

**A STUDY ON ORGANIZATIONAL COMMITMENT AND  
JOB SATISFACTION AMONG BANK EMPLOYEES IN CHENNAI CITY**

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**Abstract**

The progressions happened in the theory of management has likewise essentially influenced the attitude of organizations to their workers. The management worldview, which until the mid of twentieth century was affected by the "classical organization theory", considered organizations as "shut mechanical" systems and its workers as unimportant elements composing them. This approach would in general consider them to be portions of a machine as opposed to socio-mental creatures. Any absence of profitability or mix-up of a worker was fixed by essentially evacuating this worker and getting another one his place. In this approach workers had no significance as "people" at all and their contribution to the organization was restricted carefully to their job depiction. This attitude of the management thought about the workers, causing that these were doing whatever it takes not to become progressively valuable for the organization. At the point when discovered a superior job they used to stop their organizations to new one and to remain there until they find surprisingly better. The "neo-classical organization theory", created to compensate the shortcomings of the classic organization theory, tended to the socio-mental side of the workers. From that time on, their emotions and perspectives, social and mental needs picked up in significance. The attitude towards workers changed and with that expanded the significance given to them. This procedure brought nearer the worker and the organization and expanded their common attachment. With the advanced and post-present day management approaches, the participation and cooperative energy among organization and the worker get more importance. "Mechanical" and "shut" organization models have left the spot to "organic" and "open" models. In the new period, the organizations, such as living organisms, need to pursue intently the changes, openings, dangers, potential outcomes and issues in the outer world and inside themselves, need to adjust to the change and if important to control the change. The workers began to be viewed as organs composing the organism. From now on it is matter that these are sound and dynamic, that they satisfy their missions in the most ideal manner. To accomplish this objective adequately it is important to fortify the organizational commitment. Hence, the

present study focused on organizational commitment and job satisfaction among bank employees in Chennai city and study based on both primary and secondary sources of data collections.

**Keywords:** Mechanical and Closed Systems, Attitude of the Management, Socio-psychological Beings and Worker and Organisation Mutual attachment.

### **Introduction**

Organizational commitment is an issue of prime significance, particularly to the management and proprietors of the organizations. Organizational commitment and job satisfaction are straightforwardly identified with an organization's gainfulness and competitive situation in the market. Organizational commitment straightforwardly influences employees' performance and is subsequently treated as an issue vital. Commitment is a kind of bond between an employee and the organization he is working for. The quality of this bond is subject to different variables. This investigation will attempt to find the connection of a portion of these variables with organizational commitment. Organizational commitment has a solid connection with the employee conduct. In the event that an employee is committed to an organization, it would reduce the odds or events of non-appearance and turnover. Commitment alludes to an employee's eagerness to work decidedly in an organization and his continuance to work for it. Organizations, as Banks, are viewed as one of the more stressed-out sectors in the World. This is likewise the situation with banking sector in India. Long working hours and wasteful utilization of innovation are two of the principle reasons of employees' absence of satisfaction and commitment. A couple of branches in India even work with more than fifty workers, while a portion of the branches still perform the greater part of their work manually; with present day innovation accessible to them. Banking sector is one of the fanciest sectors for youthful business graduates. Be that as it may, the issues they face in the wake of joining the banking sector influence their commitment and thus, raise issues like turnover, non-attendance and under-performance.

Banking sector has developed, significantly, over the most recent 10 years or something like that, in India. With global and private banks coming into the banking sector, a ton of chances were made in the sector. These worldwide and private banks enlisted many experienced and qualified employees from the other competing banks, at much better pay rates and bundles. This influenced the nature of workforce of the current banks. Along these lines, it was figured noteworthy to organize an examination identifying with the commitment of employees in the banking sector

### **Objectives of the Study**

*This present study has been conducted with the following objectives:*

1. To know about the Banking Sector in India.

2. To know about the Organizational Commitment towards Bank Employees.
3. To analyse the various factors associated with the study.
4. To give valuable suggestions and recommendations for enriching the organizational commitment towards Bank Employees in Chennai City.

