



RELATIONSHIP BETWEEN EMPLOYEE JOB SATISFACTION AND EMPLOYEES' LOYALTY TOWARDS THE ORGANIZATION

An Internship Report



Inspiring Excellence

INTERNSHIP REPORT

ON

**RELATIONSHIP BETWEEN EMPLOYEE JOB SATISFACTION AND
EMPLOYEE'S LOYALTY TOWARDS THE ORGANIZATION**

BUS400

Submitted to:

Ms. Asheka Mahboob

Lecturer

BRAC Business School

BRAC University

Submitted by:

Md. Tausiful Islam

ID: 12204043

Course: BUS400

BRAC Business School

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Part -A

18th September, 2016

Ms. Asheka Mahboob

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Research Report for the Internship (BUS400)

Dear Madam,

I, Md. Tausiful Islam (ID:12204043), with humble respect, would like to inform you that, it has been a wonderful experience for me to conduct a research on the topic “Relationship between employee job satisfaction and employees’ loyalty towards the organization”, which is required for completing the internship and of my BBA program. This report has been prepared based on my studies on the selected topic and my working experience in grow n excel. This report is mandatory as per academic requirement and those set by the organization.

The purpose of this report is to determine the relation and impact of employee job satisfaction on employees’ loyalty towards the organization. To prepare this report, I got opportunity to gain knowledge on different scales of employee job satisfaction and different perceived behaviors which show loyalty towards the organization.

Therefore, I hope, you will appreciate my work and it would be easy for me to get your kind approval. If you feel this report could have been made better with further modifications, then I would appreciate your suggestions and will make it more authentic. I appreciate your efforts, advice and suggestions that help me to develop this report. I honestly appreciate the guidance you provided, and it has been my honor to work under your supervision.

Sincerely Yours,

Md. Tausiful Islam
ID: 12204043

Acknowledgement

It gives me immense pleasure to thank few individuals for their cordial cooperation and encouragement, who have contributed directly or indirectly in preparing this internship report. Firstly, I express our gratefulness to Almighty who has enabled us to pursue our study.

I am very much thankful to my honorable course instructor Ms. Asheka Mahboob for giving her valuable time and guidance while I was preparing this research report. I would like to thank her from the core of our heart for her proper instructions, suggestions and evaluations, which helped us to generate this research report in the proper way.

Moreover, I would like to thank my organization, grow n excel, where I have completed my internship, for giving me the opportunity to work with an excellent corporate environment. Furthermore, I show my sincerest gratitude to our CEO, Mr. Zulfiquar Hussain, who is a veteran HR professional in the industry. I have learnt many more things from his extraordinary experiences and knowledge.

My effortless thanks and respect goes to my supervisors Mohammad Maruf Ur Rahman and Fahim Bin Mahmud. Throughout my internship period, they helped me with their experience and knowledge to learn many HR related activities and tasks. I believe I could not have found any other organization better than grow n excel.

Writing this internship research report has been a great experience to me. While I was working on research, I have gained a lot of my practical knowledge. It is my conviction that this learning experience will always be a source of help in my education life.

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Executive Summary

This report is an attempt to portray an overview of my internship period and to present the research report on the topic of “Relationship between employee job satisfaction and employees’ loyalty towards the organization”.

For doing my internship, I chose **grow n excel** because it is an organization dealing with core Human Resource practices and providing all sorts of Human Resource services. For a HRM major like me, working in such an organization is a great opportunity to learn about the services provided through HR practices, and gain practical knowledge on Human Resource Management. At **grow n excel**, I was recruited as an intern to work under the supervision of the staffing team, and that gave me the opportunity to gain on-field experience of working as an HR consultant for many well-known organizations.

The research that I conducted during my internship period at grow n excel, is included the relationships between the employee job satisfaction and organizational commitment towards the organization. The analysis of the results is included in the report. For conducting the research, both primary and secondary data was used. Primary data was gathered by distributing survey questionnaires among the employees of organizations which perform some SPSS analysis, and then collecting those survey responses. For accessing required information, secondary data like contents from websites and journals, were also used. After analyzing the results, the impact of employees’ perceived job satisfaction and organizational commitment is gauged. It is found that the internal and external CSR activities of organizations significantly affect their employees’ satisfaction and commitment level.

This study adds information related to the relationships between employee satisfaction and their commitment towards the organization. The organization can use this analysis, or can perform such a research in an extensive manner to look into the state of their company and how their activities towards the society and employees are perceived by their workers. They can use this information to take required actions, which may be in terms of eliminating drawbacks or enhancing the positives.

Part -B

Introduction and Company Profile:

With a motto to assist individuals and organizations, **grow n excel** relentlessly serves a wide range of HR and Consulting services which are effective, dynamic and customized. It has a large number of veteran personnel who have in depth knowledge and understanding of HR practices which help them to deliver customized services to their clients. **grow n excel** is ambitious to be the leading Human Resources & Management consultancy in Bangladesh and strongly inspired by its core organizational value which are Professionalism, Passion and Client focus.

By taking into account individuals' potentials and knacks which are transforming gradually, **grow n excel** wants to ignite the human capital market of Bangladesh and seek the right incumbents to fix them in the right career path. **grow n excel** serves its client for enhancing organizational capabilities while they might have to face the future challenges.

History of grow n excel:

Back in 2008, **grow n excel** started its journey in a small scale as it was the inception of this firm in consultancy business. The Entrepreneur, founder CEO, and Lead Consultant of **grow n excel**, Mr. M. Zulfiquar Hussain had initiated this idea in 2008 in a small scale and now his idea has turned into a leading consulting firm. He worked as the Human Resources Director/Head of Human Resources in Citycell & Nestlé for more than 12 years. Prior to joining in Citycell, he was the Human Resources & Corporate Affairs Director of Nestlé Bangladesh Ltd. where he worked as Head of Human Resources for more than a decade. Mr. Hussain set up the HR function at Nestlé as well as played an important role in establishing Nestlé's operation in Bangladesh. Being a part of professional development programs, he participated in large number of training programs, seminars and workshops in the area of Human Resources Management, Leadership & Change Management in various countries. He also actively participated in various HR forums of different trade bodies and chambers. He also taught at the leading business schools, North South University and BRAC University, of Bangladesh. Mr. Hussain also conducts various training programs on a regular basis.

Service offerings:

Grow n excel is a Human Resources & Management Consultancy firm, providing various services based on their client's demand. **grow n excel** follows a holistic view in term of designing its services and it offers a complete solution to its clients which delight their clients. Its' services help their clients to gain competitive advantage in the challenging market and also help them to create a distinguish position in the competitive market. **grow n excel** provides a range of services to its clients, making sure they fulfill all the HR Management and Consultancy requirements of any organization. The following are the services provided by grow n excel:



Figure: Basic services of grow n excel

Business Operations of grow n excel:

grow n excel provides a wide range of services to its clients and these services help its' client to fulfill all their demands and requirement related to HR fields. The following are the services provided by grow n excel:

