

**FACTORS INFLUENCING JOB SATISFACTION AND ORGANISATIONAL  
COMMITMENT OF EMPLOYEES WORKING IN EXPORT ORIENTED UNITS OF  
TAMIL NADU**

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**Abstract**

The study aimed to assess the factors influencing the job satisfaction and organisational commitment of EOU employees working in Tamil Nadu. The study is following empirical research design which estimates the organisational commitment and job satisfaction among the employees working in the EOUs. The role of perception is vital for making changes to management policies which improves the organisational effectiveness among the companies working in EOUs. The study use a sample size of 264 which is estimated based on the usage of statistical tools. The study has selected the sample size based on proportionate random sampling among the EOU employees. The statistical tool of exploratory factor analysis is used for analyzing the data collected from the employees. The study has been conducted among the companies that are working in the EOUs under the jurisdiction of MEPZ- SEZ The results revealed that job satisfaction of the EOU employees is crucially dependent on the factors of Compensation and Work Design, Modern Work Equipments and Fair Working Hours, Effective Co-ordination and Clear Communication and Flexibility. The organisational commitment of the EOU employees is dependent on the factors of Scope for Career and Self Development, Employees Support and Fair Training and Performance Appraisal.

**Keywords:** Job Satisfaction, Organisational Commitment, EOU, Compensation and Work engagement

**Introduction**

The majority of people, the bulk of the time, are neither very pleased nor especially displeased with anything. They inhabit some moving range in between, being content about some things while being unsatisfied about other things, dynamically responding to each change in their own homeostatics equilibria. The term "job satisfaction" refers to a collection of attitudes that workers have regarding the work that they do. individuals' psychological dispositions toward their occupations, or how they feel about the work, may be broken down into a number of different attitudes or sentiments. This refers to how individuals feel about their jobs. This feeling of job satisfaction or unhappiness is dependent on a huge variety of circumstances, ranging from where workers choose to park their automobiles and whether or not the boss calls them by their first name to the sense of success or fulfillment they may find in the work that they do. Research studies in big numbers have shown that a variety of interconnected aspects of one's employment both

contribute to and are directly responsible for one's level of job satisfaction. In none of the research did anybody bother to differentiate between aspects of work satisfaction that occurred on the job and those that occurred outside of the job. Personal aspects that are not directly related to one's work and the atmosphere of the workplace are two examples of additional elements that might impact job satisfaction.

A person's perspective on their employment may also be impacted by their personal relationships and objectives, as well as the degree to which such things are fulfilled. The degree to which those needs are met has the potential to shape our attitude toward the job that we do. This idea underwent a significant shift as a result of the emphasis placed on human interactions. It became clear that the productivity of employees was not only dependent on the talents and capabilities at their disposal. The sector of the economy that employs people came to the realization that their workers did, in fact, have thoughts and attitudes about their occupations that may impact their productivity.

Commitment to one's organization has emerged as a prominent outcome characteristic that theorists and researchers are interested in studying in the field of micro organizational behavior. The investigation of the factors that lead up to organizational commitment, also known as its antecedents or correlates, has been the subject of a significant amount of both empirical and theoretical research. It has been shown that there are about three different classes of antecedents' variables. Sometimes it seems that the empirical literature discussing organizational commitment is potentially complicated because it is characterized by a range of definitions and operationalizations of organizational commitment. This diversity of definitions and operationalizations makes the empirical literature concerning organizational commitment seem to be potentially complicated. They describe commitment as the belief in and acceptance of an organization's goals and ideals, the readiness to expend effort towards the attainment of an organization's goals, and the strong desire to retain membership in the organization. Despite this, it's important to highlight a few key recent advancements in commitments theory and study. Since organizational commitment is functionally related to personal characteristics, such as age, tenure, educational level and various personality variables that influence individuals' job behavior, and since these characteristics are considered to be "given" by the organization, and since the organization has the ability to modify these characteristics' impact through organizational change strategies intended for individual growth and career development, in other words the personal job experience of the employees.

