

IMPACT OF EMPLOYEE WORK RELATED ATTITUDES ON JOB PERFORMANCE

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Abstract

Employee performance is a critical dimension when it comes to health care sector. Especially the role of doctors and nurses is very critical when it comes to treatment of patients. Given the nature of work, the degree of stress and the working hours that the human capital of health care industry have; studying factors that have an impact on their job attitude becomes a necessity for the HR managers. Performance of such employees are influenced by Job related attitudes like satisfaction, leadership, work commitment and job involvement. Employee performance is the summation of commitment and involvement towards their organization and its value. An employee with positive attitude is well aware about the dynamics of business, can fine tune to organisational environment, leading to a holistic development in the performance and productivity of the entire organization. Keeping these facets as background, this research paper investigates the impact of factors that lead to better productivity of employees. An empirical investigation was done to identify the factors that have a bearing on work attitudes and the survey was done in Health care industry. Statistically the information was tested and validated. P test, F test, correlation and regression showed a significant relationship between the attitudes of employees and performances. This study contributed to the existing literature and suggested some human resource development policies in health sector to improve more positive attitude.

Keywords: Job Attitude, Job Performance, Health sector

I. INTRODUCTION

Job related attitudes and organisational performance are the fundamental research issues in industrial psychology. The relationship between these factors are essential in every organisation for maintaining efficiency of a business enterprise. Several studies which examined the level of productivity of similar industries and establishments found that some enterprises persistently operate much more efficiently than others. (Gibbons, R., & Henderson, R. 2012)¹. The role of human resource management practices in similar enterprises which explained the persistent productivity differences are now receiving considerable weightage in both intra-industrial and cross industrial studies (Bandiera et al. 2007)².

Job performance is considered as an important parameter in every profession. Especially in healthcare services and the medical profession job performance is considered one of the key factors shaping the growth of the system (C Platis 2015)³. Generally, work of the Manager is to delegate job and give information to co-workers. Facts regarding the possible link between manager-worker relation and job performance would allow the application of appropriate structures for organization, and consequently lead to better output for the business

An effective and productive organisation requires its manpower to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. It is important to identify the variables associated with the employee and organizational performance which have an impact on worker's performance and attitude in organization. Employees are expecting the company to enhance their performance by giving

proper training and motivation. (Fritzsche& Parrish 2005)⁴states that —A happy worker is a productive worker|. This expectation plays a significant role in deciding employee attitude and the employee work performance.

Attitude has a direct impact on work performance of an employee. There are number of other variables that affect employee work related attitude on employee job performance. The study focuses on variables that are considered to have an impact workplace behaviour of employee, leadership, job satisfaction, commitment, motivation and training.

Job satisfaction is a significant area of research; it is correlated factor which can enhance job performance. Various studies have defined that job satisfaction and job performance have a vital relation to a business. The most famous researchers and writers accepted that the job satisfaction can affect work performance of the employees in the organization. There are also specific conditions such as mood and worker level within the organization identified that the job satisfaction and job performance connection depends the social exchange theory; worker's performance is giving back to the business from which they get their fulfilment. Since service sector is dominated by people, focus on factors that lead to satisfaction of employees is dominant here. Health sector is one area which is people predominant. The sector can survive only when enough importance is given to manpower.

Health sector is one of the key system in a society which needs to be function systematically. Healthcare has become one of India's largest sectors - both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. Even though, an inadequate number of health-care service providers and workers is associated with poor quality of health services, especially in rural areas. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players. Performance of employees in health sector includes timeliness of the initiation of the treatment, regular evaluation, availability, communication, explanation given regarding tests, health advice etc. are important aspects, which influence the patient need satisfaction. Several studies proved that performance of Doctors and behavior in the organization is related to job satisfaction, where in if the employee is satisfied with his job, organization can expect better performance from them^{5,6}. The World Health Organization (WTO) has rightly pointed out that hospitals should not be viewed only as medical organizations but also as social organizations. Thus, in addition to meeting the needs of patients, the hospital must also develop a healthy work environment in which individual employees and employee groups can meet their expected performance by self-developing job related attitude by which they satisfy their needs and desires to serve the best interest of the organization and the patients. Low level of job satisfaction among medical practitioners may affect their relation sip with patient relationships and may compromise quality of care.

