45.9
Male	184	54.1
Total	340	100.0
Qualification		
	Frequency	Percent
Graduate	190	55.9
Hsc	63	18.5
PhD	6	1.8
Postgraduate	81	23.8
Total	340	100.0

Salary Interval

	Frequency	Percent
10000 - 20000	147	43.2
20000 - 30000	91	26.8
30000 - 40000	42	12.4
50000 above	60	17.6
Total	340	100.0

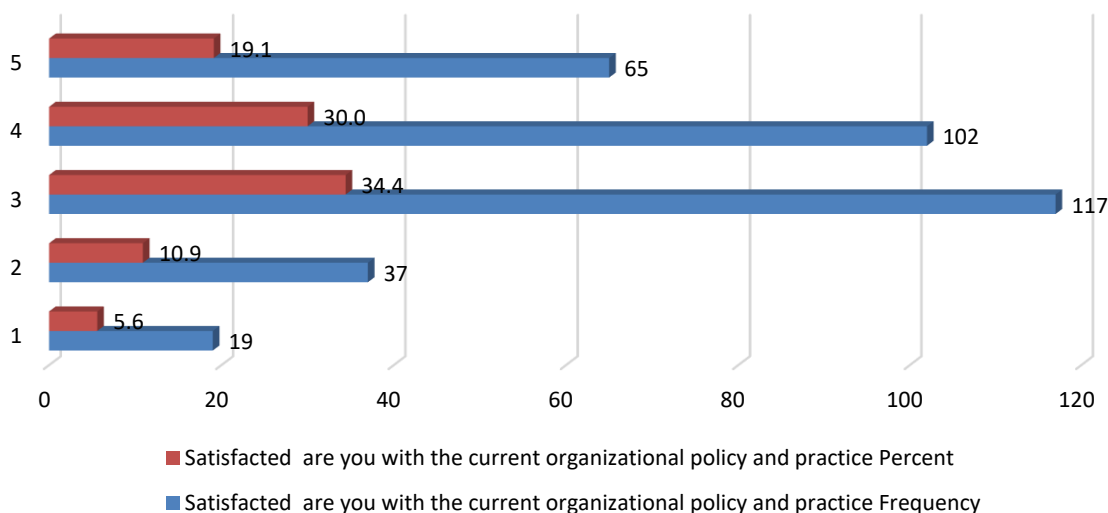
Service Sector

	Frequency	Percent
Banks	52	15.3
Corporate Office	147	43.2
Education	119	35.0
Hospital	22	6.5
Total	340	100.0

Are you satisfied with the current organizational policy and practice?

	Frequency	Percent
1	19	5.6
2	37	10.9
3	117	34.4
4	102	30.0
5	65	19.1
Total	340	100.0

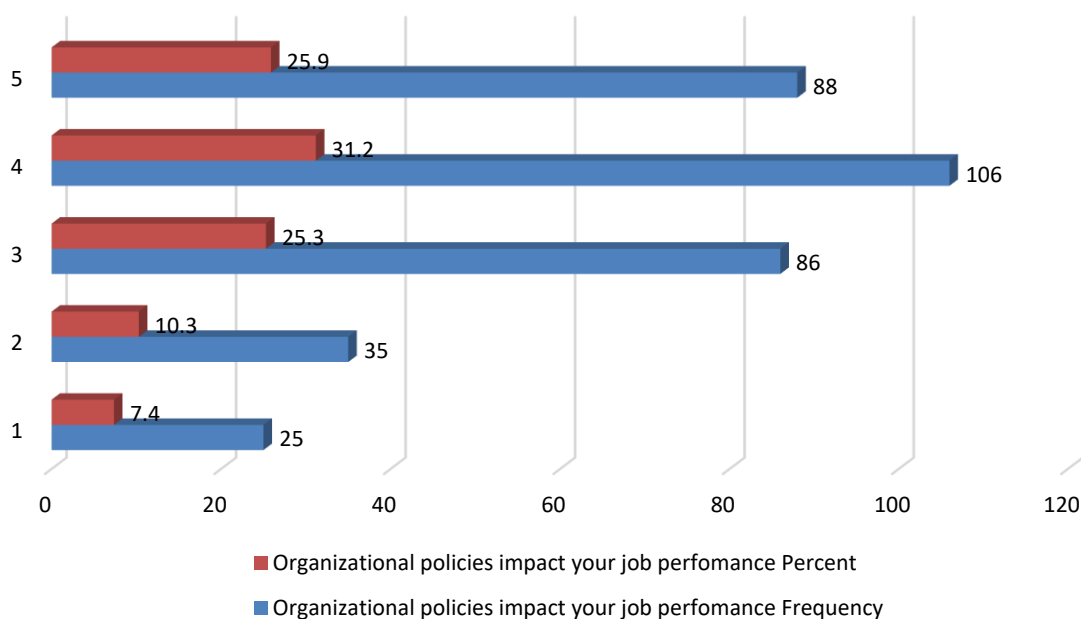
Are you satisfied with the current organizational policy and practice