Research has demonstrated that job satisfaction and organizational commitment on the part of workers are antecedents to organizational citizenship behavior. This behavior, in turn, is responsible for the creation of a favorable work environment. The necessity for job happiness in the workplace is being highlighted by societal trends, and businesses are beginning to appreciate the need of fostering happy work environments. According to the findings of the research, businesses need to persuade their workers to engage in behaviors that demonstrate organizational citizenship since doing so is essential to the businesses' achievements. Previous studies have shown that an individual's level of organizational citizenship may have an effect on an organization's

overall success. Because companies may reap benefits from organizational citizenship behavior, it is essential to investigate the factors that lead to and contribute to the development of organizational citizenship behavior. There is a significant body of research that backs up the most common justifications for participating in corporate citizenship behaviors. These factors include work satisfaction, organizational dedication, the perceived fairness of the organization, and employee traits such as a person's personality meshing with the culture of the business, as well as the connection between a supervisor and his or her subordinates. Other reasons include the perceived fairness of the organization.

The degree to which an employee is committed to an organization is directly proportional to the degree to which that person perceives that the company is making progress toward satisfying its perceived compulsions, which may be hindered by unfavorable organizational politics. One school of thought maintains that the degree to which a person is committed to an organization is directly proportional to the level of success achieved by the business as well as the percentage of employees that call out sick. According to the findings of the studies, organizational commitment may be broken down into three categories: To begin, the term "affective commitment" refers to the emotional connection, affiliation, and participation that workers have with the business because they voluntarily choose to do so. Second, workers are said to have a "continuation" commitment when they continue in their positions because they feel obligated to do so after determining that the costs associated with quitting would be higher than the costs associated with remaining. The third component is called "normative commitment," and it relates to workers who feel required to remain with the business for reasons like as loyalty or the belief that the company has invested a lot in them; as a result, they believe they ought to remain. It has been discovered that affective commitment is beneficial for workers as well as for the results of organizations in terms of happiness, well-being, lower turnover rates, and increased productivity.

### **Review of Literature**

Leadership rank, timeliness, remuneration, and allowances or incentives are all significant factors. The lack of available transportation options at Tirupur's export units contributes to the mental strain experienced by the women who work there. The fact that there is a canteen culture available at work, that there is noise pollution at work, that there is a high target nature to the sample units, and that there is a high focus on work has not been shown to produce any stress for the women employees, despite the fact that they experience great stress (Pratheep, S., & Dharmaraj, A. (2016))<sup>1</sup>. Within the framework of the non-oil industry in a developing nation, the purpose of this study is to investigate the linkages that exist between organizational commitment and market orientation. 190 managers of enterprises that did not export oil gave their participation in the collection of cross-sectional data. In order to investigate the connection between organizational commitment and market orientation, a multiple regression analysis was carried out. The examination of the data reveals that there is a positive relationship between organizational commitment and market orientation. Additionally, the belief of top management and the

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<sup>1</sup> Pratheep, S., & Dharmaraj, A. (2016). *An empirical study on stress levels among working women in export oriented units of Tirupur district. Man In India, 96(9), 3079-3087.*

organizational incentive systems are shown to be significant factors in the market orientation implementation process. However, due to the use of cross-sectional data, it is difficult to determine the extent to which an organization's commitment influences its market orientation over an extended period of time (Oyeniya, O. (2013))<sup>2</sup>. The most important takeaways from this research are that workers of SOEs have greater levels of active continuation commitment and lower levels of passive continuance commitment, compared to employees of FIEs; nevertheless, employees of FIEs have higher levels of value commitment. As a result of these disparities, it is possible to draw the conclusion that management should take into consideration the fact that the suitable actions to take in order to foster the commitment levels of Chinese workers will vary according to the form of economic ownership (SOEs vs. FIEs) before considering proper actions to take in order to nurture the commitment levels of Chinese employees(Wang, Y. (2020))<sup>3</sup>. The findings of Study 1 provide credence to the idea that perceived organizational values are primary contributors to values-based organizational commitment; nevertheless, in contrast to the associated aspects of emotional and normative organizational commitment, continuation organizational commitment may not be values-based. According to the findings of Study 2, employees' intentions to leave a firm that supported its vision values were more likely, and emotional organizational commitment served as a barrier against employees' interest in alternative employment. These results taken together show that businesses that embrace prosocial principles such as vision, self-direction, and humanity may be able to improve emotional and normative organizational citizenship, and as a result, performance (Abbott, G. N., White, F. A., & Charles, M. A. (2005))<sup>4</sup>.