This study is an attempt to bridge the macro and micro perspectives by developing a framework and providing a more comprehensive picture of what kind of employees engage in good service performance and, at the same time, what kind of factors interventions facilitate performance of employees. Hence, in the current study, we aimed to assess the most important factors of work related attitude influences the performance of the employees.

II. LITERATURE REVIEW

For the better understanding of the nexus between job attitude on organisational performance, the researchers have analysed articles from 1970's onwards and are listed below.

Richard Joseph Long (1979)⁷ explored the how employee ownership may be related to job attitudes, job behaviour, and organisational performance. A conceptualisation of the possible relationships between employee ownership, job attitudes and organisational performance, and variables which moderated these relationships. The central premise of this study is that employee ownership may affect job attitudes both directly through the effects of individual share ownership and indirectly by changing patterns of organisation influence and employee participation in decisions.

Bhatnagar Deepthi (1987)⁸, studied impact of training programmes to explore the attitude towards women workers in management cadre in Indian banks. The study revealed that there was a marked difference in male and female attitudes towards women in the managerial positions i.e. female respondents have more positive attitudes for most of the attributes.

Shore and Wayne (1993)⁹ found that continuance commitment is negatively related to OCB. further explained that organisational members who feel bound to their employing organisation because of an accrual of side bets are less inclined to perform OCB. In the workplace, employees' OCB is likely to result in thoughts of sharing knowledge.

Judge et al. (2001)¹⁰ identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction which causes of employee attitudes that results of positive or negative job satisfaction and also measure and influence employee attitudes. Study also provided on how to close the gaps in knowledge and for evaluating implemented practices.

Raymond Loi et al. (2004)¹¹, examined the effect of professional identification on several job attitudes (i.e., job satisfaction, organizational commitment, and career satisfaction), and explored the moderating roles of gender and organizational tenure on these relationships. Their analysis revealed that (1) professional identification had a significant positive effect on both job satisfaction and organizational commitment, (2) gender moderated the relationship between professional identification—job satisfaction and professional identification—organizational commitment, and (3) organizational tenure moderated the relationship between professional identification and job satisfaction as well as the relationship between professional identification and career satisfaction.

Jones et al. (2008)¹² studied the pervasiveness of role overload on job attitudes, turnover intentions and performance revealed the job attitude for more experienced executives was more adversely affected by role overload than that for less experienced executives. Furthermore, while the differences between the means were not significant, the results suggested that work experience moderated the relationship between role overload and turnover intent. Thus, it is noteworthy that role overload has displayed inconsistent relationships with many job attitudes, turnover intentions and performance measures. The study was unable to obtain performance scores other than self-reports, possibly inducing

common method bias.

Walumbwa, F. O. (2008)¹³ opined that transformational leadership were positively associated with follower identification with work unit and self-efficacy of employees. and found that transformational leadership would be positively related to individual identification with the work unit and self-efficacy.

Parbudyal Singh et al. (2010)¹⁴ states that job attitudes, such as work commitment and job satisfaction, have attracted academic and practitioner attention for several reasons. In this study the effects of gender on job attitudes was investigated. The findings indicate that men and women have different attitudes towards their jobs. The results suggest support for the job model or structuralist perspective; that is, women and men have similar job attitudes once we control for work-related and other variables

Ann P. Bartel et al. (2011)¹⁵ found that distinctive workplace component to employee attitudes despite the common set of corporate human resource management practices that cover all the branches. Differences in the branch-level measures of employee attitudes across branches are highly significant and are too large to be explained by chance alone. Moreover, study also observed that the attitudes of new employees converge with the pre-existing attitudes of their longer-tenured co-workers, either through changes in employee attitudes over time or through turnover. Study also finds that cross-branch differences in attitudes are highly correlated with sales performance of the branches—branches in which employees have more favorable attitudes have superior sales performance.

