



Specification of Relationship between Organizational Commitment and Job Satisfaction: a Case Study of Jhelum

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Abstract

Chief objective of this exploration was to scrutinize the relationship between three fundamental aspects of organizational commitment with respect to the job satisfaction amongst the workers of various public and private sector organizations in district Jhelum. Hence, this work could make important contribution for improving behavioral strategies and management policies of companies with the inclusion of regional aspect in the management studies. The selection of the sample elements and representative companies was totally based on random/haphazard selection. The drop-off questionnaire method was employed as a research instrument and aid from the statistics was taken for the interpretation of results. The generated response degree of 89% identified the lively contributions of the employee in this survey. Acquired data elucidates three major aspects of organizational commitment i.e. affective, continuance and normative commitment did hold positive correlation with job satisfaction but the nature of the relationship was not that strong to intensely influence the variable of job satisfaction.

Introduction

Exploration of academic literature for figuring out the determinants that most strongly influence the triumph of the organization in a combative environment showed that the employee without a doubt holds the most fundamental significant position on this prospect. This link between the man and work has always held the fascination of the philosophers owing to its social and behavioral aspects. Apart from the means of fulfilling the financial requirements of the man, job is not only considered a social expectation and a status definer but

also acts as a socializing medium which binds the workers in to the society [1]. Hence, the employed work force of the organization if adequately handled behaviorally and socially can generate constructive and advantageous consequences such as enhanced efficiency, better performances, high productivity, minimized turnover and reduced absenteeism etc. both for oneself and their organization [2]. A satisfied employee would have better chances of carrying out his duties with more commitment and determination than unsatisfied one. Thus, documenting the factors that

directly effects the employee's commitment towards organization is of utmost importance to companies as it highly influences their productivity.

Organizational commitment and the job satisfaction are the two very substantial aspects related to the job performance of the employee. Hunt described organizational commitment as a worker's virtual and steadfast belief in the norms, goal and values of organization. It is a behavioral attitude that catalogues the range/spread of emotional affiliation of the employee to its company [3]. Generally, it is categorized into three different classes.

The emotive and sensitive aspects of the employee's obligation to the organization are measured under the tab of affective commitment. The logical and rational reasons like accomplishing monetary requirements or the aspiration towards leaving the organization as a consequence of any other reason are considered in continuance commitment. Ideology clashes, i.e. doing job owing to the loyalty or because of the reason that employee has no other alternative to answer his fiscal needs, are compared in normative commitment [4].

Literature Review

Facing of the tide of globalization, one of the major challenges for human resource professionals is how to gain organizational competitive advantage in the rapidly changing environment. For any organization, an appropriate manpower structure in one approach to maintain effective organization performance (Jones, 2007). Creativity is important to any organization's innovation. The term "creativity" is often defined as the generation of ideas, and innovation is the implementation of these ideas (Amabile *et al.*, 1996; Politis, 2005). When an organization is experiencing organizational change, such as: re-structuring, downsizing, or merging, it will cause employees the

feelings of anxiety, stress, and insecurity, and resulting impact on employees' productivity, satisfaction, and commitment toward the organization (Ashford, *et. al.*, 1989). Organizational commitment and Job satisfaction are widely studied factors in management literature (Bodla & Danish, 2009; Bodla & Naeem, 2009a; Bodla & Naeem, 2009b). In an era of rapid change, knowledge capital must be retained in order for the organization to remain productive and responsive to the needs of its stakeholders (Bloch, 2001). . The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997). Job satisfaction is understood to be affective response to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction) i.e. pay, supervision etc. (Tett, Meyer, & John, 1993). Job satisfaction has been correlated with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Begley & Czajka, 1993; Tharenou, 1993). There are benefits for society as a whole: satisfaction on the job carries over to employees' off the job hours, so the goal of high job satisfaction for employees can be explained in terms of both financial and social responsibility (Robbins, 1998). . Vroom (1964) defined job satisfaction as the positive orientation of an individual towards the role which he/she is presently occupying, while Hackman and Oldham (1975) define it as "the degree to which the employee is satisfied and happy with his job" (cited in Kamfer, 1989, p.15). According to Cherrington (1994), research on job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. Past research has consistently reported a positive

relationship between job satisfaction and organizational commitment (Balfour & Wechsler, 1991; Kacmar, Carlson & Brymer, 1999; Lincoln & Kalleberg, 1990; McFarlin & Sweeney, 1992; Mowday, Steers, & Porter 1979; Mueller & Price, 1990; Vandenberg & Lance, 1992). Organizational commitment has been understood in a number of ways. Some view it as a measure of an individual's dedication and loyalty to an organization (Bateman & Strasser, 1984; Meyer & Allen, 1997).