Value internalization predicts better work satisfaction and lower turnover intentions through normative commitment, while reciprocity predicts higher job satisfaction and lower turnover intentions via normative commitment, in addition to more frequent displays of OCB. The ramifications of these results for future study as well as managerial strategies are highlighted here (Yao, X., & Wang, L. (2008))<sup>5</sup>.

The study explored the moderating influence of transformational leadership on the linkages between family-friendly programs (such as daycare and work flexibility benefits), organizational commitment, and job withdrawal by using data from China, Kenya, and Thailand. Specifically, we focused on how these three factors are related to one another. The findings provided support for the hypothesis that transformational leadership has a moderating role in the links between work flexibility advantages and both organizational commitment and job withdrawal, as well as the association between childcare benefits and work withdrawal.(Wang, P., & Walumbwa, F. O.

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<sup>2</sup> Oyeniya, O. (2013). *Organizational commitment and market orientation of Nigerian non-oil exporting companies*. *African Journal of Economic and Management Studies*, 4(1), 95-108.

<sup>3</sup> Wang, Y. (2020). *Observations on the organizational commitment of Chinese employees: comparative studies of state-owned enterprises and foreign-invested enterprises*. In *Human Resource Management in China Revisited* (pp. 33-53). Routledge.

<sup>4</sup> Abbott, G. N., White, F. A., & Charles, M. A. (2005). *Linking values and organizational commitment: A correlational and experimental investigation in two organizations*. *Journal of occupational and organizational psychology*, 78(4), 531-551.

<sup>5</sup> Yao, X., & Wang, L. (2008). *Socially oriented values and reciprocity norm predict organizational commitment*. *Asian Journal of Social Psychology*, 11(3), 247-252.

(2007))<sup>6</sup>. At the level of the work unit, commitment mediated the impact of supervisor support climate on customer-perceived service quality; however, it did not have any influence on yearly sales. Second, the study of moderated mediation revealed that the customer orientation environment did not moderate the influence of the supervisor support climate on the performance of the work-unit, as measured by the work-unit's level of commitment to the task at hand. In conclusion, the HLM analyses demonstrated that (a) the supervisor support climate was positively related to individual commitment, going above and beyond the positive link that existed between individual-level supervisor support and commitment; and (b) the strength of the supervisor support climate moderated the relationship that existed between supervisor support and commitment at the individual level. Both of these findings are significant (Delobbe, N., & El Akremi, A. (2011))<sup>7</sup>. Researchers have realized that people might feel different degrees of organizational commitment (OC) at the same time, hence they have studied OC profiles in depth. There has been an increase in the study of commitment profiles (CPs) over the last decade, but much of the available empirical research has ignored CPs that emerge in Asian cultural settings in favor of those that are more common in the West (Oh, H. S. (2019))<sup>8</sup>. The only significant predictor of real turnover was employees' level of emotional attachment to their immediate supervisors, and this predictor's impact was amplified when employees' levels of emotional attachment to the business were low. Implications for our knowledge of the commitment-turnover connection are highlighted (Vandenberghe, C., & Bentein, K. (2009))<sup>9</sup>. The author proposes four commitment profiles (balanced, idealists, opportunists, and non-committals) to explain the phenomena of job relationships and employee behavior. Nine workers identified with the opportunist profile, seven with the balanced profile, and just four with the idealist profile, according to the study's findings (Chaudhuri, K. (2020))<sup>10</sup>.

### Objectives of the Study

- ✦ To identify the major factors that are crucial for job satisfaction and organisational commitment of employees working in the EOUs of Chennai.

### Research Methodology

The study is following empirical research design which estimates the organisational commitment and job satisfaction among the employees working in the EOUs. The role of perception is vital for making changes to management policies which improves the organisational effectiveness among the companies working in EOUs. The study use a sample size of 264 which

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<sup>6</sup> Wang, P., & Walumbwa, F. O. (2007). Family-friendly programs, organizational commitment, and work withdrawal: the moderating role of transformational leadership. *Personnel Psychology*, 60(2), 397-427.