Shariq Abbas et al. (2012.)¹⁶ opined that job attitude also determines the productivity of the employees in various sectors of the industry. Study also found that Banking professionals were most content with working conditions and least with financial terms. Gender haven't play major significant difference in the level of job satisfaction.

Abdullah and Ramay (2012)¹⁷ that the relation between job security and organisational commitment was the most significant followed by work environment. Pay satisfaction and participation in decision making had low correlations with organisational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure whereas gender did not show significant change in commitment level of employees. The study could not bring in the effects of three components of commitment and their relation in the existing study

Kodikal R, P Pakkerrappa (2012)¹⁸ studied that the analysis of the levels of satisfaction of respondents working for public sector and private sector banks shows that though the overall level of satisfaction is similar for both the sectors the emphasis on various factors that affect the level of satisfaction is different. Given the higher level of job security & autonomy employees in the public sector associate their level of satisfaction with people related issues like supervisors, peers and training, whereas employees in public sector are more affected by work related issues like autonomy & financial rewards.

SS Gopalan et al. (2013)¹⁹ examined the performance motivation of community health workers (CHWs) and its determinants on India's Accredited Social Health Activist (ASHA) programme. Their study that no association established between their level of dissatisfaction on the incentives and the extent of motivation. Their study established inadequate healthcare

delivery status and certain working modalities reduced their motivation.

P Trivellas et al. (2013)²⁰ studied the impact of job related stress on Job Satisfaction of nursing staff working in hospitals. Their study found that, Job stress is one of the most important workplace health risks for employees, and job satisfaction has been considered as a crucial factor in the provision of high quality services and superior performance at hospitals. Their study results showed that conflict, heavy workload and lack of job autonomy are negatively associated with all job satisfaction dimensions, while shortage in information access and feedback is positively related to employees' satisfaction with rewards and job security.

SH Ang et al. (2013)²¹ examined the effects of management and employee perceptions of high-performance work systems (HPWS) on HR outcomes. Their study found that only when management's implementation of HPWS is like employees adopted HR practices that HPWS are translated into greater engagement, job satisfaction, affective commitment and less intention to leave. Their results had implications for the management of employees in the healthcare sector and the implementation of HPWS for different occupations within an organisation.

Suresh, S. et al. (2015)²² opined that, in health sector domains like interpersonal relationship and working condition, Doctors were highly satisfied, whereas rest of the domains: Organizational functioning, Financial incentives, Non-financial incentives, and Physical facilities doctors were moderately satisfied. In their study, demographic variable like age and gender both shown significant association on level of satisfaction whereas experience, designation and marital status of the doctors have not shown significant association.

Suresh, S., & Kodikal, R. (2015)²³ opined that over all Managerial skill is contributed more by Technical skill then followed by Human skill and lastly, Conceptual skills. They also found that Nurses were highly satisfied with job and managerial skill has an impact on job of the nursing professionals. Their study also revealed that Demographic variables such as Age, Marital status, Professional qualification and experience have no significant impact on job satisfaction and managerial skills of nursing professionals

Sharma, J. et al. (2016)²⁴ studied that the level of burnout is significantly higher among the nursing staff and had an inverse relation with affective commitment. Further, their finding perceived organizational support and procedural justice showed a positive relation with affective commitment in contrast to burnout and found affective commitment had a strong impact on job performance of the nursing staff.

R Kodikal, HU Rahiman (2016)²⁵ opined that there is low level of relationship between quality of work life and organizational commitment in manufacturing sector. Their study contributed to the existing literature and suggested some human resource development strategies to improve quality of work life, so that commitment of employees could improve.

III. OBJECTIVES

- To identify the relationship amongst job performance and job satisfaction of workers in health sector

- To study the relationship between organizational commitment and job performance of employees.
- To study the relationship between leadership and job performance of workers in health sector.
- To find the impact of the job satisfaction, job involvement, Organizational commitment and organizational leadership on job performance.

