

THE IMPACT OF JOB SATISFACTION ON JOB PERFORMANCE

***Vrinda N N, **Nisha Ann Jacob**

**Research scholar, School of management, De Paul Institute of Science and Technology.*

***Asst. Professor, School of management, De Paul Institute of Science and Technology,*

Abstract

Employee attitudes are important to management because they determine the behaviour of workers in the organization. The commonly held opinion is that "A satisfied worker is a productive worker". A satisfied work force will create a pleasant atmosphere within the organization to perform well. It investigated the most satisfying event of an employee in the job, why employees stay and leave the organization. Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.

Key words: Job satisfaction, Rewards, Effort, Performance

INTRODUCTION

The correlation between the Job satisfaction and performance has been studied by many researchers because it is of key interest to the entire management in a global setting. Job satisfaction of employees plays a crucial factor in determining job performance. Highly performing individuals will be able to assist organization to achieve its strategic aims thus sustaining the organization competitive advantage (Dessler, 2010). Therefore, human resource managers in the apparel sector attempt to hire and retain satisfied employees. The managers are aware of the role of job satisfaction for the improvement of job performance of the organization. Previous studies (Hamdan 2011; Organ, 1977; Petty, *et al.*1984) had revealed strong linkage between job satisfaction and job performance. Further, these studies have been established that satisfied employees show higher performance than others. Consequently, employees' satisfaction leads to delivering better products for their customers which contributes to achieving customers' loyalty, and having a loyal base of satisfied customers within such a competitive environment, increases revenues, decreases costs and builds market share.

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge". Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more

about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. these conditions are less significant when compared to pay.

Job satisfaction is a factor that would induce the employee to work in the long term position. Regardless of job satisfaction the organization or firm would confront with the cost of recruitment caused by turnover. For this reason, the organization should pay attention to employees' job satisfaction as well.

THEORETICAL PERSPECTIVES

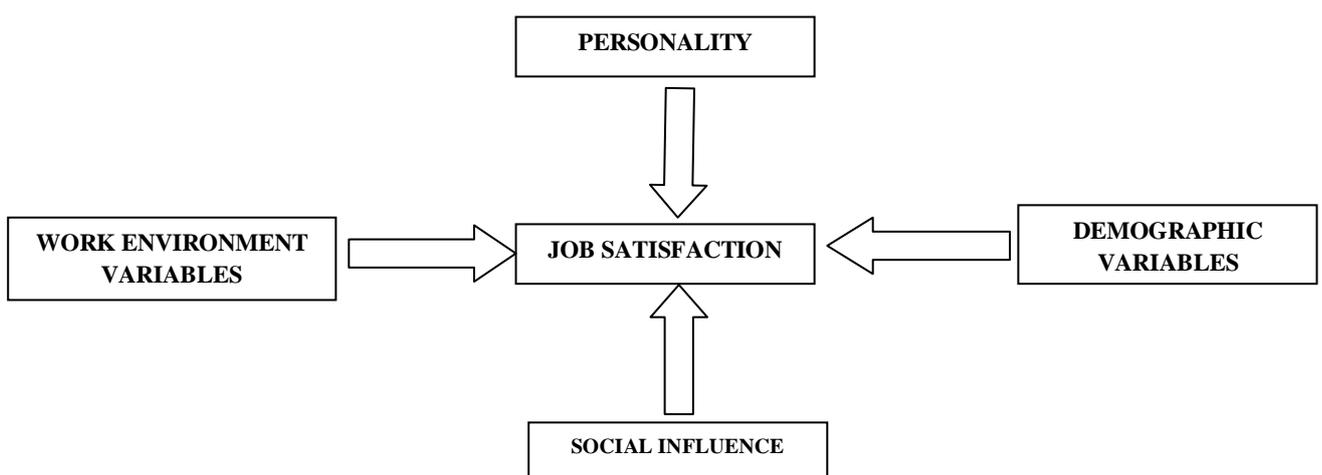
Definition of Job Satisfaction

There are a plethora of definitions of job satisfaction, some of which are contradictory in nature. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasizes that likely causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organizational structure.