Materials and Methods

A wide ranged drop-off surveys, a quantitative methodology, was opted as research instruments for exploring the correlational aspects between the employee's job satisfactions and extend of employee's organizational commitment towards believing in the organization's goals and ambitions. Data acquisition was achieved by making personal visits to various public and private sector organizations located in the study area of Jhelum (City in the province of Punjab in Pakistan). Selection of the organization as the representative organizations for the case study was done on random basis. Representative organizations included Allied Bank Jhelum, Sindh Bank Jhelum, Faysal Bank Jhelum, Pakistan Telecommunication Limited (PTCL) Jhelum office, Mobil ink (mobile network) franchise Jhelum, Warid (mobile network) franchise Jhelum, KDC Garden (housing scheme) Jhelum, Citi Housing (housing scheme) Jhelum, University of the Punjab (Jhelum Campus) [PUJC], Grafton College Jhelum, Muhammad Ali Jinnah College (M.A. Jinnah College) Jhelum, Bukhari College Jhelum and Pakistan Tobacco Company (PTC) Jhelum.

The prepared questionnaire was exploited as the principal mean for data gathering. The number of

subjects that participated in the conducted survey was not consistent or homogenous. In fact, they fall under the range from four to the maximum of twenty with respect to every organization. All the subjects possess the affiliation with the representative organizations as its in-service employee. Selection of the subjects in the sample is also done arbitrarily to provide each element of population an equal non-zero chance of the selection. Various demographic characters associated with the subjects are elaborately discussed in the next section of results and discussion. A total of 170 questionnaires were distributed among the subjects and data was collected accordingly from their respective responses.

Research Instruments

A questionnaire comprising of 34 items was designed as a research instrument for developing the better understanding of the perceive of employees. Questionnaire was categorized into five sections namely A, B, C, D and E. The information regarding demographic characters of subjects was collected with the help of section A. This section was further sub categorized in to the items for obtaining the relative biographical facts of study elements. Information acquired from here was utilized for synthesizing the profile of sample subjects.

The detailed description about the profile is also comprehensively covered in next section. Complete schematic layout of the research instrument along with its structural components has been given in table 1.

The other four sections from B-E were used for investigating the relationship between the two constructed variables of organizational commitment and job satisfaction among the employees. Section B was planned for testing the affective organizational commitment of the subject towards the organization. 7

items for exploring the emotional, sentimental, sense of belonging, loyalty and owning ability of the worker were added in this segment.

Section C was organized for studying the rational reasons behind the operative’s commitment to the

organization. Aspects of continuance organizational commitment, i.e. whether the worker’s commitment is due to the reason that he/she has no better option/alternative or they simply oblige because this job is an inevitable financial requirement to them, are also detailed in section C in the form of 7 items.