#### **Operational Definitions**

Organizational commitment might be seen as, "an organizational part's mental attachment to the organization. Organizational commitment plays a huge role in deciding if a part will remain with the organization and ardently work towards organizational objectives".

Job satisfaction is, "the degree of contentment an individual feels with respect to their job. This inclination is basically founded on a person's view of satisfaction. Job satisfaction can be impacted by an individual's capacity to complete required assignments, the degree of communication in an organization, and the way management treats employees".

#### **Reviews of Related Literature**

Hasan et al. (2018) has inspected that the job satisfaction among employees in one of the Malaysian banking foundations. Specifically the examination investigates the contrasts among inherent and extraneous satisfaction factors. Multistage inspecting was employed in this examination, whereby straightforward arbitrary testing and group examining were utilized. A quantitative (study) strategy was employed in this investigation, where polls were circulated to 353 bank employees (administrative and non-administrative), yet with just 174 substantial reactions got. The information was then examined utilizing graphic measurements and one example t-test through the Statistical Package for the Social Sciences (SPSS) rendition 22.0. In view of the discoveries, the employees at the banking foundation were somewhat satisfied with their jobs. One example t-test uncovered that the natural and outward satisfaction factors are fundamentally positive. Consequently, the outcomes call upon the administration of the bank foundation to encourage both inborn and outward satisfaction factors so as to improve the employees' satisfaction that will connect to the expansion of the organization's efficiency.

Kwantes, Catherine. (2009) has examined that to thoroughly analyze the jobs of culture and job satisfaction as precursors to authoritative duty in both a Western setting (the US) and in India. Reactions originate from a poll disseminated to engineers in India. Build identicalness of measures is built up, while progressive relapse examination is utilized to evaluate the degree to which each conjectured predecessor is identified with full of feeling, duration, and regularizing responsibility. Reactions from every national setting are thoroughly analyzed. Job satisfaction is found to identify with full of feeling duty in both the Indian and American examples. Moderate help is found for the guessed impact of cooperation on standardizing duty in the two examples, while the conjectured precursors to

continuation responsibility are not found in any example. Various examples of connections rise in the US and India. The outcomes give further preventative proof against uncritically applying hierarchical hypotheses created in a Western setting to creating countries, for example, India. The example in this examination is limited to engineers future research ought to look at different occupations/callings just as deciding the materialness of these outcomes to various levels in the association. This examination looks at hypothetically recommended precursors to hierarchical responsibility, expressly testing these connections in two social settings. The outcomes displayed in this paper recommend that setting must be considered when creating authoritative hypotheses. Further, the outcomes propose explicit exercises that can be helpful in the Indian setting to increment both regularizing and emotional responsibility.

**Sowmya, K and Natarajan, Panchanatham (2013)** has explored that the Factors affecting job satisfaction of banking area employees in Chennai, India. The term job satisfaction has been conceptualized from multiple points of view. Job satisfaction centers around every one of the sentiments that an individual has about his/her job. It has been expected by authoritative conduct inquire about that people who express high satisfaction in their jobs are probably going to be increasingly gainful, have higher contribution and are more averse to leave than employees with less satisfaction. It has been now examined by different creators in different circles. Anyway the analysts has examined job satisfaction of employees in new private part and choose open segment banks explicitly in the banking division of the principle metropolitan city named Chennai. Banks are the foundation of our nation and along these lines their commitment to the country ought to be without limit. The specialist has done a factor investigation utilizing guideline segment strategy to discover the various components that influence the job satisfaction of banking parts employees.