IV. RESEARCH METHODOLOGY

The research was carried out in some selected Hospital in Kerala state, India. The primary data was collected on the basis of Probability sampling method and in order to ensure the presence of key subgroup within the sample, a stratified Random sampling shall be applied on different groups of respondent based on the categories of department. Based on Yamane,

T. (1967)²⁶ method with level of 9% level of significance a sample of 110 respondents were considered. The analysis consisted of demographic variables to Job Performance, Job attitude, job commitment and Job involvement, Job satisfaction and leadership related questions.

V. CONCEPTUAL FRAMEWORK OF THE STUDY

Employees Job performance is the essential factors in commercial analytics for keeping and raising efficiency for businesses. Job performance is defined as the extent to which one completes the duties that are important to carry in a given place. Common works of managers are to delegate job and give info to co-workers. In admitting that it is the responsibility of managers to certify Job performance is at ultimate impending. Facts regarding the possible link between manager-worker connection and job performance would allow the application of more real structures for organization, and consequently, better output for the business over enlarged job performance.

V (i) JOB SATISFACTION

Job satisfaction is defined as a positive or pleasant emotional state resulting from a person's appreciation of his/her own job or experience (Locke, 1976)²⁷. Leap and Crino (1993)²⁸ viewed job satisfaction as the attitude of workers toward their job, rewards that they get, the social, organizational, and physical characteristics of the environment in which they perform their working activities. Robbins (2003)²⁹ sees job satisfaction as the general attitude of an individual toward his/her job.

V (ii) LEADERSHIP

Leaders have been identified as 'ethical stewards' who create organisational systems which support their values (Caldwell et al., 2008)³⁰. Dhar and Mishra (2001, p. 254)³¹ assert that in services, leadership is about 'purpose-process-people', rather than 'strategy-structure-systems'; therefore, leadership is vital to attract the best talent and best leverage their skills and knowledge. Leaders are intrinsic to the adoption of brand values. Edmonson and Cha (2002)³² explain that leaders are assessed, amongst other metrics, on the basis of their

perceived brand values.

V(iii) ORGANIZATIONAL COMMITMENT

Organizational commitment is defined as the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry. According to Meyer and Allen (1991)³³, organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so. Continuance commitment refers to commitment based on employee's recognition of the costs associated with leaving the organization.

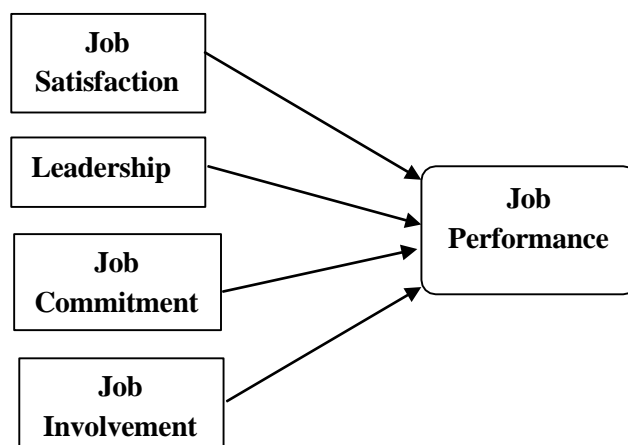
V(iv) JOB INVOLVEMENT

Work involvement refers to employee perceptions of the concern and dedication who show for their job (Billings and Moos, 1982)³⁴. Generally, a workplace appraised as consisting of motivated employees, willing to do more than just put in their time, is apt to be interpreted as beneficial (James, James and Ashe, 1990)³⁵.

V(v) JOB PERFORMANCE

Job performance is one of the most important dependent variable. Borman and Motowidlo (1993)³⁶ identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. Contextually, performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000)³⁷.

Figure 1: CONCEPTUAL MODEL



Generally, Job performance depends upon various dimension viz; Job Attitude, Job Satisfaction, Job Involvement, leadership and organisational commitment. All these factor influences vital role in performance of employees in organisation.