<sup>7</sup> Delobbe, N., & El Akremi, A. (2011). Examining the Mechanisms Linking Supervisor Support, Organizational Commitment, Employee Customer Orientation, and Unit Performance: A Multilevel Moderated Mediation Model. *In XVth Congress of the European Association of Work and Organizational Psychology*.

<sup>8</sup> Oh, H. S. (2019). Organizational commitment profiles and turnover intention: using a person-centered approach in the Korean context. *Frontiers in psychology*, 10, 1499.

<sup>9</sup> Vandenberghe, C., & Bentein, K. (2009). A closer look at the relationship between affective commitment to supervisors and organizations and turnover. *Journal of Occupational and organizational psychology*, 82(2), 331-348.

<sup>10</sup> Chaudhuri, K. (2020). Employee relationship and its effect on organisational commitment: a critical look at a Japanese subsidiary of India. *International Journal of Human Resources Development and Management*, 20(2), 140-165.

is estimated based on the usage of statistical tools. The study has selected the sample size based on proportionate random sampling among the EOU employees. The statistical tool of exploratory factor analysis is used for analyzing the data collected from the employees. The study has been conducted among the companies that are working in the EOUs under the jurisdiction of MEPZ-SEZ.

## Results and discussion

### Factor Analysis – Job Satisfaction of EOU employees

Employees in EOUs have reported stronger ties between organizational commitment and job satisfaction as a result of recent policy changes. Factor analysis is used to assess these and determine what factors are influencing workers' views in this area by testing sixteen different variables. The outcomes of the factor analysis are discussed in the next section.

**Table – 1 – KMO and Barlett’s Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.675
Bartlett's Test of Sphericity	Approx. Chi-Square	1,338.780
	df	120
	Sig.	<0.001**
Remarks		<b>Significant</b>

The p-value is considered statistically significant at the 1% level of significance, indicating that the variables in the factor analysis have a normal distribution.