#### **Banking Sector in India**

The banking sector is the life saver of any cutting edge economy. It is one of the significant financial mainstays of the financial sector, which plays a crucial role in the working of an economy. It is significant for financial development of a nation that its financing requirements of exchange, industry and farming are met with higher level of commitment and duty. In this way, the development of a nation is indispensably connected with the development of banking. In an advanced economy, banks are to be considered not as vendors in cash yet as the pioneers of development. They play a significant role in the preparation of stores and disbursement of credit to different sectors of the economy. The banking system mirrors the financial wellbeing of the nation. The quality of an economy relies upon the quality and effectiveness of the financial system, which thus relies upon a sound and dissolvable banking system. A sound banking system proficiently prepared investment funds in beneficial sectors and a dissolvable banking system guarantees that the bank is fit for meeting its commitment to the investors. In India, banks are playing a vital

role in financial advancement of the nation after freedom. The banking sector is predominant in India as it represents the greater part the benefits of the financial sector. Indian banks have been experiencing an entrancing stage through fast changes realized by financial sector changes, which are being implemented in a staged manner. The present procedure of change ought to be seen as a chance to change over Indian banking into a sound, solid and energetic system equipped for playing its role productively and successfully all alone without forcing any weight on government. After the advancement of the Indian economy, the Government has reported various change gauges based on the recommendation of the Narasimhan Committee to make the banking sector financially reasonable and competitively solid. The current worldwide emergency that hit each nation raised different issue with respect to effectiveness and dissolvability of banking system before strategy creators. Presently, emergency has been practically finished Government of India (GOI) and Reserve Bank of India (RBI) are attempting to draw a few exercises. RBI is rolling out important improvements in his strategy to guarantee value steadiness in the economy. The principle goal of these progressions is to expand the proficiency of banking system in general just as of individual foundations. Along these lines, it is important to quantify the productivity of Indian Banks with the goal that remedial advances can be taken to improve the strength of banking system.

#### **Organisational Commitment towards Bank Employees**

**Affective Commitment:** Affective commitment depicts the full of feeling loyalty to the organization. In this approach, the source of the commitment of the employees is their emotions towards the organization. In this sort of commitment, to make a piece of the organization gives joy and pride from passionate perspective. The organization speaks too much for its employees both substantially and profoundly. Along these lines full of feeling commitment is acknowledged as a solid sort of commitment. The employees with this sort of commitment recognize themselves completely with the organization. In this manner, they are prepared to make penances for their organization and won't visualize leaving it. Certain conditions must be made to cultivate the full of feeling commitment among employees:

- **Autonomy in the mission:** In the fulfillment of their missions, the employees must have the power, somewhat, of taking and implementing choices.
- **Clarity and importance of the mission:** The employees must be engaged with a job appropriate to their capacities and critical from their own perspective. The job definition, rights, specialists and obligations of the employees must be obviously defined.
- **Image of the strategic:** crucial out by the employees must not cause a negative picture and should not make a discreditable impact from social point of view.
- **Qualities required for the crucial:** characteristics and the requirements of the mission must be obviously recognized.

- Attitude of the manager: The managers who are in immediate or circuitous cooperation with employees should offer an incentive to the character and respect of their subordinates; they should pay attention to their needs; they ought to maintain a strategic distance from any embarrassing conduct before different employees.
- Participation in management: Employees ought to have the option to express unreservedly their perspectives and proposals to their bosses. For this reason, appropriate mechanisms ought to be built up and implemented. They should be counseled and given the likelihood to pose inquiries and to get data identified with the choices that worry them, before these choice are taken. Perspectives and recommendations of employees must be given significance and ought to be implemented; if not implementable, the explanation ought to be appropriately clarified.
- Organizational equity discernments: during the time spent taking organizational choices and conveyance of resources, view of equity by the employees ought to be guaranteed.
- Organizational certainty - trust in the pioneer: The employees should trust to both the organization and the top management in what concerns the gathering of their present and future individual and expert needs.

**Continuance Commitment:** Continuance commitment is a sort of commitment in which the employees have financial reliance on the organization. In this kind of commitment, it is the material/financial advantage that makes employees remains with the organization. Their own advantage is the proportion of the centrality that organization has in their eyes. In this way, the continuance commitment isn't considered as a solid kind of commitment. The employees don't make penances for their organizations, aside from in the event that they are compelled to do as such, and at the primary chance (on the off chance that they find a superior job with better financial openings) they quit the organization. The elements manufacturing the continuance commitment can be recorded as pursues:

- Age: The employee is either excessively old or excessively youthful to find job out of the organization.
- Working period: The employees' significant stretch of working for the organization, their commonality with the job, the low likelihood of finding a job out of the organization, or their short working period in the organization bringing about absence of experience.
- Career opportunity: Lack of chance of making profession out of the organization.
- Educational foundation: Type of education isn't appropriate for working in better conditions out of the organization.