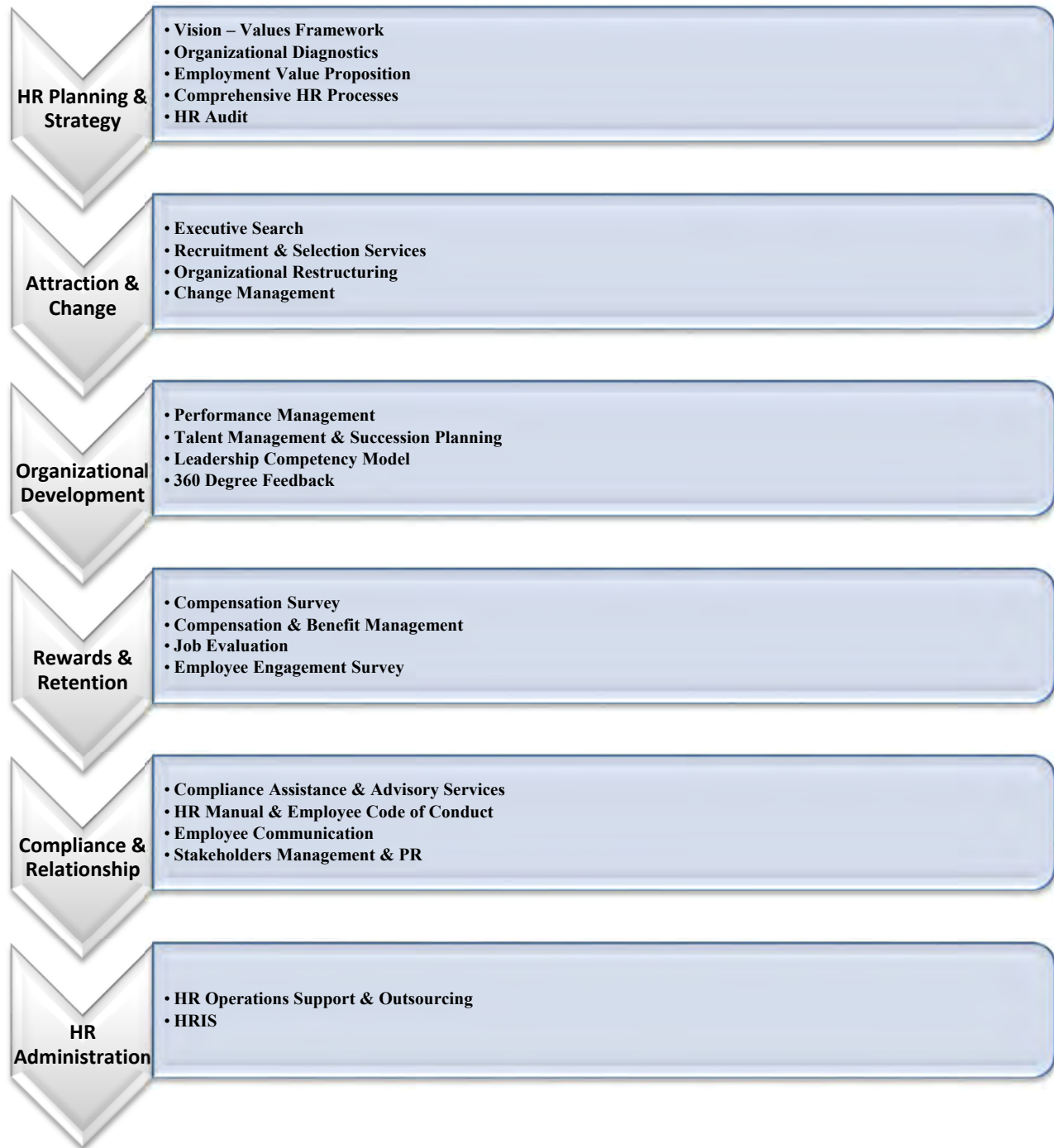


Figure: Business Operations of grow n excel

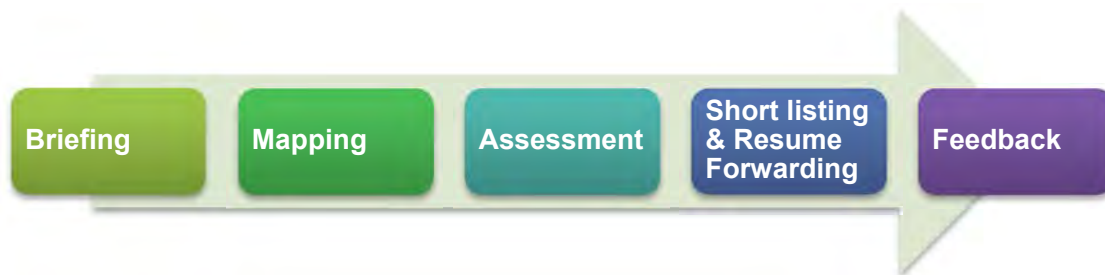
Learning and Development programs:



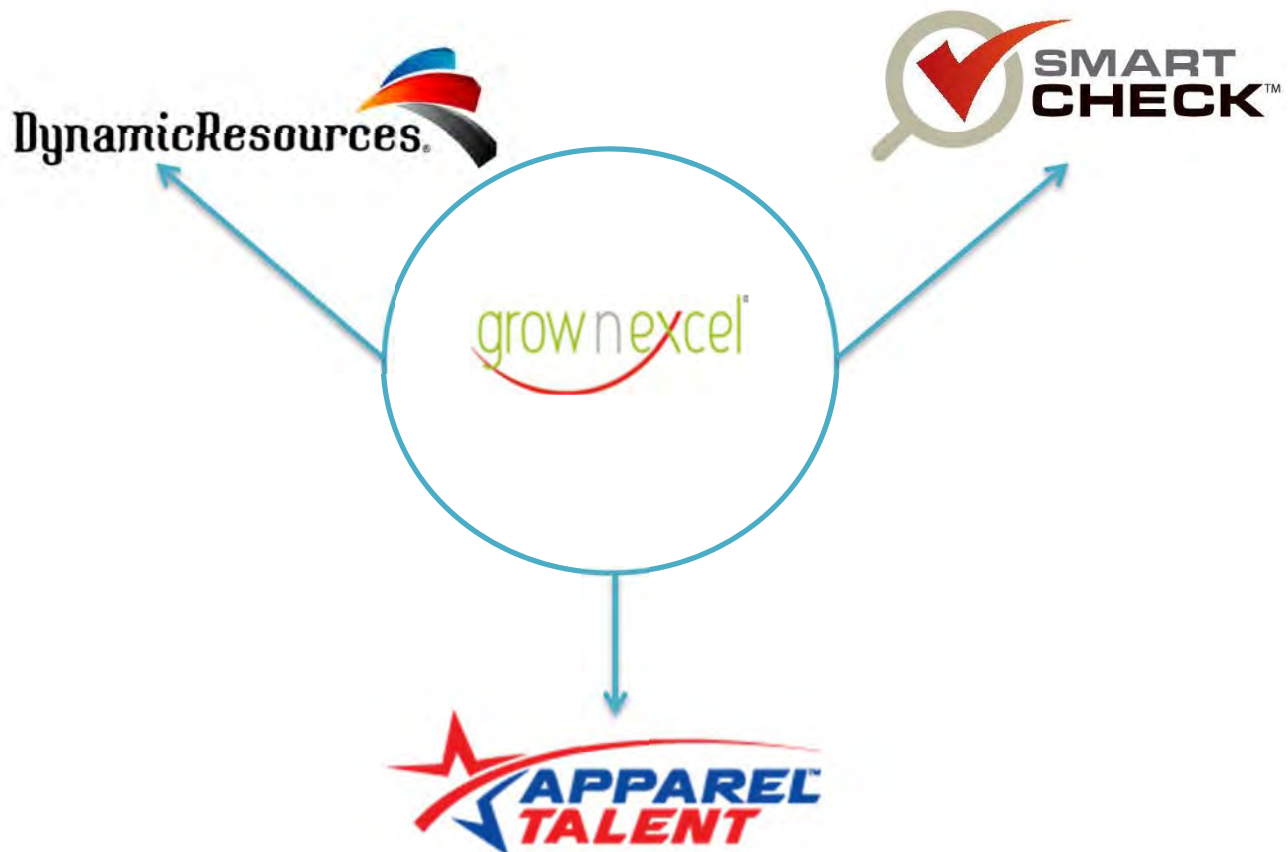
Figure: Learning and development programs

Search Process of grow n excel:

Grow n excel is committed to ensure efficient hiring of the best available professional market. Its' systematic search process combines industry expertise, market intelligent and strong resources to bring desired performance level of their client. It applies a strategic mapping process to identify talents that best fit and integrate into company culture to achieve short and long-term goals. It makes a partnership approach to ensure success for both their clients and candidates.



Sister Concerns of grow n excel:



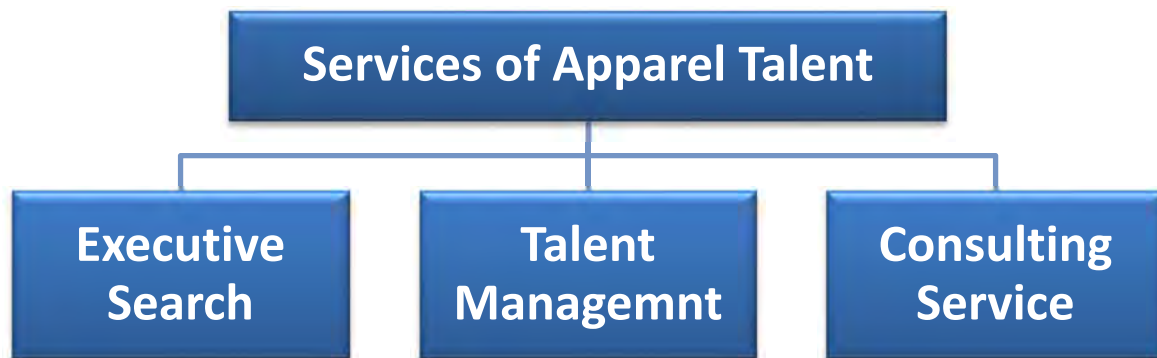
Dynamic Resources:

Dynamic Resources, a sister concern of grow n excel, aims to provide value added staffing, volume hiring and skill development program in an effective and professional way. Amid proper service agreement, it supports their clients to ignite their business and increase the quality, productivity and efficiency of their total workforce. It strongly focuses on management philosophy and core values of organizations and relentlessly communicates them to the workforce to create a shared purpose and positive mindset. Its' team contains deep technical experience with proficiency and dynamism to deliver premium services.