Similarly, Mc Namara (n.d.) points out that job satisfaction refers to an individual's feeling or state of mind giving heed to the nature of the individual's work. The author further explains that job satisfaction can be influenced by a diversity of job dimensions, inter alia, the quality of the employee's relationship with their supervisor, the status of the physical environment in which the individual works, degree of fulfilment in work.

THE DETERMINANTS OF JOB SATISFACTION

Scientists generally pay attention to two competing sources of workers' job satisfaction.



Determinants of Job Satisfaction

Demographic variables:

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations. Another common demographic variable studied is educational level. Most of the researches on the relationship between education level and job satisfaction yield consistent findings. Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The third commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts. The fourth and final variable is the job assignment of a public official. Public officials have many different interests, and these are sometimes satisfied on the job. However, the more public officials find that they can fulfil their interests while on the job; the more satisfied they will be with those jobs. For example, a recent study results showed that university graduates were more satisfied with their jobs when these were consistent with their university majors than when these fell outside their fields of interest (Vandenberg & Lance, 1992).

Work environment variables:

Herzberg (1959; 1966) developed two-factor theory of job satisfaction: "motivation" and "hygiene". According to Herzberg's theory, if handled properly, hygiene issues cannot motivate workers but can minimize dissatisfaction. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions. They are variables related to the worker's environment. By contrast, a worker's job satisfaction was influenced by factors associated with the work itself or by outcomes directly derived from it such as the nature of their jobs, achievement in the work, promotion opportunities, and chances for personal growth and recognition. Because such factors were associated with high levels of job satisfaction, Herzberg referred them as 'motivation factors'. Hackman and Oldham (1975) proposed five "core" dimensions for evaluating the immediate work environment constituting the Job Diagnostic Survey UDS. These core dimensions turned out to be associated significantly with job satisfaction and a high sense of workers' motivation. That is, the work environment source consisted of five dimensions, namely those of skill variety, task identity, task significance, autonomy and feedback (Reiner, & Zhao, 1999). The most important characteristic that receives huge attention in Hackman and Oldham's study is the meaningfulness of the work that means to what extent the individual perceives the work as significant and important. Job meaningfulness can be defined as the product of three dimensions: skill variety (activities that challenge skills and abilities); task identity (the extent to which the job requires completion of a "whole", identifiable piece of work); task significance (how substantially the job has impacts on other people's lives).

REVIEW OF LITERATURE

Maurizio Pugno, Sara Depedri (2009), conducted a study on **Job performance and job satisfaction**. They found that Job performance is found to be positively correlated with job satisfaction, whereas effort is assumed to be a disutility in the theory. Economic incentives are not found to be the main motivations of job performance; in some cases, indeed, they are even counterproductive. The key idea behind this framework is that intrinsic motivations and self-esteem help explain both job satisfaction and job performance. The employer can thus adopt other, more friendly actions, besides using incentives and controls to enhance performance by employees.

Samina Qasim, Farooq-E-Azam Cheema, Nadeem A. Syed (2012), Conducted a study on the topic of **Exploring Factors Affecting Employees' Job Satisfaction at Work**. The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it is important for them to achieve management efficiency by increasing employee satisfaction in the organization.

Compensation is the major element that affects the employee performance. If employees are satisfied that organization is offering a good compensation then their motivation level is enhanced and as a result their performance to work also increases. **Robbins (2001)** said when employees feel happy about their compensation they are more motivated towards their work and the performance of the company also boosts.

Brandt, Krawczyk & Kalinowski (2008), examined that there exist a disagreement among personal life and employees' performance. According to **Ali and Baloch (1999)** commitment affect the personal life of employees which results in low performance of employees. **Aminah (2008)** said that work and family conflict is inversely linked to employees' performance. It is examined that work and family conflict decreases employee satisfaction, increases employees stress and decreases performance.