Table 1 Structure/Organization of the questionnaire

| ITEMS | SECTION A |
|--------------|--|
| 01 | Gender |
| 02 | Age |
| 03 | Race |
| 04 | Marital status |
| 05 | Educational level |
| 06 | Monthly income |
| 07 | Length of service |
| | SECTION B |
| 01 | I would be happy to spend the rest of my career with this organization |
| 02 | I enjoy discussing my organization with people outside it |
| 03 | I really feel as if this organization's problems are my own |
| 04 | I do feel like 'part of family' of this organization |
| 05 | I do feel 'emotionally attached' to this organization |
| 06 | This organization has a 'sentimental value' to me |
| 07 | I do feel a strong sense of belonging to this organization |
| | SECTION C |
| 01 | I am afraid of what might happen if I quit my job without having another one lined up |
| 02 | It would be very hard for me to leave this organization right now, even if I wanted to |
| 03 | My life would be disrupted if I decided I wanted to leave this organization now |
| 04 | Right now, staying with this organization is a matter of necessity as much as I desire not to |
| 05 | I feel that I have few options to consider leaving this organization |
| 06 | One of the few serious consequences of leaving this organization would be scarcity of available alternatives |
| 07 | One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice (another organization may not match the overall benefit I have here) |
| | SECTION D |
| 01 | I think people these days move from company to company too often |
| 02 | I do believe that a person must always be loyal to his/her organization |
| 03 | One of the major reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain here |
| 04 | If I got another offer for a better job elsewhere I would not feel it was right to leave here |
| 05 | I was taught to believe in the value of remaining loyal to one organization |
| 06 | Things were better in the days when people stayed with one organization for most of their career |
| | SECTION E |
| 01 | All in all, I am satisfied with the members in my work group |
| 02 | All in all, I am satisfied with my immediate supervisor |
| 03 | All in all, I am satisfied with my job now |
| 04 | All in all, I am satisfied with this organization, compared to other company |
| 05 | Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization |
| 06 | Most people in this organization are satisfied with the job that done now |
| 07 | I never thought to leaving this organization even the condition of this company is not stable for this moment |

Section D focuses on the normative organizational commitment of the respondents. This section entails 6 items and covers the features of loyalty and psychological commitment of the employee towards the organization. Section E is composed of 7 items and involves the evaluation of the dependent variable of job satisfaction. Respondents were required to provide their input by marking among 1-5 [strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)] in response to every question.

Opted Procedure

Questionnaire along with cover letter and consent form (containing the purpose of study and confidentiality statement) were delivered to the subjects personally at their work places. Confidentiality statement was added as a side bonus with the research instrument for ensuring an attainment of unbiased opinion of the workers. Furthermore, anonymity of the responded and right to withdraw provided information at any time was also warranted in this statement. Staff of the organization was first enlightened verbally about the nature and significance of the research and then were encouraged to provide honest opinion in this regard. Most of the subjects returned the filled questionnaire on the same day while few took the time period of one day to return. Collection of filled questionnaire was also performed manually and personally.

Statistical Implications

Both descriptive and inferential statistical practices were scouted for the interpretation of the acquired data. The software Statistical Package for the Social Sciences (SPSS version 11.0) was used for the data analysis. For the summarization and classification of the data, the mean and standard deviation (descriptive statistics) were largely employed. Pearson Product Moment Correlation and Cronbach's alpha (inferential

statistics) were used for indexing the significant/insignificant correlation among the variables and for figuring out the internal homogeneity/consistency in the data respectively.

Results and Discussion

Profiling the Respondents

In terms of response rate of this study, data collection was found to be quite successful and the response rate was found to be almost 89%, which is way more than that observed in some other studies like in[5, 6]. Out of 170 questionnaires, total of 150 subjects provided their response. Response rate of the study in terms of percentage is given in figure 1. Analysis of the biographical data indicated that out of 150 respondents, 33 subjects (22%) were female while 117 respondents (78%) were male. The majority of the respondents belonged to the age group of 20-30years (55%) and was followed by the group of 31-40years (20%). Age groups of 41-50years, 51-60years and 61-70years were underrepresented and contributed up to only 16%, 6% and 3% respectively.

98% of the workers were Pakistani national while Indian and employees with other nationalities only added 2% of input which is quite rational and justifiable with respect to the selected study area. The representation of single and married personals is relatively comparable. Percentage ratio indicated that the majority of the subjects with respect to education either possess matriculation degree (47%) or Bachelor's (36%) degree. In case of income, the group with monthly income in the range of Rs.10, 000-20,000 were overrepresented i.e. 46%. In terms of length of service, strong representation of each group was present among subjects. The overall demographic characters of the sample are summarized in figure 2.