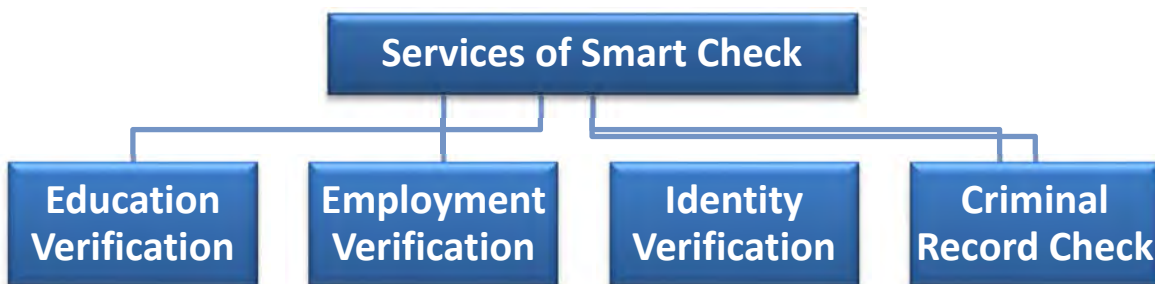
Apparel Talent:

Apparel Talent is a specialized Human Resources consulting firm amid expertise in the areas of executive search, talent management and consultancy services for the RMG sector, textile and other associated industries. It works relentlessly in attracting and hiring right talent as well as collaborating with all stakeholders in creating effective talent eco-system. Its vision is to be recognized as the HR firm of choice in sourcing and managing talent for apparel industry.



Smart Check:

Smart Check is another sister concern of grow m excel, offers a full range of reference and background verification services with an aim to deliver the most accurate and trusted solutions. It provides background screening solutions to meet the unique needs of employers and help in eliminating ambiguity to make appropriate hiring decision.



Operational Network Organogram:

grow n excel has some veteran professionals with expertise, experience and creative knack to address a wide range of outsourced services who are serving relentless to their clients as per their demand. To make their efforts successful, grow n excel is able to made an effective hierarchy and corporate structure so that every instruction from top level can move quickly to the bottom level of the organization.

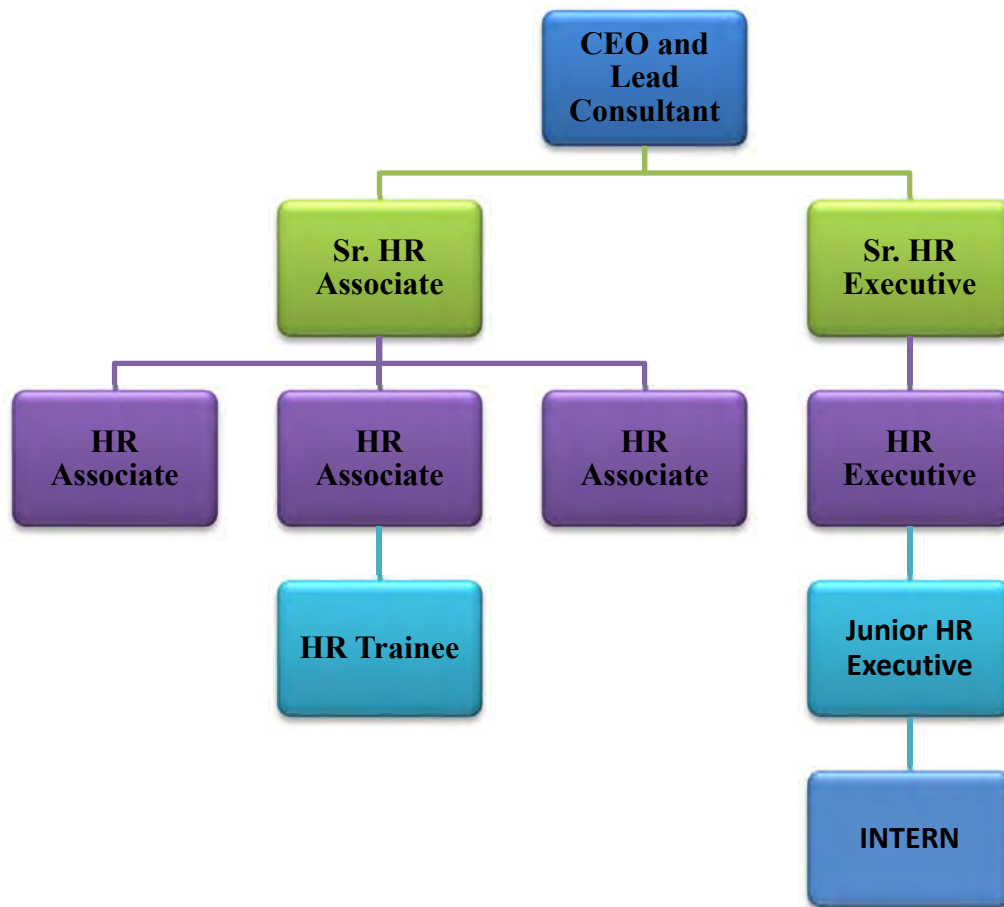


Figure: Organogram of grow n excel

Mission and Vision of grow n excel:

With an ambition to assist individuals and organizations, **grow n excel** serves wide range of HR & Management consulting services. The employees have in depth knowledge and understandings of best in class HR practices and work hard relentlessly which help **grow n excel** to successfully deliver customized services to the clients. Vision of **grow n excel** is to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values, Professionalism, Passion and Client focus.

By considering the wide range of potential of our country and its transformation, together we all have a role to ignite in spread individuals' potential and developing human capital skills. Towards this direction, it assists our clients in improving organizational capabilities to meet tomorrow's challenge.

Part -C

Nature of the job:

Executive Search:

Unfit and unsuitable employee recruitment costs a lot for an organization if we think this issue from HR perspective. So, the organization has to place right employee at the right place at the right time. To assist the organizations, **grow n excel** provides right candidate to their clients.

grow n excel successfully places many Mid-Level and Top-Level employees for the employers with big names including top ranked MNCs in different sectors:

- FMCG
- Telco
- RMG & Textile
- IT
- Bank & Financial Institutions
- Other Sectors

HR Administration:

HRIS (Human Resource Information System)

grow n excel maintains an effective and efficient HRIS system where all the collected resumes which are enlisted at the database in an effectively organized way. The database is maintained in an organized way so that anyone can find the desired data easily at any time. The database is sorted and organized based on various terms of queries which help finding out the resumes of appropriate candidates within the shortest possible time. Besides that, it considers the Bdjob as a trusted CV bank to collect the desired candidate for their clients.

- Industry wise segmentation
- Company wise segmentation
- Department/Position wise segmentation

Job Description of Internship:

Though I was an intern under Apparel Talent initially, but I had to work for grow n excel and DynamicResources as well:

- CV Mapping – grow n excel update their database of Curriculum Vitae on a routine basis. In order to do this all the information of all the CVs in the database are allocated in a MS Excel worksheet in a synchronized manner.
- Employee Database management: When I had been working under Dynamic Resources, I had to maintain the employee database. Dynamic Resources has around 250 outsourced employees. So, I had to do the continual update of the database.
- Doing job analysis as per clients demand
- Understanding the organizational structure and position of a particular job
- Matching the job specification with the skills of potential candidate (e.g. experience level, Departmental expertise, Operational Expertise, Educational Expertise, Age, Salary Range, Current Location of the candidate etc.)
- Analyzing the Job Description and search resumes of appropriate candidates accordingly.
- Shortlist the resumes according to the number of vacancies
- Contact the shortlisted candidates and inform them about the job opportunity in proper/attractive manner.
- Collect the updated resumes of potential candidates who really interested about the job
- Checking the resumes for any casual errors and then branding it with grow n excel watermark at the bottom and finalize the delivery by converting those resumes into PDF format
- Forward the resumes to the client for review
- Scheduling the interview session according to the client demand
- Coordinating interview session and assist interviewers and interviewee to make the interview session successful
- Employee Identity card creation and disbursement
- Attendance Sheet Entry – I used MS Excel and inserted the attendance timetable of employees of an organization, and calculated their overtime using formulas.