M. D. Pushpakumari (2008), in his research article titled **The Impact of Job Satisfaction on Job Performance**. The researcher examined that Employee attitudes are important to management because they determine the behaviour of workers in the organization. There is a significant impact of job satisfaction on performance of employees in private sector organizations. Satisfied employees have positive attitudes regarding their jobs. Satisfied workers are tend to attend to work on time, more concern about the given targets, work speedily, work free of errors and omissions, loyalty and commitment to the job, less dependability, suggest new ideas, tend to improve knowledge, willing to accept more responsibility, obedience of rules and regulations, less absenteeism and effort to retain in the present job. The positive attitudes will increase the quality and quantity of employees' performance.

Gannon and Hendrickson (1967) conducted an exploratory study of the **career orientation and job satisfaction** of wives employed in retailing businesses as either clerks or officer workers. The findings showed that the women were more satisfied with their jobs when job involvement was high. **Blum and Naylor (1968)** have indicated that the level of job satisfaction and commitment to work are the results of various attitudes an employee holds towards his job, towards factors related to his job and towards life in general.

Starcevich (1972) has identified certain job related factors such as feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents' occupational level. **Seybolt (1976)** explored the relationship between three characteristics of the work environment (pay, job variety and task complexity) and job satisfaction and the moderating effect of level of education on these relationships. The results showed that individuals with grade school education in jobs with low variety were significantly more satisfied with their work than those with high school or college education in low variety jobs.

Prakasam (1976), has found that occupational level has some influence over the satisfiers and dissatisfies of employees. In higher level occupations, motivator factors act as satisfiers but in lower level occupations both motivators and hygienic factors seem to act as satisfiers and dissatisfies. **Lakshminarayan and Prabhakaran (1994)**, states that textile workers with less job satisfaction have more job stress and who have more job satisfaction have less job stress. Job satisfaction and job stress are inversely related, i.e., the more job satisfied individual will have less job stress. They suggested that employee counselling should aim at coping strategies to reduce job stress.

Jha and Pathak (2003), in their study of the nature of differences in the levels of job satisfaction among executives of four public and private sector organizations of Eastern and Northern part of India found the differences in different aspects of job satisfaction, viz., job itself, pay and security were felt by the executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organisations. **Fakhraddin Maroofi, Marzieh Dehghani(2013)**, has conducted a study on the topic of **the effects of job satisfaction on job performance and organizational obligation relationship** This study analyse that the relationship between organizational obligation and job performance. The research concluded that job satisfaction simplifies the relationship between organizational obligation and job performance. The main contribution of this research was the moderating effects played by the motivational and hygiene factors in the organizational obligation-job performance relationship.

Lew tek yew conducted study on the topic of **"job satisfaction and affective commitment"** this study examines what motivates the employees involved in the tourism industry in Sarawak, Malaysia, their level of job satisfaction and the influence of job satisfaction on affective commitment. It also examines whether age moderates the abovementioned relationship. The findings of this study provide valuable insights for the management of tourism-related organizations in Malaysia and the Asia Pacific region to create a motivated and committed workforce.

Gamage Dinoka Nimali Perera, Ali Khatibi, Nimal Navaratna, and Karuthan.Chinna(2014), conducted a study on the topic of **job satisfaction and job performance among factory employees in apparel sector** This paper aims to examine the job satisfaction on job performance of factory employees in the Sri Lankan large apparel sector. It had been previously reported that job satisfaction had a significant relationship with the job performance of employees in various business sectors. The findings show that job satisfaction has a significant positive effect on job performance.

Ahmed m. Alzaidi conducted study on the topic of **Job satisfaction among secondary school head teachers** This study highlights the complexities involved in understanding the job satisfaction of secondary school head teachers in a way that has clear implications for policy and

practice. This study clearly identified the factors affecting the job satisfaction of secondary school head teachers in the city of Jeddah.