Organizational policies impacting job performance

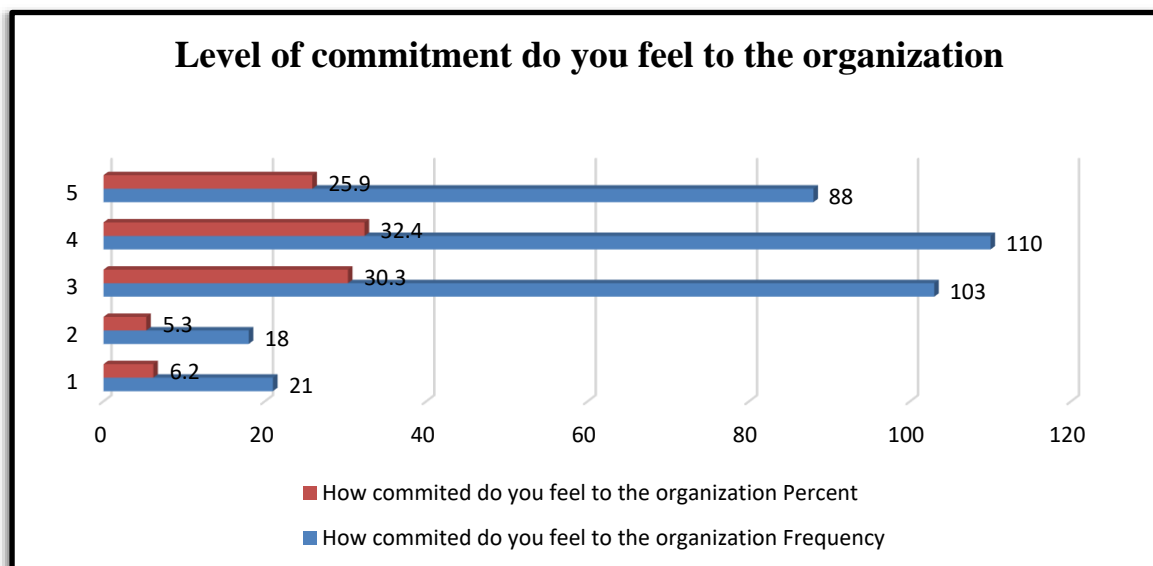
	Frequency	Percent
1	25	7.4
2	35	10.3
3	86	25.3
4	106	31.2
5	88	25.9
Total	340	100.0

Organizational policies impacting job performance



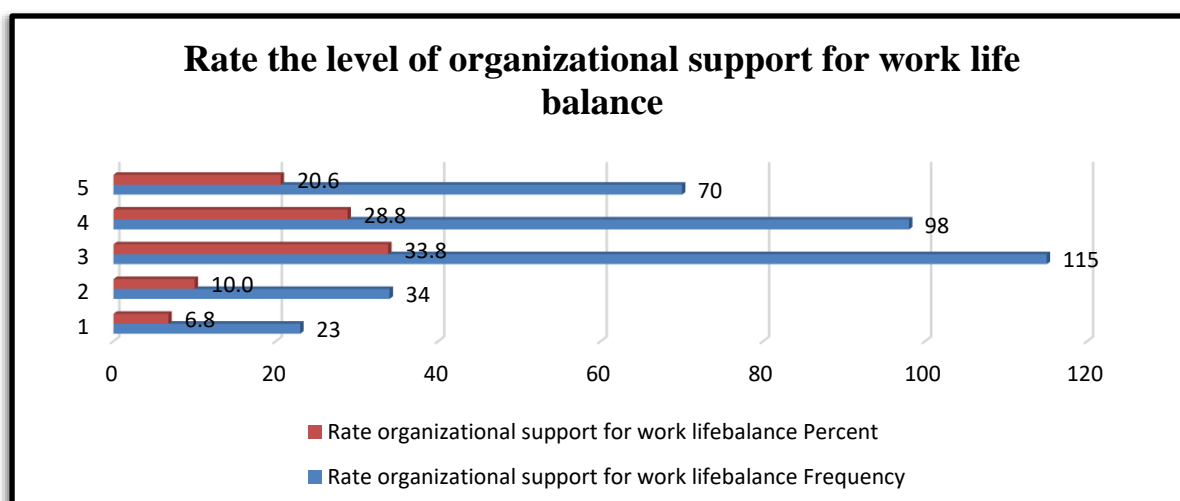
Level of commitment do you feel to the organization