Aspects of job performance:

The whole internship period was a learning session, which helped me to groom up myself and enhance my skills and capabilities. Working at grow n excel made me capable to engage myself with core HR practices. The following are the skills and competencies, I do believe, I gained throughout my internship period:

- **Practical knowledge of HR:** As I have work in a HR firm, it enables me to gain practical experiences of HR what I have studied in my academic life. Before doing this internship, I just knew theoretical aspects of basic HR activities. But now, I can relate all my theoretical knowledge with the practical implementation. Working here gave me the opportunity to see what steps are taken to conduct a recruitment process and what aspects are considered to calculate the engagement of employees of an organization.
- **Enhanced writing skills:** To do some project I had to write a lot and it helps me to build up my writing skill and quickness to generate different ideas.
- **Proficiency in MS Excel:** As I had to work with employee database, I learnt how and when to use the different formulas, and very importantly learn the keyboard shortcuts which saves significant amount of time while working.
- **Enhanced navigation skills:** The tasks assigned to me required a lot of browsing over the internet, in order to gather information and prepare the contents for writing. This allowed me to learn how to browse efficiently and with effectiveness.

Critical observation and recommendation:

Observation:

A number of problems exist in grow n excel, and the following are the ones which seemed significant enough to me:

- **Lack of Resources:** This was a significant problem I faced in my internship period. From my observation, I believe, grow n excel needs more human resources to accomplish their assignments. Moreover, the number of printers and scanners in the firm has, are not sufficient and all the UPSs do not work, and these factors caused waste of time and resulted in inefficiency.

- **Direction and Communication Problem:** Sometimes there was gap between the communication between me and my supervisors. There was lack of clarity in terms of conducting what was expected from me. This caused delays of work submission.
- **Time Management:** The lacks of maintenance of time at grow n excel is a drawback. Over the years, due to various reasons, it has now come to a point where most of the employees come in and leave the office late. This hampers the work-life balance of the employees, and causes inefficiency and lack of productivity.

Recommendation:

The existing problems in grow n excel are in a state that they can be solved easily, if proper initiatives are taken and implemented actively. In my point of view, the following are my recommendations for overcoming the problems:

- Recruiting more experienced employee to accomplish the assignments and meet the deadline of clients.
- Purchasing the required resources and allocating properly will eliminate the problem of lack of resources. Taking proper initiatives to check and see which resources work properly and changing if necessary will benefit grow n excels productivity.
- The supervisors should make sure that the subordinates understood the direction, by asking them. Taking feedbacks from the employees will eliminate confusions and reduce the gap of communication.
- Each employee should maintain the office time strictly. Otherwise, introducing systems like cutting one whole day's salary for coming late for three consecutive days will give the employees a nudge. Moreover, another policy should be created that no matter what, any employee is not allowed to stay at office after the office time. All the work should be finished with the office timeframe.

Part -D

Introduction (Objective, Scope of the Research):

In corporate world, there have different ways to measure employees' job satisfaction. Sometimes, it has been seen that employees are doing their particular job throughout the day at office but they are not actually satisfied with their job. As a result, their loyalty towards the organization decreases day by day which results to low productive, low profit and high employee turnover rate. To measure the employee satisfaction, veteran professionals and researches set some scales to scale up the satisfaction level of a particular employee. For example, does an employee love his/her working environment, is an employee satisfied with his/her remuneration what he/she gets at the end of the month, acceptability of his/her supervisor's behavior etc. Now the question is, whether high job satisfaction makes employees more loyal towards the organization or not. And is there any relationship between the employees' job satisfaction and loyalty towards the organization? This research is based on these questions.

There are plenty of motivators that influence the behavior of employees, and one of them is how they perceive their organization to be. If their perception is positive, tend the chances of them being more satisfied and committed are likely to be higher and vice versa if their perception is negative. In today's time, the employers are more focused on motivating their employees to retain them for a longer time. Therefore, organization performs various internal CSR activities to keep the employees happy. This research is an attempt to gauge whether those activities actually affect the employees positively in terms of the betterment of the organization. By asking a number of questions related to their job satisfaction and their accomplishments, this research will try to find out are they loyal or not towards their organization.

The results can be used to know what the organizations are doing right, and what things they lack in terms of satisfying their employees, because all the organizations ultimately are dependent on their manpower.

Purpose of the Study:

- To find out the relationship between of employees' perceived job satisfaction and their loyalty and commitment towards the organization.

- Find out the reasons why the level of job satisfaction of employees and their commitment towards the organization is affected by different actions of the organization.

Methodology:

The paper has been written on the basis of information collected from primary and secondary sources.

a) Primary Data: Primary data will play the main role to bring the actual output and findings of this research. Primary data will be collected by doing a questionnaire survey from fifty employees of different organization. Answers can be collected thorough online google form or by distributing the hardcopy of the questions.

b) Secondary Data: To write the literature review of this research report, secondary data can be collected from different online journals and articles, newspaper etc.

Analysis tools:

As these research variables are mostly qualitative variable, I have followed descriptive statistical analysis to analyze the data which we collect from survey. From descriptive statistics, I will conduct frequency analysis, crosstabs and also can run the Chi-square test through SPSS which helps me to interpret the whole research findings. To show different graph, I will use Microsoft Excel 2010.

- SPSS Software version 20 (Frequency analysis, Cross table analysis, Hypothesis run by Chi-square test)
- Microsoft Excel 2010 (Bar chart, Pie chart, Graph, Tables)

Limitation:

While preparing this research paper, there were a number of limitations I have encountered, which affected the results and overall execution of the survey and research.

1. There was a time limitation for conducting this research, and the time was not sufficient to work properly for this research.
2. The sample size of 50 was not big and significant enough for the research in order to come to a conclusion. The perception of only 50 respondents is not enough to judge the perception of all the employees working in an organization whose are satisfied and as well as committed to the organization.
3. Some of the respondents were not interested to give time to answers the questions of the survey questionnaire, and this resulted in answers influenced by ignorance.
4. The number of female respondents was way less than that of the male respondents, which resulted in a drawback in the analysis.

Literature Review:

Job satisfaction or Employee Satisfaction (also referred to as morale) is one of the most used variables in Organizational Behavior. It is an employee's attitudinal response to his or her organization. As an attitude, job satisfaction is conceptualized as consisting of evaluative, cognitive and affective components.

Job satisfaction has been widely studied over the last four decades of organizational research. Job satisfaction has been defined and measured both as a global construct and as a concept with multiple dimensions or facets (Lund, 2003). In general, overall job satisfaction has been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke, 1969).

Job satisfaction is critical to retaining and attracting well-qualified personnel. Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee’s affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996). Furthermore,

more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki and Kalimo, 1994). Job satisfaction is also found to be positively-related to customer's satisfaction (Rad & Yarmohammadian, 2006).

Organizational commitment has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations. Most definitions of organizational commitment describe the construct in terms of the extent to which an employee identifies with and is involved with an organization (Curry, Wakefield, Price, & Mueller, 1986). For example, Steer (1977) defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Mowday et al. (1979) defined organizational commitment as an effective response which moves beyond passive loyalty to an organization. Porter, Steers, Mowday, and Boulian (1974) identified three related factors of organizational commitment: (1) a strong belief in an organization's goals and values, (2) a willingness to exert considerable effort for the organization, and (3) a strong desire to maintain membership in the organization.

Choi (2008) found that in addition to perceptions of how an employee is treated, employees are influenced by the degree to which they assess the fairness of an organization as a whole, which in turn influences organizational commitment. Managers should take actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intention with the help of distributive and procedural justice (Elanain, 2009). Organizational commitment is an important aspect in management literature. It refers to the state in which people sense loyalty with their respective organization, aligned themselves with organizational goals and value it (Lambert, Hogan, & Griffin, 2007; Fang, 2001). Fairness and justice offers opportunity to the employees to feel sense of belonging which considered as significant interpreter in organizational commitment. The construct of organizational commitment has been cited as one of the most popular variables of interest in the field of organizational psychology and organizational behavior (Mathieu & Zajac, 1990). There are several conceptualizations of the organizational commitment construct. The various definitions and measures share a common theme in that organizational commitment is considered to be a bond or linking of the individual

to the organization. Salancik (1977) viewed commitment as the binding of individuals to behavioral acts, reflecting the behavioral school perspective. On the other hand, attitudinal researchers viewed it as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 1982). However, Scholl (1981) posited that organizational commitment is a type of motivating force rather than an attitude or a descriptor of a set of behaviors, independent from expectancy. Allen and Meyer (1990) conceptualized a three-dimensional definition of organizational commitment that integrated early studies.

Key information of research:

Research Question:

Is there any relationship between employee job satisfaction and employee commitment towards the organization?

Types of research:

There are three basic types of research, Descriptive, Relational and Causal. This research is a relational research. Relational research is designed to look at the relationships between two or more variables. This research project is about job satisfaction of employee and their organizational commitment.

Time Reference of the research:

This research has been done at a single point in time. So, it is a cross sectional research.

Philosophy of Research:

In our research, we already have a theory that employees are not satisfied with the job. So, it is a deductive reasoning based research.