Dr.R.Anitha(2011), conducted study on the topic of a **study on job satisfaction of paper mill employees**), This study analyse that Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. She conclude that the organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Seulki Lee, Soo-Young Lee conducted study on the topic of **Assessing the Effect of Job Stress and Social Support on Job satisfaction** The overall aim of the present study was to identify the relationship between job stress and job satisfaction, and the effect of social support on this relationship. Given that job stress is growing with the diffusion of government reforms, it is required to examine the effect of job stress in public sector organizations. Also, social support is an important factor at work in that it may relieve the harmful effects of job stress. In public administration, however, few studies have been conducted on this topic.

Pantri heriyati and Ahmad seiichi ramadhan(2012) conducted a study on the topic of **The Influence of Employee Satisfaction in Supporting Employee Work Performance** The purpose of this research is to analyze the influence of employee satisfaction moderated by employee engagement towards employee work performance and retention. The study results show that employee satisfaction has significant positive influence towards employee work performance and retention. In contrast, employee engagement does not provide a significant influence toward employee work performance nor retention.

Chieh-Peng Lin, Shao-Shiun Chang and Cheng Shan Chu (2002) conducted a study on the topic of **A Causal Model of Job Satisfaction under Two Different Cultures** This research examines job satisfaction and sales performance of salespeople working at firms originating from different countries but functioning in the same country. Using a causal model and a sample of firms operating in Taiwan, the cultural emphases of Japanese and Taiwanese firms were compared. These findings confirm that pay level is more crucial in the more masculine culture of Japanese firms than in Taiwanese firms. Furthermore, the influence of both social and family support on job satisfaction is salient in Japanese firms, as Japanese culture values family-related benefits very highly.

Muhammad Umar Bin Ajmal, and Sana Irfan(2014) conducted a study on the topic of **Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes** This study reveals the moderating role played by Islamic Work Ethics between job Stress and Work Outcomes. It is clear from this study that between job stress and job satisfaction there is negative relation and when ever Islamic Work Ethics is introduced as a moderator, it strengthens their relationship even more. This study reveals that job stress has positive impact on turnover

intention and when their relationship is tested with Islamic Work Ethics as a moderator, it shows insignificant negative relationship with each other.

Hamdia Mudor, Phadett Tooksoon(2011) conducted a study on the topic of **Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover** This paper proposes that the certain human resource management practices create the favourable approach on the job satisfaction which will be explicated reversely on the turnover. Three main variables of HRM practices namely supervision, job training and pay practices have play a crucial role to enhance job satisfaction of employee. The strongly positive relationship between HRM practice and job satisfaction provide a wisdom way on how an organization can motivate an employee to work efficiently. In addition, the negative relationship of HRM practice and turnover is clearly enlighten the important of providing a good supervision, training, and pay practice in order to reduce turnover rates of employees.

Godday Orziemgbe Oriarewo ,Kenneth Chukwujiok Agbim, and Zechariahs Benapugha Owutuamor(2013) conducted a study on the topic of **Job Rewards as Correlates of Job Satisfaction** this study was designed to examine the relationship between job rewards and job satisfaction of employees in the Nigerian banking sector. It was found that job satisfaction is more related to extrinsic rewards than intrinsic rewards. The result further revealed that age and gender differences moderates the relationship between job satisfaction and job rewards as older employees were more satisfied than younger employees, while the satisfaction levels with respect to the job rewards received by the male and female employees varied. The study recommends: that the knowledge of the moderating influences of age and gender differences should be adopted in recruitment, placement, appraisal and compensation of employees; and the adoption of a combination of intrinsic and extrinsic rewards as a more effective job satisfaction strategy rather than employing them separately.

Dr. Hulusi DOGAN, and Nazilli conducted a study on the topic of **comparative study for employee job satisfaction**. This study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfactions. The results of the study indicate that “management style of supervisor” has the greatest effect on job satisfaction.

Raj Kamal, Debashish Sengupta(2008) conducted a study on **Job Satisfaction among Bank Officers** it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. It is also observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases. Younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job. Overall the job satisfaction of bank officers though is not very high but still satisfactory.

