

IMPACT OF AFFECTIVE COMMITMENT ON JOB SATISFACTION**Dr. P. Na .KANCHANA,****Assistant Professor (Senior Grade)****J.J. College of Engineering & Technology, Trichy.****DR. N. PANCHANATHAM,****Professor & Head,****Department of Business Administration,****Annamalai University, Chidambaram****Abstract**

This study investigated the relationships of demographic factors (Gender, Age, Job Position, Educational level and Monthly Income) with affective commitment of industrial workers at Tamil Nadu Newsprint and Papers Ltd(TNPL) at Kagidapuram, Karur District. The article was designed based on the literature and hence four hypotheses for the study were formulated. Participants were 330 employees and the samples were selected by proportionate stratified sampling method. The data were analysed using chi-square, F test, paired t-test factor analysis and multiple regression. The result of the analyses showed that expect job changes there was significant association between demographic factors such as Gender, Age, Job Position, Educational level with affective commitment. F test results shows that there is significant mean difference between demographic variables and affective commitment. Factor analysis is used to reduce factors for Job satisfaction. Findings suggest the there is significant and positive association and relationship between Job satisfaction and affective commitment.

Key words:., Demographic factors, Affective commitment, Job satisfaction

Introduction:

Organizations today face an increasingly competitive and rapidly changing environment characterized by a diverse labour market, advancement in information technologies, globalization, deregulation, continuous customer demands, and others. As a result, many organizations have been forced to reformulate their strategies on how to attain competitive advantage. In this era, a firm's success depends on a firm's ability to continually improve performance by reducing costs, creating new products and processes, enhancing quality and productivity, and increasing speed to market (**Luthans & Sommers, 1999**). To do this, organizations need to focus on the capabilities of their workforces. According to **Harter, Schmidt, and Hayes (2002)**, effective management of a firm's human resources would be able to generate increased knowledge, motivation, synergy, and commitment, resulting in a source of sustained competitive advantage for the firm. Securing commitment and retaining good employees are very important to achieve stability and reduce costly employee turnover. Organizational commitment is recognized as a key factor in the employee relationship. Similarly, it is also widely accepted that one of the ways to reduce voluntary turnover is by strengthening the employee commitment to the firm. In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization. In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization. Employees play an important role in achieving organizational targets; therefore, analysis of their psychological characteristics and the impact of these on the organization is crucial. Affective commitment in particular, has been a major field of study in recent years.

Definition

The most common definition of **Organizational Commitment (OC)** is ‘the identification with an organization and acceptance of its goals and values as one’s own’ (**Porter et. al (2004)**). Organizational commitment is the link between the employees and the organization. It implies identification with an organization, acceptance of its goals and values as one’s own and a strong desire to remain as a part of the organization.

Affective commitment is defined as the employee’s positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. Thus Affective commitment is conceptualized as the employee’s “positive feelings of identification with, attachment, and involvement in, the work organization” (**Meyer and Allen 1997**) Affective commitment develops if the employee is able to meet their expectations and fulfil their needs within the organization (the employee wants to stay in the organization).

Job satisfaction is one of the most researched areas of organisational behaviour and education. The term job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; an affective reaction to one’s job; and an attitude towards one’s job; (**Robbins,2003**) It is perceived as an attitudinal variable measuring the degree to which employees like their jobs and the various aspects of their jobs (**Spector, 1996**).

This research study endeavours to determine the relationship between the two variables of job satisfaction and Affective commitment. Some researchers found that organizational commitment is a function of several variables such as job satisfaction, motivation, participative decision making, organizational support, financial reward, communication, promotion prospects, and leadership styles (**Alarape and Akinlabi, 2000; Brown, 2003**).

The focus of this study is an investigation of the relationship between Job satisfaction and Affective commitment in TamilNadu Newsprint & Papers Ltd, kagidapuram, karur.