Population and Sample of the research:

Theoretical Population:

Theoretical population indicates the whole population. In this research project, theoretical population is all the employees who are working in different organization.

Accessible Population:

Accessible population refers to the population of subjects available for a particular study. In this research project, the accessible population is not same as theoretical population. I did not have access to all the employees who are working in different organization.

Sample Frame:

In our research, sampling frame is available. I had a list of employees who are currently work in an organization where I have conducted my research.

Sampling Method:

I have followed simple random sampling method in term of selecting my sample or research respondents. So, it also increase validation of research and reduce the biasness of the study.

Analysis & Findings:

Frequency analysis:

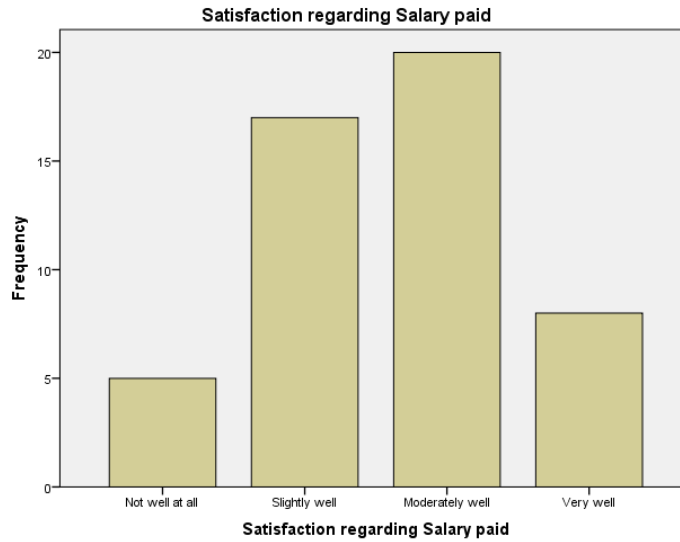
Frequency 01: Frequency table of the satisfaction regarding employees' salary.

Statistics
Satisfaction regarding Salary
paid

N	Valid	50
	Missing	0

Satisfaction regarding Salary paid

	Frequency	Percent	Valid Percent	Cumulative Percent
Not well at all	5	10.0	10.0	10.0
Slightly well	17	34.0	34.0	44.0
Valid Moderately well	20	40.0	40.0	84.0
Very well	8	16.0	16.0	100.0
Total	50	100.0	100.0	



Analysis:

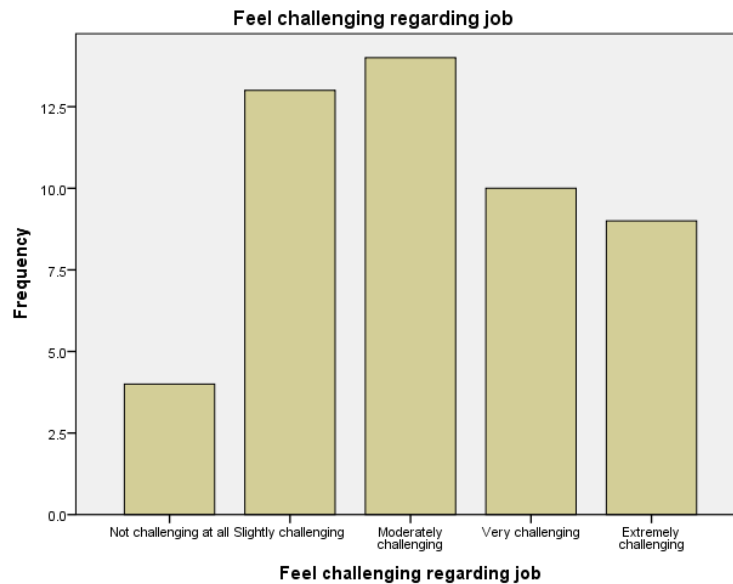
Out of 50 respondents, 5 employees stated that they are not paid well at all. 17 employees felt slightly well regarding what are they being paid. Moreover, 20 employees felt what are they being paid is moderately well and 8 employees felt very well regarding their salary. In term of percentage expression, it is found that 10% respondents are said that they are not paid well at all. On the other hand, 34% respondents said they are paid slightly well and 40% moderately well. But if we review the result carefully, we will find there is no employee who is highly satisfied regarding their salary.

Frequency 02: Frequency table of employees' feeling regarding how challenging their job is.

Statistics		
Feel challenging regarding job		
N	Valid	50
	Missing	0

Feel challenging regarding job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not challenging at all	4	8.0	8.0	8.0
Slightly challenging	13	26.0	26.0	34.0
Moderately challenging	14	28.0	28.0	62.0
Very challenging	10	20.0	20.0	82.0
Extremely challenging	9	18.0	18.0	100.0
Total	50	100.0	100.0	



Analysis:

Out of 50 respondents, 4 employees felt that their job is not challenging at all. 13 employees felt slightly challenging in terms of doing their job. Moreover, 14 employees felt moderately challenging and 10 employees felt very challenging regarding doing their job. Finally, 9 employees felt that their job is extremely challenging. In term of percentage expression, it is found that 8% respondents are said that their job is not paid challenging at all. On the other hand, 26% respondents said their job is slightly challenging and 28% employees felt moderately challenging. But 18% employees felt that their job is extremely challenging.

Frequency 03: Frequency table of organizational focus on maintaining employee better work-life balance.

Statistics

Have proper work-life balance

N	Valid	50
	Missing	0

Have proper work-life balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	16.0	16.0	16.0
	Disagree	10	20.0	20.0	36.0
	Neutral	14	28.0	28.0	64.0
	Agree	11	22.0	22.0	86.0
	Strongly Agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



Analysis:

Out of 50 respondents, 8 employees were strongly disagreed that they have proper work-life balance. 10 employees disagreed about organizational focus on maintaining better work-life balance of employee. Moreover, 14 employees felt neutral about proper work-life balance and 11 employees were agreed about maintaining proper work-life balance. Finally, 7 employees were strongly agreed that their organization maintains a better work-life balance of employee. In term

of percentage expression, it is found that 16% respondents strongly disagreed about maintaining proper work-life balance. On the other hand, 20% respondents disagreed, 28% respondents were neutral, 22% employees agreed and 14% employees strongly agreed.

Frequency 04: Frequency table of having proper tools and resources for doing job.

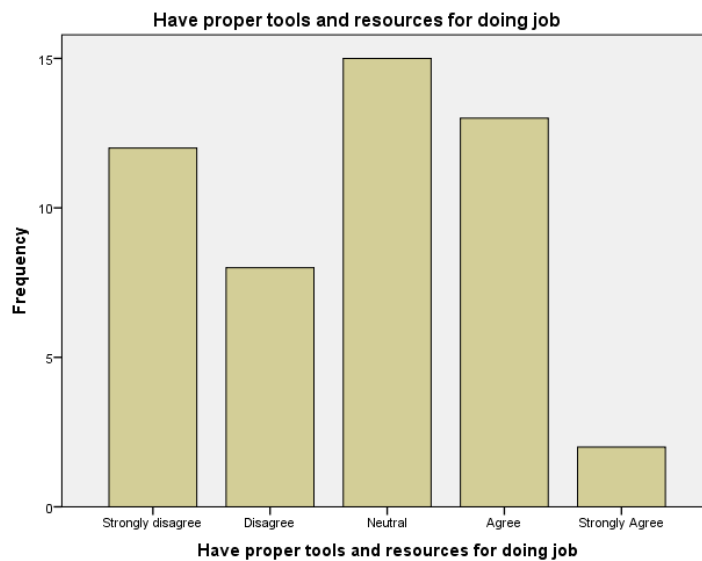
Statistics

Have proper tools and resources
for doing job

N	Valid	50
	Missing	0

Have proper tools and resources for doing job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	24.0	24.0
	Disagree	8	16.0	40.0
	Neutral	15	30.0	70.0
	Agree	13	26.0	96.0
	Strongly Agree	2	4.0	100.0
	Total	50	100.0	100.0



Analysis:

Out of 50 respondents, 12 employees were strongly disagreed that they have proper tools and resources for doing their job. 8 employees disagreed about having proper tools and resources for doing their job. Moreover, 15 employees felt neutral about having proper tools and resources and 13 employees agreed about having proper tools and resources. Finally, 2 employees were strongly agreed that they have proper tools and resources for doing their job. In term of percentage expression, it is found that 24% respondents strongly disagreed about having proper tools and resources for doing their job. On the other hand, 16% respondents disagreed, 30% respondents were neutral, 26% employees agreed and 4% employees strongly agreed.