Figure 1 Response Rate for This Research

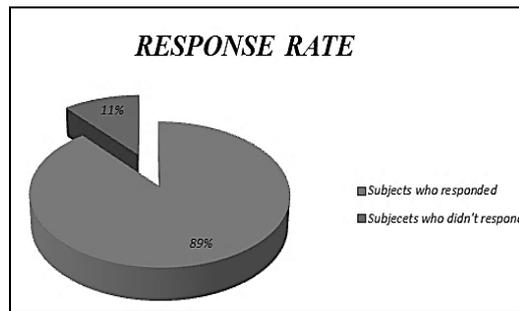
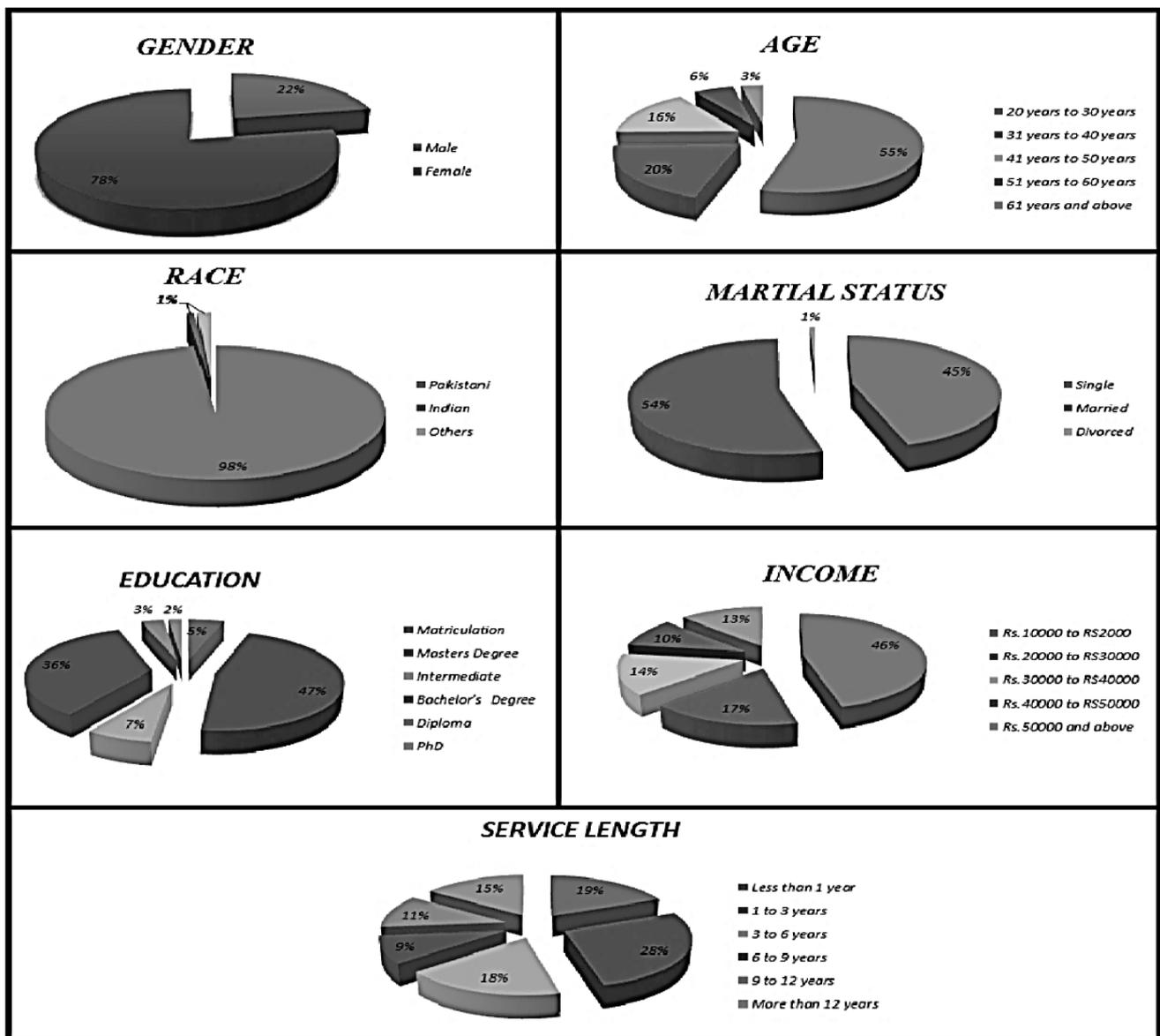