- Marital Status: Being hitched as well as with youngsters, so that the employee doesn't set out to stop the organization.
- Alternative job openings: Alternative job openings are restricted.
- Sex: the continuance commitment of women is less solid that that of men.
- Organizational equity observation (distributional equity): feeling that organizational equity is better guaranteed that in different organizations.

**Normative Commitment:** This kind of commitment to the organization gets from the way that the employees accept they should work in the organization because of faithful and moral reasons. The sources of the regularizing commitment can be the accompanying: The employees were treated with a lot of support by the organization's management, the employee has worked in the organization since long time, the organization has been a lifeline for the employee in troublesome occasions, or the administrations gave by the organization are considered as socially and profoundly significant honorable obligations. Thusly, they see themselves as dependable before the organization as far as regularizing commitment. This inclination makes their work for the organization important. The more they are appreciative to the organization, the more they feel pride for working for it. The employees with such commitment can do significant penances for their organization and for the most part don't think about leaving the organization. The variables which cultivate the regularizing commitment are:

- The partners have solid organizational commitment.
- Gratefulness felt for the helps and supports made by the organization.
- The significance given by the employee to standards and qualities.
- The impact of social temper.

#### Analysis Part of the Study

**Table 1 Affective, Normative and Continuance Organizational Commitment of Bank Employees**

Factors	SA	A	NA	DA	SDA
I do feel a solid feeling of having a place with this organization	43	24	30	3	0
This organization has a lot of individual to me	36	14	35	12	3
I do feel 'sincerely attached' to this organization	12	58	25	5	0
I do feel like 'some portion of family' at this organization	25	62	13	0	0
I truly feel as though this current organization's issues are my own	10	67	15	7	1
I appreciate talking about my organization with individuals outside it	22	38	35	5	0

I would be happy to spend the remainder of my profession with this organization	18	42	21	11	8
I fear what may happen on the off chance that I quit my job without having another arranged	20	35	30	15	0
It would extremely difficult for me to leave this organization at the present time, regardless of whether I needed to	14	40	26	18	0
A lot in my life would be upset in the event that I chose I needed to leave this organization now	26	28	32	10	4
At the present time, remaining with this organization is a matter of need as much as want	34	36	28	2	0
I feel that I have too scarcely any choices to think about leaving this organization	36	42	15	5	2
One of only a handful hardly any genuine outcomes of leaving this organization would be scarify of accessible other options	49	28	20	3	0
One of the significant reasons I continue to work for this organization is that leaving would require extensive a disregard for one's own needs another organization may not coordinate the general advantage I have here	25	42	30	1	2
I think individuals nowadays move from company to company over and over again	28	36	30	4	2
I do accept that individual should consistently be faithful to his/her organization	30	48	15	5	2
One of the significant explanation I continue to work for this organization is that I accept that steadfastness is significance and in this way I feel a feeling of good commitment to remain	33	23	35	6	3
On the off chance that I got another idea for a superior job somewhere else I would not feel it was on the whole correct to leave the organization	26	38	22	8	6
I was educated to trust in the estimation of staying faithful to one organization	19	28	35	10	8
On the off chance that I got another idea for a superior job somewhere else I would not feel it was on the whole correct to leave the organization	26	39	16	12	7
Things were better in the days when individuals remained with one organization for the majority of their vocation	15	40	30	10	5