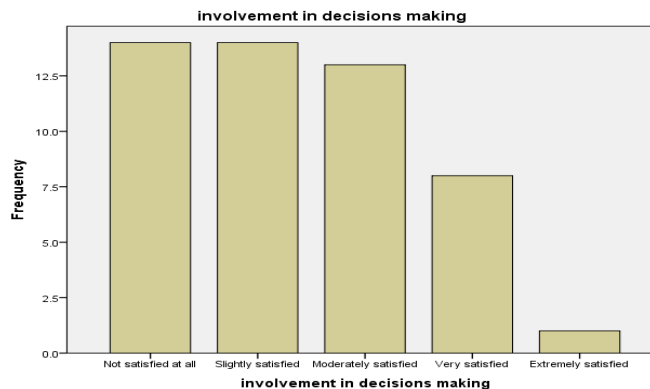
Frequency 05: Frequency table of satisfaction regarding involvement in decision making process.

Statistics
involvement in decisions making

N	Valid	50
	Missing	0

involvement in decisions making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not satisfied at all	14	28.0	28.0
	Slightly satisfied	14	28.0	56.0
	Moderately satisfied	13	26.0	82.0
	Very satisfied	8	16.0	98.0
	Extremely satisfied	1	2.0	100.0
	Total	50	100.0	100.0



Analysis:

Out of 50 respondents, 14 employees were not satisfied at all in terms of their involvement in decision making process. 14 employees slightly satisfied about their involvement in decision making process. Moreover, 13 employees moderately satisfied about their involvement in decision making process and 8 employee very satisfied and 1 employee extremely satisfied about their involvement in decision making process. In term of percentage expression, it is found that 28% respondents were not satisfied at all about their involvement in decision making process. On the other hand, 28% slightly satisfied, 26% respondents were moderately satisfied, 16% employees were very satisfied and 2% employees were extremely satisfied.

Frequency 06: Frequency table of satisfaction regarding job security.

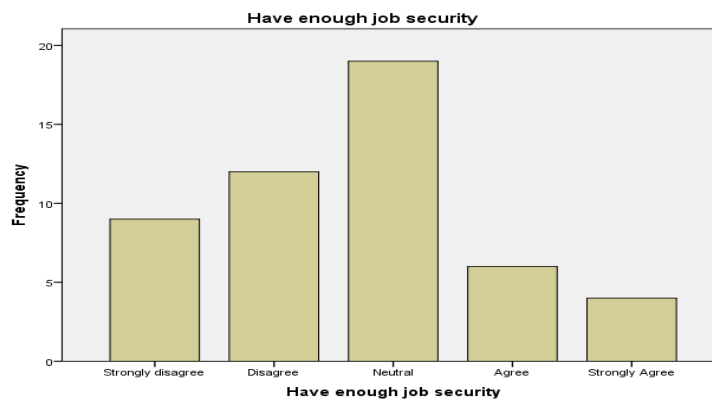
Statistics

Have enough job security

N	Valid	50
	Missing	0

Have enough job security

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	18.0	18.0
	Disagree	12	24.0	42.0
	Neutral	19	38.0	80.0
	Agree	6	12.0	92.0
	Strongly Agree	4	8.0	100.0
	Total	50	100.0	100.0



Analysis:

Out of 50 respondents, 9 employees were strongly disagreed that they have enough job security. 12 employees disagreed about having enough job security. Moreover, 19 employees felt neutral about having enough job security and 6 employees agreed about having enough job security. Finally, 4 employees were strongly agreed that they have enough job security. In term of percentage expression, it is found that 18% respondents strongly disagreed about having enough job security. On the other hand, 24% respondents disagreed, 38% respondents were neutral, 12% employees agreed and 8% employees strongly agreed.

Frequency 07: Frequency table of employee enjoys discussing about their organization with outsiders.

Statistics

Enjoy discussing about
Organization

N	Valid	50
	Missing	0

Enjoy discussing about Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	12.0	12.0
	Disagree	12	24.0	36.0
	Neutral	14	28.0	64.0
	Agree	11	22.0	86.0
	Strongly Agree	7	14.0	100.0
Total	50	100.0	100.0	



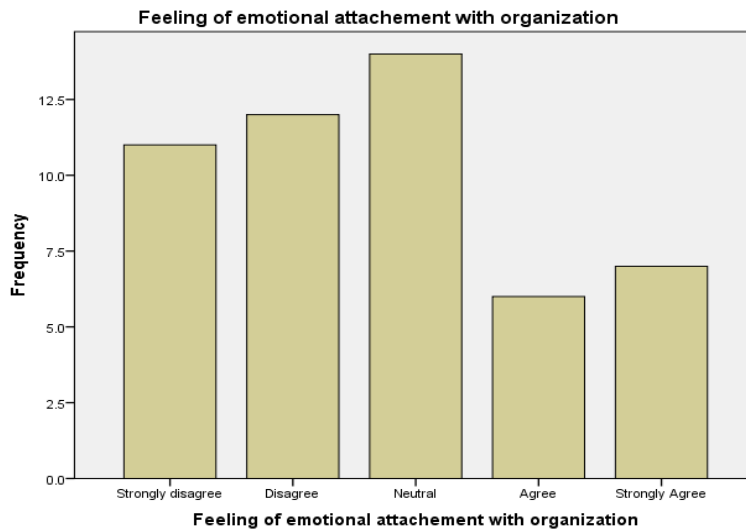
Analysis:

Out of 50 respondents, 7 employees were strongly disagreed that they enjoy discussing about their organization with people. 12 employees disagreed about their enjoyment of discussing about their organization with people. Moreover, 14 employees felt neutral about this issue and 11 employees agreed that they enjoy discussing about their organization with people. Finally, 7 employees were strongly agreed that they enjoy discussing about their organization with people. In term of percentage expression, it is found that 12% respondents strongly disagreed that they enjoy discussing about their organization with people. On the other hand, 24% respondents disagreed, 28% respondents were neutral, 22% employees agreed and 14% employees strongly agreed.

Frequency 08: Frequency table of employees' feeling of emotional attachment with the organization.

Feeling of emotional attachment with organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	11	22.0	22.0	22.0
Disagree	12	24.0	24.0	46.0
Neutral	14	28.0	28.0	74.0
Agree	6	12.0	12.0	86.0
Strongly Agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	



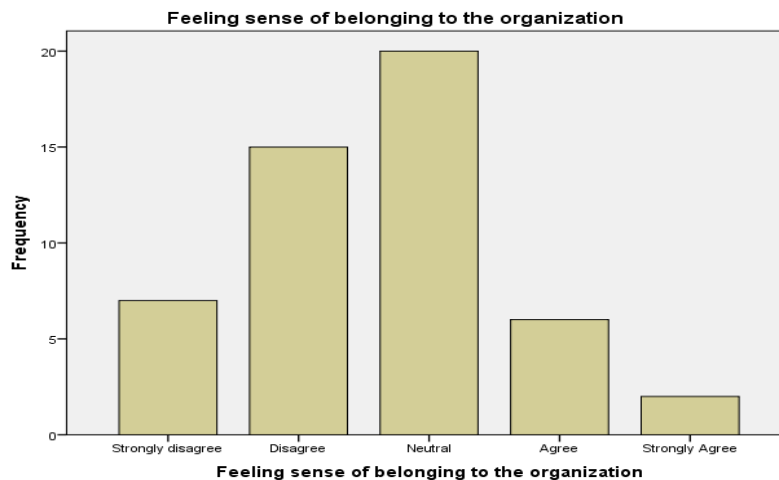
Analysis:

Out of 50 respondents, 11 employees were strongly disagreed that they have emotional attachment with their organization. 12 employees disagreed about having emotional attachment with their organization. Moreover, 14 employees felt neutral about having emotional attachment with their organization and 6 employees agreed about having emotional attachment with their organization. Finally, 7 employees were strongly agreed that they have emotional attachment with their organization. In term of percentage expression, it is found that 22% respondents strongly disagreed about they have emotional attachment with their organization. On the other hand, 24% respondents disagreed, 28% respondents were neutral, 12% employees agreed and 14% employees strongly agreed.

Frequency 09: Frequency table of employees' feeling a sense of belonging to the organization.