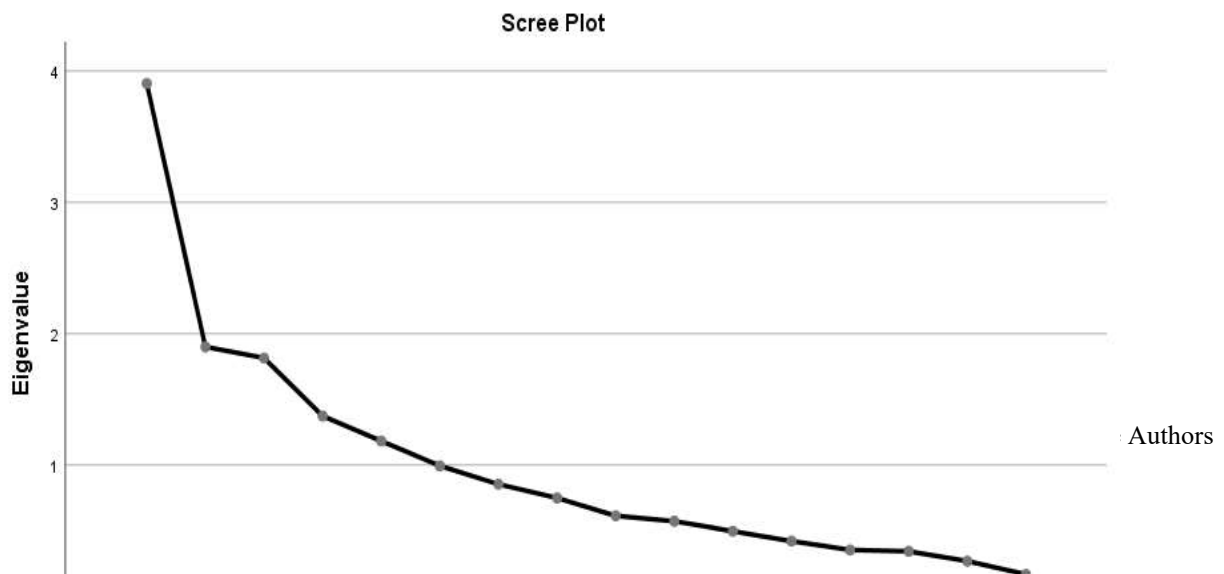
**Table – 2 – Communalities**

	Initial	Extraction
Fair Pay and Compensation	1.000	0.260
Flexibility in Work schedule	1.000	0.667
Clear communication regarding responsibility	1.000	0.661
Job design is precise	1.000	0.266
Supportive management and superior	1.000	0.313
Recognition for performances	1.000	0.849
Policies for co-ordination among different departments	1.000	0.780
Rotation jobs to other departments	1.000	0.641
Promotion based on Merits	1.000	0.569
Perquisites and additional allowances	1.000	0.528
Overtime jobs are compensated	1.000	0.582
Security towards work engagement	1.000	0.551
Work conditions are ventilated and clean	1.000	0.559
Demands of work equipments are addressed	1.000	0.705
Fair number of working hours	1.000	0.631
Grievance of employees are redressed properly	1.000	0.430

**Table – 3 – Variance Table**

Component	Eigen			Extracted Loadings			Rotated Loadings		
	Sum	Variance	Total	Sum	Variance	Total	Sum	Variance	Total
1	3.905	24.409	24.409	3.905	24.409	24.409	3.174	19.837	19.837
2	1.899	11.869	36.278	1.899	11.869	36.278	2.007	12.546	32.383
3	1.815	11.343	47.621	1.815	11.343	47.621	1.908	11.925	44.307
4	1.373	8.580	56.201	1.373	8.580	56.201	1.903	11.894	56.201
5	1.182	7.391	63.592						
6	.993	6.209	69.801						
7	.853	5.333	75.133						
8	.749	4.681	79.814						
9	.613	3.831	83.645						
10	.572	3.574	87.219						
11	.495	3.096	90.314						
12	.420	2.627	92.941						
13	.353	2.205	95.146						
14	.343	2.141	97.287						
15	.268	1.673	98.960						
16	.166	1.040	100.000						

The preceding table provides an explanation that the factors that are being generated based on the rotated component matrix is reflecting the viewpoint of the EOU employees to the extent of 56 percent. The preceding table reveals that fifty-six percent of EOU workers have views on the management policies that are pertinent to organizational commitment and the link that it has with job satisfaction. This viewpoint is indicated by the fact that the table exists.



**Chart – 1 – Job Satisfaction of EOU employees**

**Table – 4– Rotated Component Matrix**

	Component			
	1	2	3	4
Overtime jobs are compensated	0.740			
Promotion based on Merits	0.702			
Perquisites and additional allowances	0.677			
Rotation jobs to other departments	0.668			
Work conditions are ventilated and clean	0.657			
Security towards work engagement	0.593			
Grievance of employees are redressed properly	0.575			
Demands of work equipments are addressed		0.824		
Fair number of working hours		0.770		
Recognition for performances			0.918	
Policies for co-ordination among different departments			0.865	
Supportive management and superior			0.506	
Clear communication regarding responsibility				0.807
Flexibility in Work schedule				0.769
Fair Pay and Compensation				0.665
Job design is precise				



The rotated component matrix reveals that the job satisfaction is dependent on these four factors which are formed based on factor loadings that have significant values as explained by above table. The following explains the formation of factors and relevant variables that are instrumental in factor estimation. The factors governing the job satisfaction in EOU are  
 Job Satisfaction Factor – I – Compensation and Work Design

This satisfaction factors is dependent on the variables of Overtime jobs are compensated (0.740), Promotion based on Merits (0.702), Perquisites and additional allowances (0.677), Rotation jobs to other departments (0.668), Work conditions are ventilated and clean (0.657), Security towards work engagement (0.593) and Grievance of employees are redressed properly (0.575)

Job Satisfaction Factor – II - Modern Work Equipments and Fair Working Hours

The factor is derived from the variables of Demands of work equipments are addressed (0.824) and Fair number of working hours (0.770 ).

Job Satisfaction Factor – III –Effective Co-ordination

The effective co-ordination factor is explained by the significant factor loadings of variables involving Recognition for performances (0.918), Policies for co-ordination among different departments (0.865) and Supportive management and superior (0.506).

Job Satisfaction Factor – IV –Clear Communication and Flexibility

The factor is combined by the variables of Clear communication regarding responsibility (0.807), Flexibility in Work schedule (0.769) and Fair Pay and Compensation (0.665).