	Frequency	Percent
1	21	6.2
2	18	5.3
3	103	30.3
4	110	32.4
5	88	25.9
Total	340	100.0



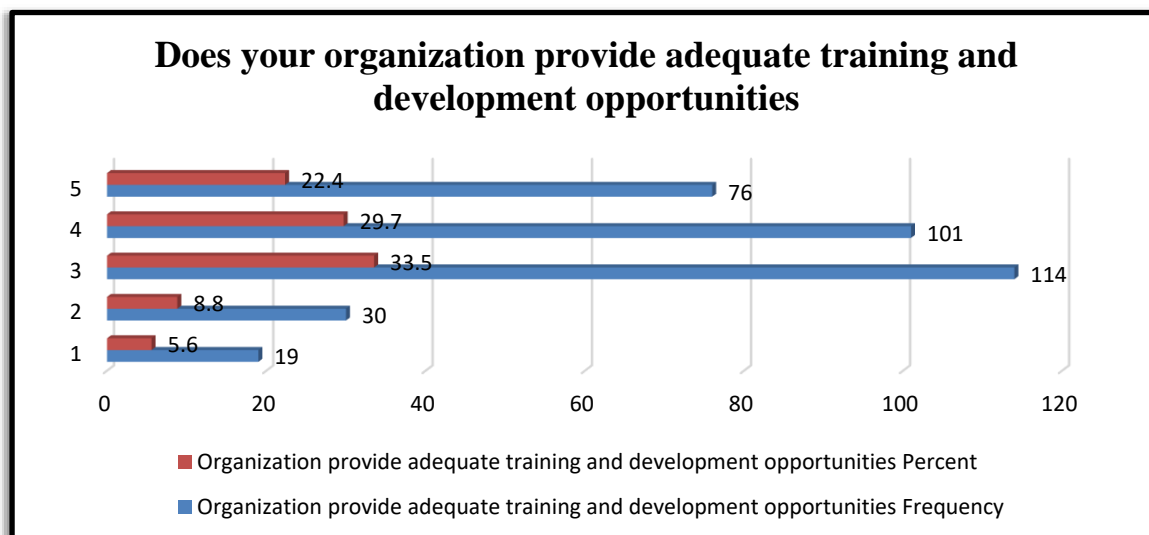
Rate the level of organizational support for work life balance

	Frequency	Percent
1	23	6.8
2	34	10.0
3	115	33.8
4	98	28.8
5	70	20.6
Total	340	100.0



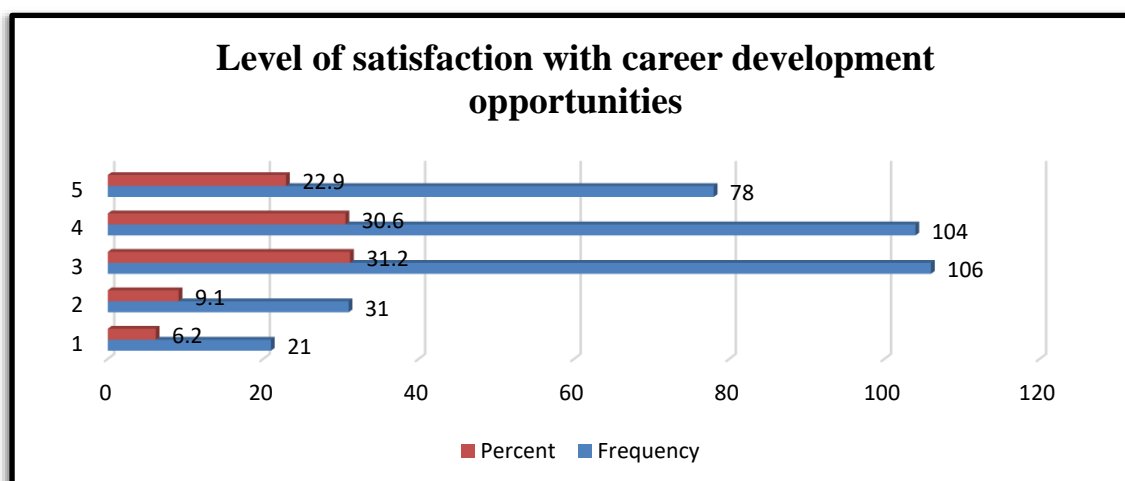
Does your organization provide adequate training and development opportunities?