Feeling sense of belonging to the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	14.0	14.0	14.0
Disagree	15	30.0	30.0	44.0
Neutral	20	40.0	40.0	84.0
Agree	6	12.0	12.0	96.0
Strongly Agree	2	4.0	4.0	100.0
Total	50	100.0	100.0	



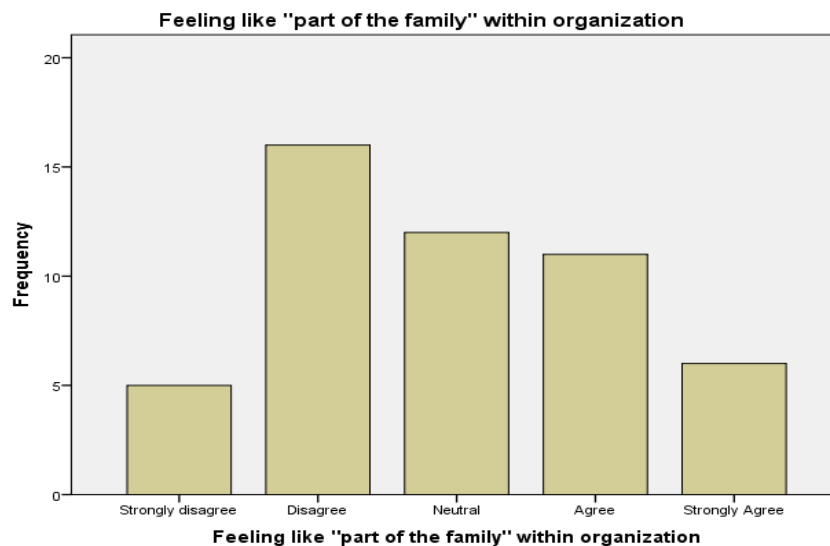
Analysis:

Out of 50 respondents, 7 employees were strongly disagreed that they have the sense of belonging to the organization. 15 employees disagreed about having a sense of belonging to the organization. Moreover, 20 employees felt neutral about they have the sense of belonging to the organization and 6 employees agreed about they have the sense of belonging to the organization. Finally, 2 employees were strongly agreed that they have the sense of belonging to the organization. In term of percentage expression, it is found that 14% respondents strongly disagreed about they have the sense of belonging to the organization. On the other hand, 30% respondents disagreed, 40% respondents were neutral, 12% employees agreed and 4% employees strongly agreed.

Frequency 10: Frequency table of employees' feeling about their organization like a part of the family.

Feeling like "part of the family" within organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	10.0	10.0	10.0
Disagree	16	32.0	32.0	42.0
Neutral	12	24.0	24.0	66.0
Agree	11	22.0	22.0	88.0
Strongly Agree	6	12.0	12.0	100.0
Total	50	100.0	100.0	



Analysis:

Out of 50 respondents, 5 employees were strongly disagreed that they have the feeling towards organization like a part of their family. 16 employees disagreed about having the feeling towards organization like a part of their family. Moreover, 12 employees felt neutral about they have the feeling towards organization like a part of their family and 11 employees agreed about they have the feeling towards organization like a part of their family. Finally, 6 employees were strongly agreed that they have the feeling towards organization like a part of their family. In term of percentage expression, it is found that 10% respondents strongly disagreed about they have the feeling towards organization like a part of their family. On the other hand, 32% respondents disagreed, 24% respondents were neutral, 22% employees agreed and 12% employees strongly agreed.

Cross tabulation and correlation analysis:

Cross tab 01: Cross tabulation between satisfaction of employee regarding salary and feeling of sense of belonging to the organization

Satisfaction regarding Salary paid * Feeling of sense of belonging to the organization Crosstabulation

			Feeling of sense of belonging to the organization					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
Satisfaction regarding Salary paid	Not well at all	Count	0	1	3	1	0	5
		% within Satisfaction regarding Salary paid	0.0%	20.0%	60.0%	20.0%	0.0%	100.0%
		% within Feeling of sense of belonging to the organization	0.0%	6.7%	15.0%	16.7%	0.0%	10.0%
		% of Total	0.0%	2.0%	6.0%	2.0%	0.0%	10.0%
	Slightly well	Count	3	3	8	2	1	17
		% within Satisfaction regarding Salary paid	17.6%	17.6%	47.1%	11.8%	5.9%	100.0%
		% within Feeling of sense of belonging to the organization	42.9%	20.0%	40.0%	33.3%	50.0%	34.0%
		% of Total	6.0%	6.0%	16.0%	4.0%	2.0%	34.0%
	Moderately well	Count	2	9	6	2	1	20
		% within Satisfaction regarding Salary paid	10.0%	45.0%	30.0%	10.0%	5.0%	100.0%
		% within Feeling of sense of belonging to the organization	28.6%	60.0%	30.0%	33.3%	50.0%	40.0%
		% of Total	4.0%	18.0%	12.0%	4.0%	2.0%	40.0%
Very well	Count	2	2	3	1	0	8	
	% within Satisfaction regarding Salary paid	25.0%	25.0%	37.5%	12.5%	0.0%	100.0%	
	% within Feeling of sense of belonging to the organization	28.6%	13.3%	15.0%	16.7%	0.0%	16.0%	
	% of Total	4.0%	4.0%	6.0%	2.0%	0.0%	16.0%	
Total	Count	7	15	20	6	2	50	
	% within Satisfaction regarding Salary paid	14.0%	30.0%	40.0%	12.0%	4.0%	100.0%	
	% within Feeling of sense of belonging to the organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	14.0%	30.0%	40.0%	12.0%	4.0%	100.0%	

Analysis:

From this cross table we have experienced that 10% of total respondents who have feeling of belonging to the organization are not satisfied with their salary at all. Moreover, 34% of total respondents who have feeling of belonging to the organization are slightly well with their salary. So, we can see that (10%+ 34%) = 44% of total respondents who have feeling of belonging to the organization are not satisfied and slightly well about their salary. On the other hand, we have found only (40%+16%) = 56% of total respondents who have feeling of belonging to the organization said they are moderately well and very well with their salary. It shows that dissatisfaction ratio of those respondents who have feeling of belonging to the organization is near to the half of the total employee.

Cross tab 02: Cross tabulation between satisfaction regarding job security and feeling of emotional attachment with organization

Have enough job security * Feeling of emotional attachment with organization Crosstabulation

			Feeling of emotional attachment with organization					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
Have enough job security	Strongly disagree	Count	2	4	2	1	0	9
		% within Have enough job security	22.2%	44.4%	22.2%	11.1%	0.0%	100.0%
		% within Feeling of emotional attachment with organization	18.2%	33.3%	14.3%	16.7%	0.0%	18.0%
		% of Total	4.0%	8.0%	4.0%	2.0%	0.0%	18.0%
	Disagree	Count	1	2	3	4	2	12
		% within Have enough job security	8.3%	16.7%	25.0%	33.3%	16.7%	100.0%
		% within Feeling of emotional attachment with organization	9.1%	16.7%	21.4%	66.7%	28.6%	24.0%
	Neutral	Count	5	2	6	1	5	19
		% within Have enough job security	26.3%	10.5%	31.6%	5.3%	26.3%	100.0%
		% within Feeling of emotional attachment with organization	45.5%	16.7%	42.9%	16.7%	71.4%	38.0%
	Agree	Count	3	2	1	0	0	6
		% within Have enough job security	50.0%	33.3%	16.7%	0.0%	0.0%	100.0%
		% within Feeling of emotional attachment with organization	27.3%	16.7%	7.1%	0.0%	0.0%	12.0%
	Strongly Agree	Count	0	2	2	0	0	4
		% within Have enough job security	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%
% within Feeling of emotional attachment with organization		0.0%	16.7%	14.3%	0.0%	0.0%	8.0%	
Total	Count	11	12	14	6	7	50	
	% within Have enough job security	22.0%	24.0%	28.0%	12.0%	14.0%	100.0%	
	% within Feeling of emotional attachment with organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	22.0%	24.0%	28.0%	12.0%	14.0%	100.0%	

Analysis:

From this cross table we have experienced that 18% of total respondents who have feeling of emotional attachment to the organization, strongly disagree that they have enough job security. Moreover, 24% of total respondents who have feeling of emotional attachment to the organization disagree that they have enough job security. So, we can see that (18%+ 24%) = 42% of total respondents who have feeling of emotional attachment to the organization, strongly disagree and disagree that they have enough job security. On the other hand, we have found only (12%+8%) = 20% of total respondents who have feeling of emotional attachment to the organization, strongly agree and agree that they have enough job security. It shows that disagreement ratio regarding having enough security of those respondents who have feeling of emotional attachment to the organization is much higher than the agreed respondents.

Cross tab 03: Cross tabulation between respondents who enjoy discussion about organization and have proper work-life balance.