REVIEW OF LITERATURE

Ismail Hakki Armutlulu, Fatma Noyan(2011) The relationship between job satisfaction and organizational commitment has been the subjects of a large amount of empirical researches. These researches have focused on either organization or individual level analysis, none of them examine individual variables and organizational characteristics simultaneously. In an effort to fill this theoretical gap, they use a multilevel structural equation modeling which integrated factors at both individual and organizational level to examine the relationship between job satisfaction and organizational commitment. The results based on 644 full-time bank employees from 63 bank branches indicate that job satisfaction is causally antecedent to organizational commitment both employee and branch level

Patrik Manzoni, Manuel Eisner(2006) This study examines influences of perceived work-related stress, job satisfaction, organizational commitment, and burnout on the use of force by police officers in Zurich, Switzerland ($n = 422$). A new approach is developed by including the officer's routine activities (herein referred to as job profile) and victimization experiences as two situational controls and by capturing a continuum of self-reported force used in typical operational situations. Although bivariate results show significant relationships between use of force and work stress, job satisfaction, commitment, and burnout, multivariate analyses

using structural equation models show no influence of stress-related factors on the amount of force. The job profile remains the only predictor of police use of force, whereas victimization is strongly correlated with use of force.

Sarminah Samad(2011) This study examined the relationship between organizational commitment and job performance. Consequently the study determined the effect of job satisfaction on the relationship between organizational commitment and job performance. A self administered questionnaire was employed and distributed among senior and middle management staff of manufacturing sector specifically in electrical and electronic companies in Malaysia. 292 samples were randomly selected in the study. The obtained data were analyzed based on the descriptive and inferential statistics using SPSS version 16. He used Inter correlation and the results revealed that there was as a positive relationship between organizational commitment and job performance. The hierarchical analysis found that job satisfaction (both the hygiene and motivator factors) played moderating role on the relationship between affective commitment and job performance. Findings and implications for managerial practices are discussed and put forward.

Syed Mohammad Azeem (2010)This study investigated the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. The study also sought to determine the impact of demographic factors and job satisfaction facets on organizational commitment. A sample consists of 128 employees from service industry selected randomly. Employees were given a Job Descriptive Index (JDI) questionnaire and the Organizational Commitment questionnaire (OCQ). Pearson's product moment correlation coefficient and multiple regression analyses were used to analyze the data. The Results of the study show that the mean values of job satisfaction and organizational commitment are at moderate side. A moderate significant positive relationship was found among job satisfaction facets, demographic factors, and affective commitment. Supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organizational commitment.

Shueh-Chin Ting(2010) After reviewing previous research, this study found that few school or educational studies have simultaneously explored both internal marketing and organizational commitment, and of those that have, only direct effects were examined. This study clarifies the relationship between school organization's internal marketing and teachers' organizational commitment by examining the mediating role of teachers' job involvement and job satisfaction. The participants in the study were 275 elementary school teachers. This is an empirical study based on questionnaire surveys. A nested model and structural equation modeling (SEM) were used for analysis. The results show that internal marketing, job involvement, and job satisfaction all have a direct impact on affective commitment. Moreover, job involvement and job satisfaction play partial mediating roles in the relationship between internal marketing and organizational commitment.

RESEARCH METHODOLOGY

Types of Research Used	Descriptive Research
Research Approach	Survey
Research Instrument	Questionnaire
Sample Design	
Sample Size	330 respondents(TNPL Employees)
Sampling Technique	Proportionate Stratified Random Sampling

PURPOSE OF THE STUDY

The purpose of this study is to find out the impact of affective commitment on Job satisfaction. This study investigate the relationship between job satisfaction and affective commitment will help to give direction whether there is significant relationship exist or not and job satisfaction is the best predictor of affective commitment.

HYPOTHESIS

H₀₁ There is no significant association between demographic variables and Affective Commitment.

H₀₂: There is no significant association between job satisfaction and Affective Commitment.