Figure 3.2 Profile of Respondent



4.2 Reliability analysis

For investigating dimensionality and consistency of the acquired data, coefficient of reliability or Cronbach’s alpha test was applied as previously done by Mowday and co-workers for organizational commitment questionnaires. They argued it to be vital feature of these questionnaires [7].The value of the Cronbach’s alpha is indicative of the consistency of items in a group and increases with the increase in the inter-item consistency. Results assimilated are given in table 2. It could be easily established that the values of Cronbach’s alpha for all the variables were found to be more than 0.7 which further elucidates the fact that pretty high extend of consistency exists among the

data. To conclude, the research instrument that is applied for exploring the relation between the variable is explicitly reliable.

Table 2 Reliability Analysis

| Variable | Number of items | Cronbach’s alpha |
|------------------------|-----------------|------------------|
| Affective commitment | 7 | 0.88 |
| Continuance commitment | 7 | 0.755 |
| Normative commitment | 6 | 0.724 |
| Job satisfaction | 7 | 0.81 |

Table 3 Descriptive Statistics Applied Over Variables under Study

| Variable | N ^a | Minimum | Maximum | Mean | SD ^b |
|------------------------|----------------|---------|---------|------|-----------------|
| Affective commitment | 150 | 1 | 5 | 3.88 | 0.84 |
| Continuance commitment | 150 | 1.29 | 5 | 3.35 | 0.74 |
| Normative commitment | 150 | 1.17 | 5 | 3.78 | 0.69 |
| Job satisfaction | 150 | 1 | 5 | 3.83 | 0.72 |

where **a** represents the number of subjects and **b** shows standard deviation

For properly organizing the data acquired from the questionnaires, the descriptive statistics was used and mean along with standard deviation values for the dependent and independent variables was calculated (as shown in table 3). Mean values were found to be way above the midpoint of 5-point Likert scale which reveals that subjects possesses above moderate level of organizational commitment and job satisfaction. The values of means for affective, continuance and normative commitment were recognized to be 3.88 ± 0.84 , 3.35 ± 0.74 and 3.78 ± 0.69 respectively.

On the other hand, mean for the job satisfaction was found to be 3.83 ± 0.72 . Furthermore, standard deviations values (which are less than 1 i.e. in the range of 0.69-0.84) further shows that the distribution obtained within the replies of the employees is also quite adequate. Same method of descriptive analysis has already been successfully employed by various researchers while studying the same variables [8-10].

Inferential Statistics

The degree of the association of the two involved

variables with respect to each other was investigated by using the Pearson Correlation test. The Pearson's product moment coefficient (r) was calculated for determining that whether there occurs a statistically substantial correlation between the various types of organizational commitment and the job contentment or not.

Cohen devised a scale for the interpretation of the r values and argued that values from 0.10 to 0.29 represents the low degree of correlation while values from 0.30 to 0.49 and 0.50 to 1.0 shows the moderate and high degree of correlation between the variable respectively [11]. Data acquired noticeably indicated the presence of positive correlation between the two variables as the values of r for all the variables were found to be almost 0.50 or above than that. Findings of this research correspond with the several previously recorded observations by [12-15].

The values of r for affective commitment, continuance commitment and normative commitment were recorded to be 0.542, 0.450 and 0.660 respectively. Complete correlational analysis is provided in the table 4. However, it could not be said that the two variables are strongly interactive with respect to each other as the r values just falls near the lower limit of the high degree correlation range that is mentioned above.

For further evidencing the found results, multiple

regression analysis was conducted. The model on which this analysis was performed was that an association or relationship exists between the predictor (organizational commitment) and job satisfaction. The R (multiple correlation coefficient), R^2 (R square/coefficient of determination) and Adjusted R square values, all indicates that this specified model is quite a good fit. The R value of 0.699 represents shows that a good level of prediction about the job satisfaction can be made through this test. Moreover, coefficient of determination with a value of 0.498 also suggests that organizational commitment efficiently explain almost 50% (to be accurate 49.8%) of the variability of the job satisfaction. The F-ratio value of 48.241 acquired by application of ANOVA further consolidates the same conclusion about the regression model. The variable of organizational commitment can successfully and significantly predict the variable of job satisfaction [i.e. $F(3,146) = 48.241, p < 0.0005$]. Relation of one of the types of the organizational commitment with respect to job satisfaction was investigated by using the values of unstandardized coefficients. While studying one independent variable (say affective commitment), all other independent variables (continuance commitment and normative commitment) were kept constant. It could be seen in table 5 that none of the individual components of organizational commitment significantly effects or correlates with the dependent variable