Have proper work-life balance * Enjoy discussing about Organization Crosstabulation

			Enjoy discussing about Organization					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
Have proper work-life balance	Strongly disagree	Count	0	1	3	2	2	8
		% within Have proper work-life balance	0.0%	12.5%	37.5%	25.0%	25.0%	100.0%
		% within Enjoy discussing about Organization	0.0%	8.3%	21.4%	18.2%	28.6%	16.0%
		% of Total	0.0%	2.0%	6.0%	4.0%	4.0%	16.0%
	Disagree	Count	1	2	1	5	1	10
		% within Have proper work-life balance	10.0%	20.0%	10.0%	50.0%	10.0%	100.0%
		% within Enjoy discussing about Organization	16.7%	16.7%	7.1%	45.5%	14.3%	20.0%
		% of Total	2.0%	4.0%	2.0%	10.0%	2.0%	20.0%
	Neutral	Count	2	4	5	1	2	14
		% within Have proper work-life balance	14.3%	28.6%	35.7%	7.1%	14.3%	100.0%
		% within Enjoy discussing about Organization	33.3%	33.3%	35.7%	9.1%	28.6%	28.0%
		% of Total	4.0%	8.0%	10.0%	2.0%	4.0%	28.0%
	Agree	Count	2	4	4	1	0	11
		% within Have proper work-life balance	18.2%	36.4%	36.4%	9.1%	0.0%	100.0%
		% within Enjoy discussing about Organization	33.3%	33.3%	28.6%	9.1%	0.0%	22.0%
		% of Total	4.0%	8.0%	8.0%	2.0%	0.0%	22.0%
	Strongly Agree	Count	1	1	1	2	2	7
		% within Have proper work-life balance	14.3%	14.3%	14.3%	28.6%	28.6%	100.0%
		% within Enjoy discussing about Organization	16.7%	8.3%	7.1%	18.2%	28.6%	14.0%
		% of Total	2.0%	2.0%	2.0%	4.0%	4.0%	14.0%
Total	Count	6	12	14	11	7	50	
	% within Have proper work-life balance	12.0%	24.0%	28.0%	22.0%	14.0%	100.0%	
	% within Enjoy discussing about Organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.0%	24.0%	28.0%	22.0%	14.0%	100.0%	

Analysis:

From this cross table we have experienced that 16% of total respondents who enjoy discussing about organization, strongly disagree that they have proper work-life balance. Moreover, 20% of total respondents who enjoy discussing about organization disagree that they have proper work-life balance. So, we can see that $(16\% + 20\%) = 36\%$ of total respondents who enjoy discussing about organization, strongly disagree and disagree that they have proper work-life balance. On the other hand, we have found only $(22\% + 14\%) = 36\%$ of total respondents who enjoy discussing about organization, strongly agree and agree that they have proper work-life balance. It shows that both the ratio satisfaction and dissatisfaction regarding who enjoy discussing about organization, having proper work-life balance is same.

Chi-square test analysis:

Before doing all the Chi-square test analysis, I would select our test significance level is 5% which means we can consider a test result will support the alternative hypothesis if the error level is up to 5%.

Chi-square test analysis 01:

Chi-Square Tests (between satisfaction of employee regarding salary and feeling of sense of belonging to the organization)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.660 ^a	12	.879
Likelihood Ratio	7.643	12	.812
Linear-by-Linear Association	1.358	1	.244
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .20.

Analysis:

Step 1: Null hypothesis: H_0 = There have no association between satisfaction of employee regarding salary and feeling of sense of belonging to the organization.

Alternative hypothesis: H_a = There is an association between satisfaction of employee regarding salary and feeling of sense of belonging to the organization.

Step 2: By using SPSS we run the chi-square test for analyzing the association between satisfaction of employee regarding salary and feeling of sense of belonging to the organization.

Step 3: From the Chi-square table, we have found $X^2 = 6.66$ and significant level is $= \frac{.872}{2} = .436$ or 43.6% which is much higher than the pre-determined significant level. So, we cannot reject the null hypothesis.

Step 4: From this test we can say that there have no association no association between satisfaction of employee regarding salary and feeling of sense of belonging to the organization.

Chi-square test analysis 02:

Chi-Square Tests (between satisfaction regarding job security and feeling of emotional attachment with organization)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.271 ^a	16	.168
Likelihood Ratio	23.740	16	.095
Linear-by-Linear Association	.368	1	.544
N of Valid Cases	50		

a. 24 cells (96.0%) have expected count less than 5. The minimum expected count is .48.

Analysis:

Step 1: Null hypothesis: H_0 = There have no association between satisfaction regarding job security and feeling of emotional attachment with organization.

Alternative hypothesis: H_a = There is an association between satisfaction regarding job security and feeling of emotional attachment with organization.

Step 2: By using SPSS we run the chi-square test for analyzing the association between satisfaction regarding job security and feeling of emotional attachment with organization.

Step 3: From the Chi-square table, we have found $X^2 = 21.27$ and significant level is $= \frac{.168}{2} = .084$ or 8.4% which is higher than the pre-determined significant level. So, we cannot reject the null hypothesis.

Step 4: From this test we can say that there have no association between satisfaction regarding job security and feeling of emotional attachment with organization.

Chi-square test analysis 03:

Chi-Square Tests (between respondents who enjoy discussion about organization and have proper work-life balance)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.878 ^a	16	.534
Likelihood Ratio	17.193	16	.373
Linear-by-Linear Association	1.577	1	.209
N of Valid Cases	50		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .84.

Analysis:

Step 1: Null hypothesis: H_0 = There have no association between respondents who enjoy discussion about organization and have proper work-life balance.

Alternative hypothesis: H_a = There is an association between respondents who enjoy discussion about organization and have proper work-life balance.

Step 2: By using SPSS we run the chi-square test for analyzing the association between respondents who enjoy discussion about organization and have proper work-life balance.

Step 3: From the Chi-square table, we have found $X^2 = 14.878$ and significant level is = $\frac{.534}{2} = .267$ or 26.7% which is higher than the pre-determined significant level. So, we cannot reject the null hypothesis.

Step 4: From this test we can say that there have no association between respondents who enjoy discussion about organization and have proper work-life balance.

Significance of the Study:

Previously there have been studies and research papers on how employees' job satisfaction and organizational commitment. But this research has been analyzed SPSS analysis, which gives more accurate analysis which other software cannot. It has also analyzed how aspects like employee job satisfaction and their commitment to the organization. Also, it was seen that organizational commitment related variables have lesser impact on their satisfaction. These results help in understanding what influences employees' behavior based on their perception.

Summary and Conclusion:

What the organization does, obviously affects their employees. These effects ultimately impact their efficiency, productivity, and retention. The results of the analysis were mostly what we assume theoretically. Positive actions taken by the organization impact the employees positively, and they tend to be more satisfied and committed. But a few exceptions were that internal CSR activities affect less than the organizations external CSR activities, which shouldn't be the case as the employees should be more affected by what concerns them personally. This may be because it is more important to them how the outsiders perceive their organization than how they are treated.

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Appendices:

Survey Questionnaires:

Questions in below have a scale from 1 to 5 (Where, 1= Very negative opinion about the statement, 2= negative opinion about the statement, 3= Neutral opinion about the statement, 4=Positive opinion about the statement, 5= Very positive opinion about the statement)

1. How well are you paid for the work you do?
 - Not well at all
 - Slightly well
 - Moderately well
 - Very well
 - Extremely well
2. How challenging is your job?
 - Not challenging at all
 - Slightly challenging
 - Moderately challenging
 - Very challenging
 - Extremely challenging
3. My organization emphasizes on the maintenance of the work-life balance of the employees.
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
4. My work gives me a feeling of personal accomplishment.
 - Strongly disagree
 - Disagree
 - Neural
 - Agree
 - Strongly Agree
5. I have the tools and resources to do my job well.
 - Strongly disagree

- Disagree
 - Neural
 - Agree
 - Strongly Agree
6. My job makes good use of my skills and abilities.
- Strongly disagree
 - Disagree
 - Neural
 - Agree
 - Strongly Agree
7. How satisfied are you with your involvement in decisions that affect your work?
- Not satisfied at all
 - Slightly satisfied
 - Moderately satisfied
 - Very satisfied
 - Extremely satisfied
8. My company provides enough job security.
- Strongly disagree
 - Disagree
 - Neural
 - Agree
 - Strongly Agree
9. How proud are you of your employer's brand?
- Not proud at all
 - Slightly proud
 - Moderately proud
 - Very proud
 - Extremely proud
10. How likely are you to look for another job outside the company?
- Not likely at all
 - Slightly likely
 - Moderately likely
 - Very likely
 - Extremely likely
11. I enjoy discussing about my Organization with outsiders.
- Strongly disagree
 - Disagree
 - Neural
 - Agree
 - Strongly Agree
12. I really feel as if this organization's problems are of my own.
- Strongly disagree

- Disagree
- Neural
- Agree
- Strongly Agree

13. I feel "emotionally attached" to this organization.

- Strongly disagree
- Disagree
- Neural
- Agree
- Strongly Agree

14. I feel a strong sense of belonging to my organization.

- Strongly disagree
- Disagree
- Neural
- Agree
- Strongly Agree

15. I feel like "part of the family" at my organization.

- Strongly disagree
- Disagree
- Neural
- Agree
- Strongly Agree