H₀₃:There is no significant mean difference between demographic variables and affective commitment

H₀₄:There is no significant mean difference between job satisfaction and affective commitment

H₀₅:There is a significant relationship between job satisfaction and affective commintment.

RESULTS

Descriptive Analysis

Demographic variables	Category	Frequency	Percentage
Gender	Male	304	92.1
	Female	26	7.9
	Total	330	100.0
Age	Below 25 yrs	40	12.1
	26 - 35 yrs	72	21.8
	36 - 45 yrs	117	35.5
	Above 45 yrs	101	30.6
	Total	330	100.0
Marital status	Married	251	76.1
	Unmarried	79	23.9
	Total	330	100.0
Educational Level	10th Standard	14	4.2
	12th Standard	15	4.5
	ITI	86	26.1
	Diploma	67	20.3
	Graduate	74	22.4
	Postgraduate	57	17.3
	Professional Degree	17	5.2
	Total	330	100.0
Monthly Income	Below Rs.10,000	46	13.9
	Rs.10,001 - Rs.20,000	140	42.4
	Rs.21,000 - Rs.30,000	97	29.4
	Rs.30,001 - Rs.40,000	30	9.1
	Rs.41,000 - Rs.50,000	12	3.6
	Above Rs.50,000	5	1.5
	Total	330	100.0
Position in Current job	Workmen	215	65.2
	Staff	21	6.4
	Executives	94	28.5
	Total	330	100.0

Source: Primary data

The majority of the respondent taking part in this study were men 304 (93.1%) and 26(7.9%) were women. Workmen category were 215 (65.2%), Staff 21 (6.4%) and Executives 94(28.5%). Whereas, the majority of the respondents aged between 36-45 years 117 (35.5%) and most of them i.e. 140(42.4%) earn between Rs.10,001 - Rs.20,000monthly. For educational level, most of the respondents 74(22.4%) have Bachelor degrees. Regarding their job position, employees are categorized as workmen, staff and executives. Majority of the respondents (65.2%) were belong to workmen category, 28.5% executives and 6.4% belong to staff category.

Table 3: Demographic variables and Affective Commitment

Sl. No	Affective commitment	Pearson Chi-square value	p-value	Significance S/NS
1.	Gender	3.421	0.001**	S
2.	Age	6.836	0.034*	S
3.	Educational level	17.423	0.014*	S
4.	Marital Status	3.973	0.037*	S
5.	Number of Children	11.797	0.016*	S
6.	Experience	12.358	0.036*	S
7.	Job position	18.588	0.001**	S
8.	Monthly Income	11.951	0.028*	S
9.	Promotion	10.454	0.040*	S
10.	Job Changes	1.560	0.458	NS

*Significant at

0.05 level; ** Significant at 0.01 level; S-Significant, NS- Not significant

Chi- square test is used to find out whether there is a significant association between two variables. It is evident that the gender is statistically significant and positively associated with the affective commitment. It shows that most employees are male (92.1%) who are included in the sample and hence gender influences organizational commitment (χ^2 value = 3.421, $p < 0.01$). The association between age of the respondents and affective commitment was examined and it shows there is a significant and positive association between Age and Affective Commitment at 5% level of significance. (χ^2 value = 6.836, $p < 0.05$).

There is significant and positive association exists between educational level of the respondents and affective commitment (χ^2 value = 17.423, $p < 0.05$). Marital status has emerged as an important predictor of organizational commitment. Married people have more family responsibilities and need more stability and security in their jobs; and therefore, they are likely to be more committed to their organization than their unmarried counterparts. In the light of these explanations, it was hypothesized that there is a significant association between marital status of the respondents and affective commitment. It is evident from the above table that there is a positive and significant association between marital status of the respondents and affective commitment at 5% level of significance. (χ^2 value = 3.973, $p < 0.05$).