Table 4 Pearson’s Correlation Coefficients for Involved Variables

| | | Affective commitment | Continuance commitment | Normative commitment | Job satisfaction |
|-------------------------------|---------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------|
| Affective commitment | Pearson Correlation | 1 | 0.344** | 0.511** | 0.542** |
| | Sig. (2-tailed) | | 0.000 | 0.000 | 0.000 |
| | N | 150 | 150 | 150 | 150 |
| Continuance commitment | Pearson Correlation | 0.344** | 1 | 0.559** | 0.450** |
| | Sig. (2-tailed) | 0.000 | | 0.000 | 0.000 |
| | N | 150 | 150 | 150 | 150 |
| Normative commitment | Pearson Correlation | 0.511** | 0.559** | 1 | 0.660** |
| | Sig. (2-tailed) | 0.000 | 0.000 | | 0.000 |
| | N | 150 | 150 | 150 | 150 |
| Job satisfaction | Pearson Correlation | 0.542** | 0.450** | 0.660** | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | |
| | N | 150 | 150 | 150 | 150 |

** Correlation is significant at the 0.01 level (2-tailed).

Organizational commitment and job satisfaction relation model analysis

Table 5 Estimated Model Coefficients of Involved Variables

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | 95.0% Confidence Interval for B | |
|--------------|------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|--|--------------------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 5.610 | 1.813 | | 3.095 | 0.002 | 2.027 | 9.193 |
| | Affective commitment | 0.231 | 0.059 | 0.269 | 3.928 | 0.000 | 0.115 | 0.347 |
| | Continuance commitment | 0.093 | 0.069 | 0.096 | 1.349 | 0.179 | -0.043 | 0.228 |
| | Normative commitment | 0.563 | 0.093 | 0.469 | 6.042 | 0.000 | 0.379 | 0.748 |

^a Dependent Variable: Job satisfaction

Results summarization

The outcome of this research designates that there exists an association between the involved variables but the relationship is not that exclusively significant. This result can also be interpreted as that the organizational commitment surely does affect the aspects of job satisfaction but not up to much greater extent as the relationship among the representative variables is statistically proved not to be that much extensively significant. It was also inferred from regression analysis that out of three components of organizational commitments, none of the component appears to possess the strong interaction with the job satisfaction too. Luchak *et al.* justified this low degree of association by suggesting that rather than job satisfaction, employee stick with the organization primarily owing to their emotional connection developed with the organization as a result of providing long time service there. To some employees, the motivation behind their stay is nothing more than the sense of belonging and psychological affiliation with the organization [16]. To them, job satisfaction is rather of quite less significance.

Similarly, gender issue also seems to have very little impact on the variable of job satisfaction. No significant difference was detected in terms of response between males and females. Like gender, age and educational level groups also presented the same trend. This observation correlates with the previous study of Titus [17] who also emphasized that personal variables have little to no linkage with the levels of job satisfaction in the employees.

Organizations discriminating among the employee on these bases for achieving higher job satisfaction are bound to get no improvement.

Furthermore, there is very high probability that the working environment will become unpleasant if this sort of approach is opted by the organization and feuds among the employees will arise that will certainly impact negatively on the output of the organization.

An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the perspective that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature on regular basis. A recent meta-analysis found surprisingly low correlations between job satisfaction and performance [18]. In short, the relationship of satisfaction to productivity is not as straightforward as often assumed and can be influenced by a number of different work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making. For example, employee personality may even be more important than job satisfaction in regards to performance [19].