Dong Liu, Terence R. Mitchell, Thomas W. Lee Its examine a dynamic multilevel model explicating the individual-, unit- and cross-level relationships between job satisfaction change and voluntary turnover. The findings emphasize the importance of a dynamic multilevel view of the job satisfaction-turnover link. Study identify the combination of high unit-level job satisfaction change and low job satisfaction change dispersion as well as high individual job satisfaction change as the most effective route to decrease individual turnover.

Oi-ling Siu(2003) Conducted a study on the topic of **Job stress and job performance among employees in Hong Kong** This study investigates the direct and moderating effects of Chinese work values and organizational commitment on the stress–job performance relationship. The implications of the study are that it is essential to nourish work values among employees and cultivate employees’ commitment to their organizations. However, in very high stress situations, it is more appropriate to alter the work environment to reduce stressors at work, in order to enhance job performance.

Jennifer Rae Rineer(2012)This study examined the role of age as a moderator in the relationship between job characteristics and two individual outcomes, job satisfaction and job tension. This study contributes to the existing literature by answering the call to examine the role of individual differences in the relationship between job design features and outcomes, and by increasing knowledge of the types of job characteristics that increase job satisfaction and reduce job tension for older and younger.

Anuar bin hussin(2011) This study tries to determine the level of job satisfaction & job performance and to identify the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, & co-workers) and job performance among employees of Tradewinds Group of Companies. The study revealed that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. There was a significant difference between position and job performance.

CONCLUSION

This article attempts to clarify about the relationships job performance, and job satisfaction. The present study provides a review and re-examination of the relationship between job satisfaction and job performance. Through the potential linkage between satisfaction and performance is nearly as old as the field of industrial-organizational psychology, the relationship between employee satisfaction and job performance is no longer considered an important area of research. As Roznowski and Hulin (1992) commented. Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was about .17 (Iaffaldano & Muchinsky, 1985). This study had an important impact on researchers, and in some cases on organizations, with some managers and HR practitioners concluding that the relationship between job satisfaction and performance was trivial.

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviours not generally reflected in performance appraisals, such as organizational citizenship behaviours, its relationship with job satisfaction improves. Research tends to support Organ’s proposition in that job satisfaction correlates with organizational citizenship behaviours (Organ & Ryan, 1995). In addition, in a more recent and comprehensive review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher .30. In addition, the relationship between job

satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs.

Bibliography

Ajmal, M. U., & Irfan, S. (2014). *Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes*. IOSR Journal of Business and Management.

Arabmaghsudi, M., & Kolbadinejad, N. (2011). *Design of a Fuzzy Job Satisfaction Matrix with Dynamic*. Proceedings of the 2011 International Conference on Industrial Engineering and Operations Management.

Berghe, J. V. (2011). *Job Satisfaction and Job Performance at the*.

Christen, M., Iyer, G., & Soherman, D. (2005). *Job satisfaction, Job performance and effort*.

Dali, N. (2013). *Professionalism and locus of control influence on jobsatisfaction moderated by spiritually at work and its impact on performance auditor*. International journal of business and management invention.

(2012). *Employee job satisfaction and engagement*. SHRM.

Heriyati, P., & Ramadhan, A. S. (2012). *The influence of employee satisfaction in supporting employee work performance and retention moderated by the employee engagement factor of an institution*. Journal of economics and management.

Johnson, T. W., & Stinson, J. E. (1975). *Role of ambiguity, Role conflict and satisfaction on moderating effect of individual*. Journal of applied psychology.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). *The Job Satisfaction-Job Performance Relationship*. Psychological Bulletin.

Kamal, R., & Sengupta, D. (2008). *A Study of Job Satisfaction of Bank Officers*. Prajnan.

khan, M. m., Rehman, Z. U., & Akram, M. W. (2012). *The impact of employee commitment on employee satisfaction role of employee performance as a moderating variable*. Singaporean journal of business economics, and management studies.

Kim, C. W., McInerney, M. L., & Alexander, R. P. *job satisfaction as related to safety performance*. The Coastal Business Journal.

lin, C. p., Chang, S. S., & Chu, C. S. (2002). *A causal model of job satisfaction under two different cultures*. Asia pacific management review.