From the above table it was observed that there is significant association between number of children and affective commitment (χ^2 value = 11.797, $p < 0.05$). Employees with more years of experience tend to be more committed to their organization than those with short years of experience, because the longer period of working will accumulate much benefit like high salary, good pension plan, high increment, more leave, bonuses and other benefits. There is significant and positive association exists between present experience of the respondents and the affective commitment. (χ^2 value = 18.588, $p < 0.05$).

.The chi-square test is used to know the association between job position of the respondents and components of organizational commitment. The findings revealed that there exists a positive and significant association between Job position and affective commitment (χ^2 value = 11.797, $p < 0.05$). High compensation serves as an indication of how much an organization values its people, thereby enhancing their self-worth and feeling of importance. The above table identified that there is a significant and positive association exists between monthly income of the respondents and affective commitment. (χ^2 value = 11951, $p < 0.05$).

Promotions are considered an important role in organizational commitment. Promotion enhanced employee performance thus increasing organizational commitment. The above table shows that there is a significant association between the employees' promotion in the present organization and affective commitment. (χ^2 value = 10.454, $p < 0.05$). Changes from one job to others in various organizations does not help the employees to understand organizational value, its strength and opportunities. The above table shows that there is no significant association between job changes of employees and affective commitment (χ^2 value = 1.560, $p < 0.05$).

Therefore the chi-square test results revealed that all null hypotheses are rejected expects job changes.

Table 4: Job satisfaction and Affective commitment

Sl. No	Affective commitment	Pearson Chi-square value	p-value	Significance S/NS
* 1.	Job Satisfaction	6.725	0.042*	S

*Significant at 0.05 level; ** Significant at 0.01 level; S-Significant*

Due to lack of job satisfaction sometime employees may switch over from public to private sectors and vice versa. The association between job satisfaction of the respondents and the components of organizational commitment was examined through chi-square test.

A positive relationship between job satisfaction and organizational commitment has been reported by studies involving qualified professionals. A study was conducted by Wu &

Independent Variables	Category	N	Mean	S.D	Source	Sum of Squares	df	Mean Square	F
-----------------------	----------	---	------	-----	--------	----------------	----	-------------	---

Norman (2005) in a nursing department of a medical university in China with a sample 75 full time final year (clinical practice year) degree level nursing students. The authors found a positive correlation between job satisfaction and organizational commitment, indicating that student nurses who were more satisfied with the nursing as a job were also more committed to the health care service. Redfern, Hannan, Norman, & Martin (2002) reported a strong relationship between job satisfaction and organizational commitment in a study of the health care staff in the United Kingdom. Similarly this study also shows that there is significant and positive association exists between Job satisfaction and affective commitment (χ^2 value = 0.042, $p < 0.05$)

Table 5: Impact of demographic variables on affective commitment

Demographic Variables	N	Sum of Squares	Mean Square	F
Gender	330	171.817	0.518	1.530*(S)
Age	330	172.618	1.127	2.171*(S)
Educational qualification	330	172.618	0.518	0.988*(S)
Marital Status	330	172.618	1.974	3.794*(S)
Number of Children	330	3.381	1.127	2.171*(S)
Experience	330	2.035	0.509	0.969*(S)
Job position	330	1.290	0.645	1.231*(S)
Monthly Income	330	4.257	0.851	1.638*(S)
Promotion	330	3.478	0.696	1.332*(S)
Job Changes	330	0.758	0.758	1.447*(S)

*Significant at 0.05 level; ** Significant at 0.01 level; S-Significant

Job Satisfaction	Low	87	2.26	0.769	Between Groups	2.122	2	1.061	2.035* (S)
	Medium	122	2.36	0.669					
	High	121	2.14	0.734	Within Groups	170.496	327	0.521	
	Total	330	-	-		172.618	329	-	

Table 6: Impact of Job satisfaction on Affective Commitment

**Significant at 0.05 level; ** Significant at 0.01 level; S-Significant*

Generally, demographic characteristics of employees reveal the socio-economic factors relevant to their present conditions of information like gender, age, education, marital status, number of children, etc., to understand the changes in workforce diversity. Hence, researchers in growing numbers are using demographic information to develop innovative HR practices to meet the requirement of the organization to attain its objectives. Here, the influence of different groups in a demographic variable with affective commitment was analyzed through one – way ANOVA.