The job satisfaction of the EOU employees is crucially dependent on the factors of Compensation and Work Design, Modern Work Equipments and Fair Working Hours, Effective Co-ordination and Clear Communication and Flexibility.

**Factor Analysis – Organisational Commitment of Employees working in EOUs**

The thirteen variables that are presented on a likert scale are used to conduct the analysis that determines whether or not these variables have influence on organizational commitment. The research used factor analysis to investigate the thoughts expressed by EOU employees in order to identify the most significant component contributing to organizational commitment. The following provides an explanation of the key categories that have been recognized

**Table – 5– KMO and Barlett’s Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.650
Bartlett's Test of Sphericity	Approx. Chi-Square	903.513
	df	66
	Sig.	<0.001**
	Remarks	<b>Significant</b>

The opinions given by the EOU employees follow normal distribution which is revealed by the above testing and its significant values validate the normality of opinions which ensures reliability of factors formed.

**Table – 6– Communalities**

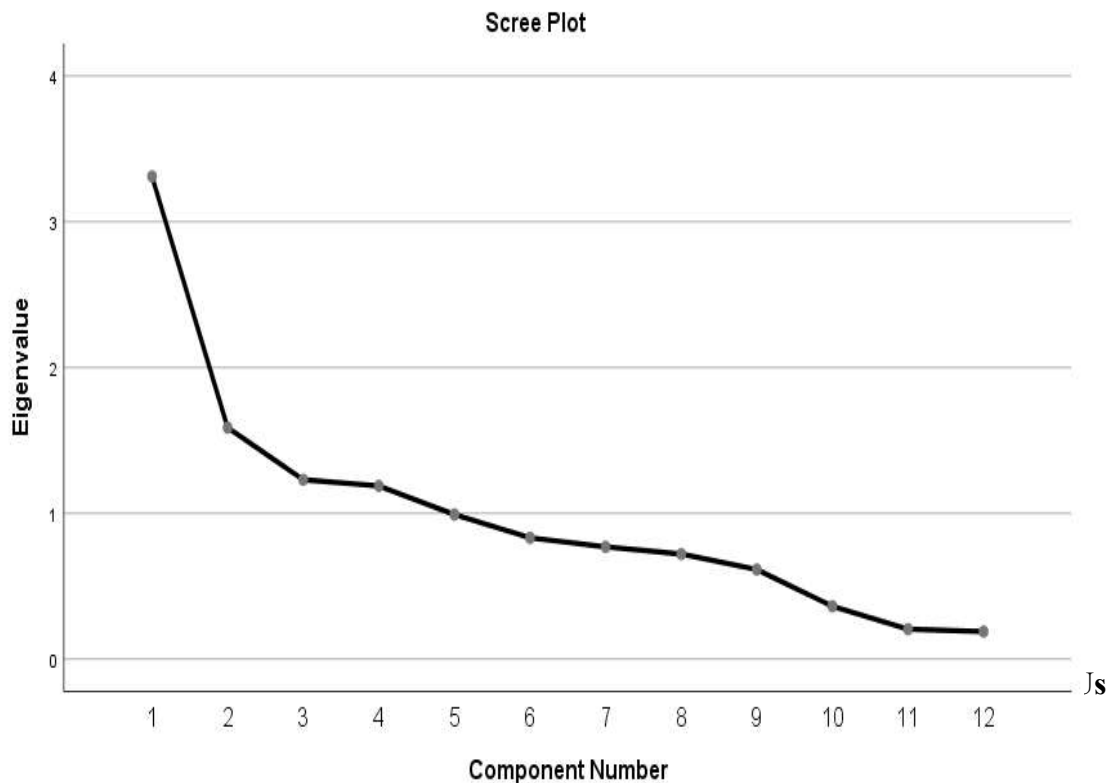
	Initial	Extraction
Satisfaction at the job	1.000	0.256
Employees supportive management policies	1.000	0.366
Clear guidelines for performance appraisal	1.000	0.100
Lack of exploitation and discrimination	1.000	0.474
Work safety	1.000	0.399
Stress reduction policies	1.000	0.579
Employees rights are safe-guarded	1.000	0.730
Appropriate amenities at workplace	1.000	0.634
Training are provided with relevant objectives	1.000	0.442
Career development is encouraged	1.000	0.638
Improvement in Self development	1.000	0.788
Policies are aimed at creating harmonious environment	1.000	0.724