To summarize, the study findings present valuable understanding for policy makers regarding how to enhance employee's satisfaction, improve professional practices and reduce the turnover. Academic administrators could make their core workforce highly satisfied and committed by optimal provision of the intrinsic and extrinsic factors revolving around the employee. Our results recommend that: **a)** organization can certainly achieve better output if the employee is satisfied with the job but enhancing the job satisfaction through organizational commitment might not be the best approach for that; **b)** Biogeographic characters like gender, race or educational level distribution also doesn't affect the dependent variable, so discrimination

on the basis of these individual characters for maximizing the organization efficiency is also not an effective tactic; c) the behavior of the employee or its innate personality characters could be more productive or significant factor to be considered when comes to job performance than job satisfaction.

Research Limitations

The research is conducted in the Jhelum district in Pakistan; so, the findings of the research can't be generalized in other districts of the country. Whether same results will be obtained if study area is expanded nationwide has yet to be seen. The employee may respond in a way to researcher as to please him by telling lie this can change the findings of the study. Furthermore, a judgment regarding the variables in the form of response to the provided questionnaire is provided by human beings and humans judgments are generally found quite susceptible to error in most cases. The subjects also may not be willing to disclose their personal information to the researchers; resultantly, they may not express what really is in reality.

Conclusion

A diagnostic study for adequately highlighting the relationship between the fundamental aspects of organizational commitment (composed of affective, continuance and normative commitment) and the job satisfaction among the employee's was carried out in the study area of Jhelum.

The qualitative methodology of drop-off questionnaire based survey was elected as a research instrument. Results acquired from the regression and correlation analysis provided the core observation of the research that there subsists an adequately significant association between the two variables. This is an essentially important comment as it provides the insights to the

aspects of job satisfaction and what affects it more. Results also indicated that employees in the private and public sector of the various organizations in the Jhelum were satisfied with the organization's goals and ambition and holds the organization in high regards. Furthermore, the extent of positive correlation is not that high; so, it is safe to mention that for maximizing the output of organization solely dependence over organizational commitment is not a best approach for achieving promising results. Moreover, the findings of this research must be employed with cautiousness as the results for this specified representative sample can't be confidently generalized for the other national organizations of the country. More work must be done on national level in this regard.

Recommendation and Future Directives

High employee commitment is the dream of every organization. However, the results obtained from the research reveals there is relationship between organizational commitment and job satisfaction but the relationship could be interpreted as that the significant high level of job satisfaction may increase organizational commitment but not to that extent as organizations want. For an organization to be successful, its managers should focus on increasing the employee's job satisfaction by enhancing various working environment factors such as the work itself, benefit programs, rewards, work conditions, and promotions. These factors can directly influence the way a person feel or perceive his/her jobs. Indeed, job rotation can also be used as a tool for satisfying the employees; so that each employee can have an opportunity to perform various different tasks while using numerous skills and talents he/she possess. By using this innovative method, a profound interest in their respective jobs can be evoked among the workers and greater output can be achieved.

Furthermore, awarding and rewarding the hardworking employees, who perform their job with sincerity and all their might, could be another useful tactic that can be adopted by managers for creating a sense of loyalty among the working personals. Indeed, one would feel highly satisfied when he/she obtained applaud or recognition for his/hers hard work and outstanding performance. Rewards can be provided in various different forms, such as a higher wage, improvement of the work environment (a safer and better facilities for the workers), and assignment of suitable and challenging works to individuals in accordance with their abilities and personalities.

Moreover, managers should motivate employees to be more helpful, considerate, friendly and good-natured to their co-workers and supervisors as this would apart from increasing the employees' job satisfaction may also aid in developing healthy and friendlier environment in the organization. Certainly, providence of appropriate opportunities of promotion to employees can also significantly increase job satisfaction because promotions reflect the valued signals of organization towards merit and hard work and also enhances person's self-worth. The increase the inter-departmental cooperation can also be achieved by organization through conductance of outdoor team-building activities. The attendance to theses sort of activities should be made compulsory in order to increase the relationship among the employee in different department. The finding reveal the essential of creating the give and take environment whereby to maintain a good relationship, both parties must willing to complement, appreciate and reciprocate with each other. Practically, if the employer want the employees to be committed to the organization, the employer should gave the full attention and emphasize the quality of job satisfaction among their employees.

Finally, future research can be carried out by go more in depth of the components in this research in increasing the commitment and job satisfaction in the organization. Furthermore, this study can be done for a larger scale and can be involve by internal and external customer at higher learning education institutions in Jhelum.

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