To find a significant mean difference between gender of employees and affective commitment, the F-test in table, shows the component affective commitment at three different levels (Low, Medium, High) has significant difference across the gender of employees at TNPLF-value = 1.530, $p < 0.05$). The mean value of male (2.24) is low compared to female because more employees working in TNPL are male. According to Elissa Gliffords (2009) in her research among social workers gender influences organizational commitment.

One – way ANOVA was applied to find the significant mean difference between age of the employees and affective commitment and the result showed that there is a significant difference in the age of employees at TNPL (F-value = 2.171, $p < 0.05$). Mean value of the age group below 25 years (2.53) is high. Mean value is low for the age group 26-35 (2.19).

The results showed that there is significant mean difference between the educational status of employees and affective commitment at three levels at TNPL (F-value = 0.988, $p < 0.05$) and there is significant mean difference between marital status of employees and affective commitment (F-value = 3.794, $p < 0.05$). The mean score for married employees (2.31) is high which implies that married employees are more committed towards the organization than unmarried and there is significant mean difference between marital status of employees and affective commitment (F-value = 3.794, $p < 0.05$). The mean score for married employees (2.31) is high which implies that married employees are more committed towards the organization than unmarried.

Affective commitment at three different levels (Low, Medium, High) have significant mean difference across the number of children of employees at TNPL (F-value = 3.454, $p < 0.05$), The F-test results showed that there is a significant mean difference between present experience at TNPL and affective commitment (F-value = 0.969, $p < 0.05$). The results

showed that there is significant mean difference between the job position of employees and affective commitment at three levels at TNPL (F-value =1.231, $p<0.05$)

F-test is applied and results showed that there is significant mean difference across monthly income at TNPL (F-value = 1.638, $p<0.05$). Regarding promotion of the employees and affective commitment, the result showed that there is a significant difference in the promotion of employees at TNPL (F-value = 1.332, $p<0.05$) The F-test also shows the component affective commitment at three different levels (Low, Medium, High) has significant difference across the job changes at TNPL (F-value = 1.447, $p<0.05$)

The F-test shows the component affective commitment at three different levels (Low, Medium, High) has significant difference across various levels of job satisfaction at TNPL (F-value = 2.035, $p<0.05$). The mean score is high (2.36) which implies that more employees whose job satisfaction is moderate, have high level of emotional attachment with the organization.

Table 7: Testing the significant difference in job satisfaction before and after joining in TNPL

Factor (Job satisfaction)	t	Sig. (2-tailed)
BEFORE & AFTER JOINING IN TNPL	- 5.294	0.000** (S)

**Significant at 0.05 level; ** Significant at 0.01 level; S-Significant*

Table 7 reveals that, two tail significance for the change in variables of job satisfaction before and after joining TNPL indicating that $p<0.01$ and, therefore, is significant at 1% level. The null hypothesis is rejected and the alternative hypothesis is accepted. It can be concluded that there exists a significant difference in factor job satisfaction before and after joining TNPL. The members after joining in TNPL felt that there is increased in job satisfaction than in the previous organizations ($t = - 5.294$; $p<0.01$).

Factor Analysis

Table 8: Total variance explained by the variables of job satisfaction

Factor	Eigen value	Percentage of variance	Cumulative percentage of variance
1	3.231	17.007	17.007
2	2.515	13.239	30.246
3	2.314	12.180	42.426
4	2.224	11.704	54.130

Requesting principal component analysis and specifying the interpretation obtained output of factor analysis. There are two stages in factor analysis. Stage 1 is the factor extraction process, wherein the objective is to identify how many factors are to be extracted from data. This most popular method is called as principal component analysis. In stage 2, there is also a rule of thumb based on the computation in eigen value, to determine how many factors to extract. Higher the eigen value of a factor, higher the amount of variance explained by the factor. The four factors were extracted as 54.130 percent of the variance.