	Frequency	Percent
1	19	5.6
2	30	8.8
3	114	33.5
4	101	29.7
5	76	22.4
Total	340	100.0



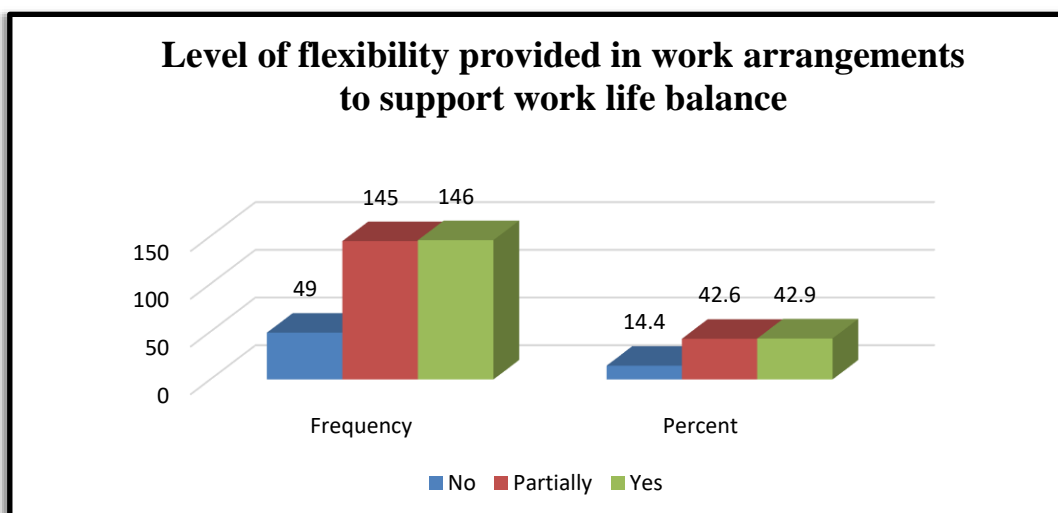
Level of satisfaction with career development opportunities

	Frequency	Percent
1	21	6.2
2	31	9.1
3	106	31.2
4	104	30.6
5	78	22.9
Total	340	100.0