Source: Primary data

**Table 2 The Extent of Employees Engagement towards Organizational Commitment in the Banks**

Factors	Mean	Standard Deviation
I feel roused to do my job at Bank	3.36	0.86
I recognize what is anticipated from me at work	3.32	0.86
In the previous year, I have had chances to learn and develop at work	4.00	0.65
Initiative and management appreciate an elevated level of trust from employees	3.52	0.87
My Job gives me fulfillment	3.20	1.04
Our employee engagement system is steady of the business technique	3.64	0.76
Somebody at work supports my profession development	3.20	0.76
Vital HR strategies and activities advance employee engagement at all degrees of the organization	3.16	0.94
The organization energizes the sharing of data, information and resources	3.52	0.76

**Source:** Primary data

**Table 3 Descriptive Analyses Values Related to Answers on Propositions**

Proposition	Mean	Standard Deviation	Percentage	Percentage in Total
This organization merits commitment	4.33	0.856	23.8	23.8
			19.0	42.9
			57.1	100.0
I am pleased to work for this organization	4.05	1.203	4.8	4.8
			9.5	14.3
			9.5	23.8
			28.6	52.4
			47.6	100.0
To work in this foundation has an exceptional significance for me	3.90	1.044	4.8	4.8
			4.8	9.5
			14.3	23.8
			47.6	71.4
			28.6	100.0
I work in this organization with great elegance	3.86	1.276	4.8	4.8
			14.3	19.0
			14.3	33.3
			23.8	57.1
			42.9	100.0

I feel like a piece of the family in this foundation	3.76	1.044	14.3	14.3
			23.8	38.1
			33.3	71.4
			28.6	100.0
I owe a great deal to this Organization	3.67	1.238	4.8	4.8
			19.0	23.8
			9.5	33.3
			38.1	71.4
			28.6	100.00
Stopping this organization will place me in a troublesome financial position	3.33	1.155	9.5	9.
			19.0	28.6
			4.8	33.3
			61.9	95.2
			4.8	100.00
On the off chance that I find better job, I will stop this organization immediately	2.67	1.155	14.3	14.3
			38.1	52.4
			19.0	71.4
			23.8	95.2
			4.8	100.0
I won't quit this organization regardless of whether I find better job	2.57	1.028	9.5	9.5
			47.6	57.1
			23.8	81.0
			14.3	95.2
			4.8	100.0
Regardless of whether I quit this organization without finding another job, I won't have any issue	2.52	1.327	28.6	28.6
			28.6	57.1
			9.5	66.7
			28.6	95.2
			4.8	100.0
On the off chance that I quit this organization, I won't feel myself comfortable from an upright angle	2.43	1.165	23.8	23.8
			33.3	57.1
			23.8	81.0
			14.3	95.2
			4.8	100.0
I don't find moral to change job	2.29	1.231	28.6	28.6
			38.1	66.7
			19.0	85.7
			4.8	90.5
			9.5	100.0
This organization or some other has no effect for me	2.05	1.071	33.3	33.3
			42.9	76.2
			14.3	90.5
			4.8	95.2
			4.8	100.0

In reality, I work in this foundation from commitment	1.90	1.179	52.4	52.4
			23.8	76.2
			4.8	81.0
			19.0	100.0
This organization has no significance for me	1.19	0.512	85.7	85.7
			9.5	95.2
			4.8	100.0

*Source:* Primary data

**Table 4 Statements on Employees Commitment towards Bank**

Statements	Mean	Standard Deviation
I am not quick to leave my organization at the present time	3.04	1.00
I feel "sincerely attached" to this organization	2.50	0.98
I feel a solid feeling of "having a place" to my organization	2.46	1.06
I feel like "some portion of the family" at my organization	2.71	1.12
I feel obliged to stay with my current employer	2.75	1.19
I have turned down better offers	2.88	1.03
I watch reliability	2.63	0.97
I owe a lot to my organization	2.71	1.04
I truly feel that this present organization's issues are my own	2.88	1.03
I report missing from my work out of the blue	2.63	0.97
I would be very happy to spend the remainder of my profession with this organization	2.71	1.04
I would not leave my organization right now since I have a feeling of commitment to the individuals in it	2.88	1.12
At this moment, remaining with my organization is a matter of need as much as want	2.63	1.06
There is a work-life balance in the organization	2.21	0.88
This organization merits my unwaveringness	3.21	0.72
This organization has a lot of individual significance for me	1.43	0.99