Table 9: Rotated factor loading on job satisfaction

Factor No.	Variables	Factor loading
I Empowered work environment	Ventilation facility	0.502
	Salary	0.538
	Welfare facility	0.679
	Achievement recognition	0.598
	Incentive scheme	0.711
	Suggestions	0.702
II Job context	Proud to work	0.754
	Challenging	0.662
	Relationship with colleagues	0.660
	Raw materials and management tools	0.681
	Team work	0.566
III Job content	Count on good work	0.682
	Fair system of rewards	0.603
	Medical facilities	0.649
	Work policies	0.525
IV Work ethics	Working hours	0.722
	Impartial treatment by supervisors	0.728
	Relevant matters by superiors	0.526
	Standard of living	0.652

Table 10 : Rotated component matrix

Variables	Component			
	1	2	3	4
Proud to work	0.025	0.754	0.126	0.039
Challenging job	-0.110	0.662	0.430	0.054
Work policies	0.181	0.362	0.425	0.221
Ventilation facility	0.502	0.251	-0.048	0.364
Working hours	0.153	-0.087	0.166	0.722
Raw materials and management tools	0.066	0.481	0.342	0.434
Impartial treatment by supervisors	0.154	0.229	0.044	0.728
Relevant matters by superiors	0.224	0.473	0.129	0.526
Relationship with colleagues	0.296	0.660	-0.233	0.149
Salary	0.538	0.022	0.240	0.301
Welfare facility	0.679	0.211	0.148	0.129
Achievement recognition	0.598	0.140	0.337	0.158
Standard of living	0.207	0.146	0.406	0.452
Incentive scheme	0.711	-0.064	0.173	0.301
Suggestions	0.702	0.101	0.245	-0.004
Count on good work	0.369	0.203	0.682	0.095
Fair system of rewards	0.511	0.065	0.603	0.003
Team work	0.369	0.466	0.126	0.046
Medical facilities	0.251	0.025	0.649	0.249

The item scale was subject to factor analysis using principal component method with Varimax with Kaiser normalization rotation. The principal component Analysis was conducted using statistical package for social sciences (SPSS) version 13.0. It is evident from table (looking at the cumulative % column), that the two factors acted together and accounted for 54.130 percent of the total variance (information contained in the original table). Hence, the variables were reduced from nineteen to four underlying factors.

Looking at table, the variables namely ventilation facility, salary, welfare facility, achievement recognition, incentive scheme, suggestions have loadings of 0.502, 0.538, 0.679, 0.598, 0.711 and 0.702 on factor 1 indicating that it is a combination of these six variables and are called 'empowered work environment'. Variables like pride of work, challenging, relationship with colleagues, raw materials and management tools, team work have loadings of 0.754, 0.662, 0.660, 0.681 and 0.566 on factor 2, indicating that factor 2 is a combination of these five variables called 'job context'. Next for factor 3, it is evident that counting on good work, fair system of rewards, medical facilities, work policies have loadings of 0.682, 0.603, 0.649, and 0.525 on factor 3, indicating that it is a combination of these four variables were grouped as 'job content'. The variables like working hours, impartial treatment by supervisors, relevant matters by superiors, standard of living have loading of 0.722, 0.728, 0.526 and 0.652 on factor 4 which indicates that it is a combination of these four variables named 'work ethics'.