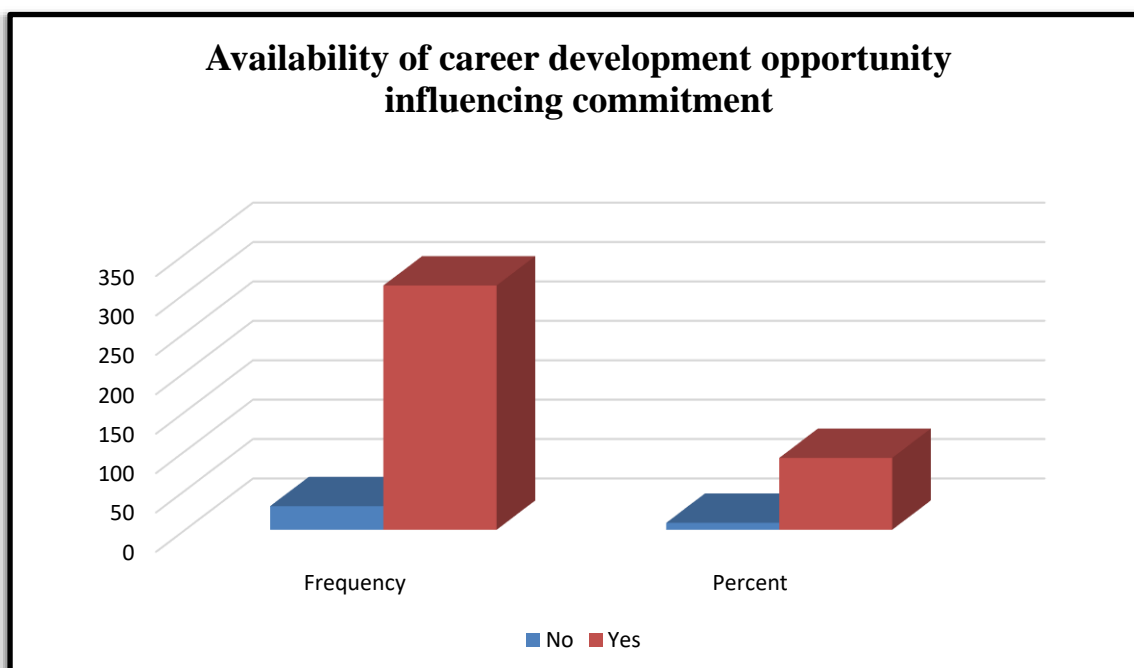
Level of flexibility provided in work arrangements to support work life balance

	Frequency	Percent
No	49	14.4
Partially	145	42.6
Yes	146	42.9
Total	340	100.0



Availability of career development opportunity influencing commitment

	Frequency	Percent
No	30	8.8
Yes	310	91.2
Total	340	100.0



Multiple choice questions

1. Are there any external factors (outside of work) that you believe can influence job satisfaction, job performance and organization commitment.

Row Labels	Count of Value
Economic condition	136
Personal well being	176
Social factors	111
Family-related factors	147
Grand Total	570

2. Can you describe specific aspects of your job that contribute to your satisfaction?

Row Labels	Count of Value
Compensation and Benefits	104
Opportunities for growth and development	185
Relationship with Colleagues	129
Work Environment	168
Grand Total	586

3. Which factors contribute to job satisfaction?

Row Labels	Count of Value
Opportunities of career growth	185
Positive work environment	177
Recognition and rewards	98
Training and development opportunities	119
Work-life balance	94
Compensation and benefits	109
Grand Total	782

4. What initiative or programs do you believe would strengthen organizational commitment?

Row Labels	Count of Value
Communication improvement	122
Employees recognition programs	128
Team-building activities	141
Training and development	202
Grand Total	593

Hypothesis Testing

H₀: Gender and their Salary is independent.

H₁: Gender and their Salary is dependent.

Gender * salary interval cross tabulation							
			Salary interval				Total
			10000 - 20000	20000 - 30000	30000 - 40000	50000 above	
Gender	Female	Count	77	48	12	19	156
		Expected Count	67.4	41.8	19.3	27.5	156.0
	Male	Count	70	43	30	41	184
		Expected Count	79.6	49.2	22.7	32.5	184.0
Total		Count	147	91	42	60	340
		Expected	147.0	91.0	42.0	60.0	340.0

	Count					
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Chi square tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.179 ^a	3	.003
Likelihood Ratio	14.527	3	.002
N of Valid Cases	340		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.27.

As $p(0.003) < 0.05$, we reject H_0 and conclude that Gender and their Salary is independent.

Gender * Rate organizational support for work life balance Cross tabulation								
			Rate organizational support for work life balance					Total
			1	2	3	4	5	
Gender	Female	Count	15	13	56	38	34	156
		Expected Count	10.6	15.6	52.8	45.0	32.1	156.0
	Male	Count	8	21	59	60	36	184
		Expected Count	12.4	18.4	62.2	53.0	37.9	184.0
Total		Count	23	34	115	98	70	340
		Expected Count	23.0	34.0	115.0	98.0	70.0	340.0

H_0 : Gender and organization's support for work-life balance is independent.

H_1 : Gender and organization's support for work-life balance is dependent.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.827 ^a	4	.145
Likelihood Ratio	6.873	4	.143
N of Valid Cases	340		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.55.

As $p(0.145) > 0.05$, we accept H_0 and conclude that gender and organization's support for work-life balance is independent.