**Table – 7 – Variance Table**

Component	Eigen			Extracted Loadings			Rotated Loadings		
	Sum	Variance	Total	Sum	Variance	Total	Sum	Variance	Total
1	3.311	27.592	27.592	3.311	27.592	27.592	3.196	26.637	26.637
2	1.588	13.230	40.822	1.588	13.230	40.822	1.482	12.351	38.988
3	1.230	10.250	51.072	1.230	10.250	51.072	1.450	12.085	51.072
4	1.188	9.898	60.970						
5	.992	8.265	69.236						
6	.832	6.931	76.166						
7	.770	6.414	82.581						
8	.720	6.002	88.582						
9	.614	5.119	93.701						
10	.362	3.019	96.721						
11	.205	1.708	98.429						
12	.188	1.571	100.000						

According to the data shown in the table that follows, fifty-one percent of the employees who participated in the survey provided replies that were reflective of the replies that were identified based on the responses that were given to the rotated component matrix. The study takes

into account around 51 percent of the workers' points of view, and it has a substantial bearing on the organizational commitment of personnel working in EOUs. The following table presents a summary of some of the key findings gleaned from the pertinent research:



	Component		
	1	2	3
Improvement in Self development	0.887		
Policies are aimed at creating harmonious environment	0.839		
Stress reduction policies	0.708		
Career development is encouraged	0.704		
Appropriate amenities at workplace	0.622		
Lack of exploitation and discrimination		0.660	
Work safety		0.623	
Employees supportive management policies		0.603	
Satisfaction at the job			
Employees rights are safe-guarded			0.697
Training are provided with relevant objectives			0.663

Clear guidelines for performance appraisal			
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The factor analysis examine that the organisational commitment of EOU employees are dependent on these three factors which is explained by the rotated component matrix. The role of the organisational commitment is influenced by these three factors in EOU environment. The three factors identified are

**Organisational Commitment Factor – I –Scope for Career and Self Development**

The factor is derived from the variables of Improvement in Self development (0.887), Policies are aimed at creating harmonious environment (0.839), Stress reduction policies (0.708), Career development is encouraged (0.704) and Appropriate amenities at workplace (0.622).

**Organisational Commitment Factor – II –Employees Support**

The factor of employees support is dependent on Lack of exploitation and discrimination (0.660 ), Work safety (0.623) and Employees supportive management policies (0.603 ).

**Organisational Commitment Factor – III –Fair Training and Performance Appraisal**

This factor is composed of the variables of Employees’ rights are safe-guarded (0.697), Training are provided with relevant objectives (0.663) and Clear guidelines for performance appraisal.

The organisational commitment of the EOU employees is dependent on the factors of Scope for Career and Self Development, Employees Support and Fair Training and Performance Appraisal.

**Results and Discussions**

This analysis demonstrates that organizations have a holding of human assets, which consist of their workers' skills and efforts that provide them an advantage in the management of personnel. It is for this reason that every organization should keep its EOU personnel who are typically competent and have been smoothed out. In order to achieve the objective, the associations are doing all in their power to make efficient use of the resources they already have. Associations that are seeking to create the obligation of current EOU employees for association on the grounds that submitted workers are inclined and ready to invest their massive undetermined quantity efforts are trying to make the responsibility of current EOU workers. According to the findings of the research, dedication and contentment in one's work are important factors in determining whether or not an employer would keep an employee. This study focused on compensation since it is an essential component for every worker and because it is helpful in maintaining important employees in their current work environments. The goals of the study were to improve hierarchical responsibility and occupational satisfaction. An improvement in the consistency of workers may be achieved with the assistance of salary, job satisfaction, and organizational commitment. The increasing salary may promote organizational commitment and work satisfaction, which in turn leads to an increase in staff retention. Employees are less likely to look for new employment if they have strong organizational ties and a commitment to the company for which they work, since

this makes them less likely to be satisfied with their current position. Regardless of this, increasing the income is a key task that may help enhance the devotion.

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