*Source:* Primary data

**Table 5 Comparison of Propositions with Demographic Factors  
Propositions Related to Affective Commitment (Chi-Square Result)**

Propositions	Status	Age	Sex	Education	Income	Working period
I am pleased to work for this organization	0.347	0.622	0.218	0.764	0.383	0.341

I feel like a piece of the family in this organization	0.044	0.516	0.218	0.151	0.154	0.495
I work in this organization with great elegance	0.330	0.934	0.812	0.611	0.404	0.543
This organization has no significance for me	0.133	0.133	0.475	0.651	0.652	0.465
This organization or some other has no effect for me	0.611	0.611	0.539	0.339	0.380	0.514
To work in this establishment has a unique importance for me	0.121	0.673	0.671	0.217	0.323	0.460
<b>Propositions Related to Continuance Commitment (Chi-Square Result)</b>						
All things considered, I work in this organization from commitment	0.226	0.110	0.123	0.498	0.449	0.555
Regardless of whether I quit this organization without finding another job, I won't have any issue	0.504	0.188	0.746	0.364	0.844	0.454
On the off chance that I find better job, I will stop this organization immediately	0.629	0.648	0.802	0.747	0.917	0.684
Stopping this organization will place me in a troublesome financial position	0.836	0.810	0.112	0.138	0.860	0.819
<b>Propositions Related to Normative Commitment (Chi-Square Result)</b>						
I don't find moral to change Job	0.561	0.561	0.456	0.274	0.427	0.498
I owe a great deal to this Organization	0.450	0.846	0.715	0.914	0.519	0.213
I won't quit this organization regardless of whether I find better job	0.573	0.725	0.599	0.618	0.898	0.749
In the event that I quit this organization, I won't feel myself comfortable from a principled viewpoint	0.359	0.086	0.256	0.429	0.920	0.795
This organization merits Commitment	0.073	0.073	0.675	0.844	0.844	0.980

**Source:** Primary data

### **Suggestions and Recommendations**

There is requirement for managers to incorporate employees in the objective setting process. This guarantees workers comprehend the objectives, and advances acknowledgment of testing destinations that they help define. Furthermore, the organization needs to think about how to perceive and support contributions that surpass desires. Managers need to utilize routine discourses about performance and input sessions to realize which parts of the job hold the most enthusiasm for each employee and which undertakings are generally testing. During such exchanges, managers can define what "going far in excess of what was required" looks like and create thoughts for compensating such contributions. So as to increment engagement, the organization needs to empower employees to encounter accomplishment over the long haul. It ought to encourage consistency between employee commitment in the organization and other life commitments. The bank ought to likewise esteem the skill of experienced employees. It ought to likewise guarantee that there is staff empowerment and make profession ways. There ought to be capacity to become dependent on performance just as space for basic leadership inside given parameters particularly for the management staff. Favorable environment ought to be guaranteed so the employee's close to home estimations are in a state of harmony with the organization just as straightforwardness and uprightness. Barclays ought to react to employee issues and difficulties and methodologies to moderate them to ensure continued presence in this competitive environment. Banks ought to put resources into Human resource and Information innovation with the point of improving performance.

### **Conclusion**

The respondent's working term at the bank affirms that the respondents were learned with the bank's activities and all things considered gave reactions significant to the examination. The outcomes show that the investigation had the option to gather reactions Junior, center and senior management in the organization. In view of the outcomes structure information investigation and findings of the examination, it very well may be presumed that the employees recognize what is anticipated from them at work and the organization energizes the sharing of data, information and resources. It can likewise be inferred that enabling individuals to settle on their own choices about work, to control their work, and to accomplish their objectives may help employees become increasingly occupied with their jobs. Empowerment be that as it may, may not be powerful if not lined up with appropriate prizes and input for employee commitment. It tends to be reasoned that there is proof that employee engagement has an immediate association with employee commitment. This outcome affirms the findings of past investigations of the social trade theory.

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