FINDINGS

- The study reveals a positive correlation between job satisfaction and organizational commitment, suggesting that job satisfaction affect employee's job commitment.
- The study identifies a relationship with organization policies and job performance. The research suggest that organizational policies affect employee's job performance.
- The study reveals a positive correlation between organizational support for work life balance and employees overall job satisfaction, indicating that a supportive environment contributes significantly to employees' job satisfaction.
- Findings indicate that employees who are satisfied with their career development have higher job satisfaction.
- The study underscores the importance of employees' perceptions of organizational polices.
- Findings reveal that organizations offering training and development programs experience higher levels of employee commitment and job satisfaction as employees appreciate the chance to acquire new skills.
- Majority of employees are satisfied with their contributions to the organization.
- Study reveals that majority of organization provide flexibility to support work life balance.

SCOPE OF THE STUDY

- An organization can determine the degree of positive or negative employee commitment regarding job efficiency, satisfaction with work, and commitment to the organization through the results of this research.
- Based on data analysis insights, the organization can create practical recommendations that will improve employee productivity.

- Committed employees tend to be more productive and perform better as they are motivated to contribute to the organization's success.
- Employees are encouraged to openly discuss organizational policies and the general dynamics of the workplace.

LIMITATIONS OF THE STUDY

1. The aim of this survey started as a pilot project, but due to a lack of response, we had to switch to a straightforward random sample.
2. The survey was challenging since many employees were blinded by the regulations and policies of the company they work for.
3. The interpretation of this study is based on the responses given by the respondents which might be bias or unbiased and as students we have face many difficulties in finding the surveys.
4. The results of the survey may not be widely applicable since the sample size may not have been accurately reflecting the entire active working population, for example, by excluding part-time workers or only included employees in the survey.
5. When we analyzed the data, we found responses that weren't in line with each other. This indicates that the respondents may have provided responses that were more socially acceptable compared to what they really would like to say.

RECOMMENDATIONS

◆ Compatible Work Schedule:

- Compressed workweek, which includes reducing number of working days while keeping the work hours the same,
- Shorter workweek which includes reducing working hours per week. (it is beneficial for employees, but it affects production)
- Job sharing involves splitting workweek job in the form of sharing time period on daily basis, or working full-time on alternative days,
- Use of telecommuting provides flexibility to employee to perform his work through information technology, and physical presence of employees is not necessary.

◆ Opportunity for Growth:

Employees enjoy the work in which they find attractive opportunities for growth. they want to capitalize their talent for higher achievements. Organization should support the employees to actualize their capabilities. They should be provided all opportunities to grow. Organization's effort for improving skills, knowledge, and competence employees contribute positively to employees' present and future assignments. Their achievements are suitably rewarded in term of financial and non-financial incentives. This type of efforts supports employees for bright career.

◆ Participative decision-making:

Participative decision-making is a non-financial incentive for employees. When they are involved in decisions relating to their work, they become happy. They express the problems and along with possible solutions. Participative decision-making prevents many problems. It can solicit a strong employee commitment and develop a sense of belongingness. It improves job satisfaction, and results into reduced employee turnover. Participative decision-making also positively affects employee empowerment.

◆ Informal Functions at Work:

Celebration of festivals, greetings to employees on personal events (like birthday, marriage anniversary, etc.) musical party and cultural programs, banquet at work places, felicitating employees, social gathering, etc., develop close intimacy among employees and between employees and organization. Inviting employees' family members to participate such events can multiply the gain.

CONCLUSION

In conclusion, the study highlights several key factors that significantly impact employee job satisfaction and organizational commitment. A positive correlation exists between job satisfaction and organizational commitment, underscoring the importance of fostering a satisfying work environment to enhance employee dedication. Organizational policies are shown to directly influence job performance, emphasizing the need for well-structured policies to optimize employee output. Support for work-life balance is critical, as it greatly enhances overall job satisfaction, while career development opportunities are directly linked to higher job satisfaction levels. Employees' perceptions of organizational policies are crucial, with those perceiving strong support through training and development programs exhibiting higher commitment and job satisfaction. Furthermore, the majority of employees report satisfaction with their contributions to the organization, and

most organizations provide flexibility to support work-life balance. These findings collectively underscore the importance of supportive, well-crafted organizational policies and development programs in fostering a committed and satisfied workforce.

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