Maroofi, F., & Dehghani, M. (2013, Vil.3, No.4). *The effect of job satisfaction on job performance and organizational obligation relationship*. International journal of research in social sciences.

Mitchell, O. S. (1990). *Aging, Job Satisfaction, and Job Performance*.

Mudor, H., & Tooksoon, P. (2011). *Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover*. Journal of Economics and Behavioral Studies.

- MURUGESAN, G. (2012). *Organizational climate and job satisfaction*. IJPSS.
- Nadim, A. G., & Khan, M. A. (2013). *The moderating role of employee engagement on the relationship of departments of job satisfaction*. Business and management review.
- Naseem, A., Sheikh, S. E., & Malik, K. p. (2011). *Impact of Employee Satisfaction on Success of*. international journal of multidisciplinary sciences and engineering.
- Nimali, G. D., Khatibi, A., Navaratna, N., & Chinna, K. (2014). *Job satisfaction and job performance among factory employees*. Asian journal of management sciences and education.
- Ololube, N. P. *Teachers Job Satisfaction and Motivation for School Effectiveness: An Assessment*.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*,14, 547–557.
- Oriarewo, G. O., Agbim, K. C., & Zechariahs. (2013). *Job Rewards as Correlates of Job Satisfaction: Empirical Evidence from the Nigerian Banking Sector*. The International Journal Of Engineering And Science (IJES).
- pugno, M., & Depedri, S. (2009). *Job performance and job satisfaction*.
- pushpakumari, M. (2008). *The impact of job satisfaction on job performance*.
- qasim, S., Azam cheema, E. F., & Syed, N. A. (2012). *Exploring factors affecting employees job satisfaction at work*. *Journal of management and social science*,Vol.8,No.1.
- Qasim, S., Cheema, F. E.-A., & Syed, N. A. (2012). *Exploring Factors Affecting Employees' Job Satisfaction*. *Journal of Management and Social Sciences*.
- R.Anitha. (2011). *A study on job satisfaction of paper mill employees*. *Journal of management and science*.
- Raza, W. (2014). *Relationship between jobsatisfaction and intrapreneurship*. European academic research.
- Resheske, M. G. (2001). *A discriptive study of job satisfaction and its relationship with group cohesion*.
- Rineer, J. R. (2012). *Social Job Characteristics and Older Workers*.
- S.Radhika, & K, S. (2011). *A study on customer satisfaction with reference to product charactristics and services*. Opinion-Volume 1.
- Saibou, H. *Employee job satisfaction in publishing sector*. Proceeding of the 7th international conference on innovation and management.
- Siu, O.-I. (2003). *Job stress and job performance* . *International journal of psychology*.
- skibba, J. S. (2002). *personality and job satisfaction*.
- Voon, M., M. L., Ngui, K., & Ayob, N. (2011). *The influence of leadership styles on employees' job satisfaction in public*. *International Journal of Business, Management and Social Sciences*.

Yew, L. T. *Job satisfaction and effective commitment.* sunway academic journal.

Zehir, C., Muceldili, B., & Zehir, S. (2012). *The Moderating Effect of Ethical Climate on the Relationship.* 8th International Strategic Management Conference.

***Vrinda N N**, research scholar, School of management, De Paul Institute of Science and Technology. She holds MBA from Nehru Institute of Information Technology and Management, Coimbatore and currently pursuing M.Phil in Business Studies from Mahatma Gandhi University, Kottayam. She specializes in areas like Human Resource Management and business studies and her areas of interest include Job stress, motivation and job satisfaction.

****Nisha Ann Jacob**, Asst. Professor, School of management, De Paul Institute of Science and Technology, has twelve years of professional experience in the academia and research. She holds MBA from Fatima College, Madurai, MPhil from Alagappa University, Karaikudi and is presently pursuing Phd in Management from Karpagam University, Coimbatore.. She is an Accredited Management Teacher for Marketing (AIMA). She has conducted training programmes, organized international and national conferences, presented papers and published research articles on management and marketing domain.