Regression results of other independent variables towards affective commitment

Factors	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.980	0.214	-	9.267	0.000
Job satisfaction	0.202	0.057	0.107	1.807	0.027* (S)
R-value	0.893				
R -square value	0.797				
F-value	3.642				

**Significant at the 0.01 level (2-tailed); NS – Not Significant; S – Significant; * Significant at the 0.05 level (2-tailed);

The value of R (0.893) is the correlation of the independent variable job satisfaction (with the dependent variable affective commitment (Y)). The inter-correlation between job satisfaction and affective commitment are taken into account. The R-square (0.797), which indicates independent variable job satisfaction explains 79.7% of the variance in affective commitment, which is highly significant (F=3.642, p<0.01).

The multiple regression equation is

$$Y = 1.980 + 0.202X_4$$

This equation from the table indicates that, affective commitment level increases by 0.202 units for every one unit increase in job satisfaction. Also, we infer that, the job satisfaction is the best predictor of affective commitment. Also, it can be seen that all the independent variables job satisfaction (X_1 , $t=1.807$, $p<0.05$), is significant at 5% level with the affective commitment (Y). Thus the above analysis revealed that is the job satisfaction is the best predictor towards affective commitment. There exists a significant relationship between job satisfaction and affective commitment.

Conclusion

The results from the study indicated that the demographic factors Gender, Age, Job position are significantly predicted the affective commitment expect that job changes that did not. Thus it is concluded that the demographic factors provide different results to different researchers. This results Shows that Gender, Age, Job Position, Monthly Income have the significant association with affective commitment where as the job changes have not significant association with affective commitment.. The factor analysis reduced the job satisfaction factors from 19 to 4 factors. This research paper shows that job satisfaction have significant relationship with affective commitment and it also serves as a best predictor of affective commitment. This results are consistent with a number of previous studies that found that workers who are older and married have more commitment to their organizations than the younger and single workers

References:

1. Alarape, A.I. and Akinlabi F.M.: Influence of perceived organizational support and discretionary treatment on work attitude of industrial workers. *African Journal for the Psychological Study of Social Issues*, 5(1): 23-36 (2000).

2. Brown, B.B.: Employees' Organizational Commitment and their Perception of Supervisors' Relations Oriented and Task-Oriented Leadership Behaviour. Dissertation submitted to the Faculty of the Virginia Polytechnic Institute and State University in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Human Development. Falls Church, Virginia (2003).

3. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 2.

4. Ismail Hakki Armutlulu, Fatma Noyan," A Multilevel Model Of Organizational Commitment ,*Procedia - Social and Behavioral Sciences*, Volume 30, 2011, Pages 2139-2143.

5. Luthans, B.C., Sommer, S.M. (1999). The Impact of Downsizing on Workplace Attitudes: Differing Reactions of Managers and Staff in a Health Care Organization. *Group & Organization Management*, 24(1), 46-70.

6. Meyer, J. and Allen, N. (1997).: *Commitment in the Workplace*. SAGE Publications, Thousand Oaks, CA

7. Patrik Manzoni, Manuel Eisner," Violence Between the Police and the Public Influences of Work-Related Stress, Job Satisfaction, Burnout, and Situational Factors" *Criminal Justice and Behavior* October 2006 vol. 33 no. 5 613-645.

8. Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (2004). Organizational commitment, job satisfaction and turnover among psychiatric technicians, *Journal of Applied Psychology*, Vol.59, pp.603-609.

9. Robbins, S. P. (2003). *Organizational behaviour* (10th ed.). Upper Saddle River, New Jersey: Prentice Hall.

10. Sarminah Samad, "The Effects of Job Satisfaction on Organizational Commitment and Job Performance Relationship: A Case of Managers in Malaysia's Manufacturing Companies", *European Journal of Social Sciences* – Volume 18, Number 4 (2011).

11. Shueh-Chin Ting, The Effect of Internal Marketing on Organizational Commitment: Job Involvement and Job Satisfaction as Mediators *Educational Administration Quarterly*, sage publications, April 2011; vol. 47, 2: pp. 353-382., first published on November 5, 2010.

12. Spector, P. 1997. *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sag

13.Syed Mohammad Azeem,” Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman” Psychology, Vol.1 No.4, October 2010