VI. RESULT ANALYSIS

Various statistical analysis was employed to compare the scores of the respondents from health sector on different dimensions which influences job related attitudes on performance.

Demographic variable of the employees is closely related to their performance. Using various statistical tools impact of job related attitude and performance of employees on demographic variable were tested.

The target population of the study considered to be all the employees of health sector. The analysis of gender shows that Male 31% and Female 69%. In addition, marital status shows that 36% of the participants were single and a large proportion (64%) were currently married. The years of work experience of the participants ranges beginning from less than 1 to more than 15 years. The responses were classified as follows: 25% (n = 27) were in range of less than 1 years, 50% (n = 55) were in the range of 1–5years, 23% (n = 26) between 5 and 10 years, 2% (n = 2) in the range of more than 15 years. The year of age of the respondent, participants ranges beginning from 25 to 55 years. The respondents were classified as follows; a large population 60% (n=67) were aged in between 25-35 years of old, 36% (n=39) were in the range of 35-45 years, only 4% (n=4) were aged in the range of 45-55 years of old.

VI (i) TESTING OF HYPOTHESIS

H01: There is no significant relationship between job commitment and job satisfaction

The analysis of the result reported in the table 1.1 shows that Null hypothesis H₀₁ was rejected as F-test =2.51, P<0.05, at 0.05 level of significance. It implies that a significance relationship exists among the dimensions viz; Job satisfaction and Job commitment of employees in health sector.

H02: There is no significant relationship between job satisfaction and productivity

When above administered (table 1.1) data was statistically validated the hypothesis at 0.05 level of significance; the null hypothesis (H₀₂) was rejected and significant relationship found between job satisfaction and productivity.

H03: There is no significant relationship between leadership and productivity

Analysed result indicate that P value is lesser then 0.05 and data is statistically validating the hypothesis at 0.05 level of significant; the null hypotheses H₀₃ was rejected. There is positive level of significance found between leadership and productivity.

H04: There is no significant relationship between job commitment and productivity

When ANOVA was administered to statistically validate the hypothesis at 0.05 level of significant; the null hypothesis was rejected and study revealed significant relationship between employee's job commitment and productivity.

H05: There is no significant relationship between job involvement and productivity.

As per the analysis null hypothesis rejected was as F value =2.396 and P value found to be .04 which is less the 0.05 in same significant level. Table 1.1 shows that job involvement and productivity of the employees have significant relationship.

H06: There is no significant relationship between work related attitude and Job performance

Study rejects null hypotheses as F test=1.194 and P value is 0.03in 0.05 level of significant. As per the table all the job-related attitude dimension viz; job satisfaction, leadership, job Commitment, and job involvement have significant with performance of the employees.

It was inferred from table 1.1 that, work related attitude viz; Job satisfaction, leadership, job commitment and job involvement are directly influence a and found to be have significant relationship. From this statistical observation, it is evident that, performance of employees health sector are influenced by all the dimensions under study.

In case of impact of organisational leadership, male respondents (4.31) seems to be more contented then female (4.30), in marital status of employees was concerned married (4.31) respondents are happier then unmarried (4.30) respondent. In case of age and experience is concern, younger respondents are more comply with organisational regulation then senior employees.

Job commitment generally contribute more to productivity of organisation. Table 1.1 shows that, male (4.28) respondents are more committed than female (4.27), and in case marital status married respondents (4.28) are more committed than the unmarried (4.27) respondents. In case of age and experience of respondents, junior and moderate experienced are more committed than senior and more experienced employees.

Job involvement is usually increases performance of the employees. It can be emphasised from table 1.1, male (3.91) are less involved than female (3.92) respondents and in marital status of respondent is concerned married are less involved then unmarried. In case of age and experience of respondents, senior and experienced are more involved than the junior and less experienced employees.

Table No: 1.2 CORRELATION BETWEEN VARIABLE INFLUENCING JOB PERFORMANCE CORRELATIONS

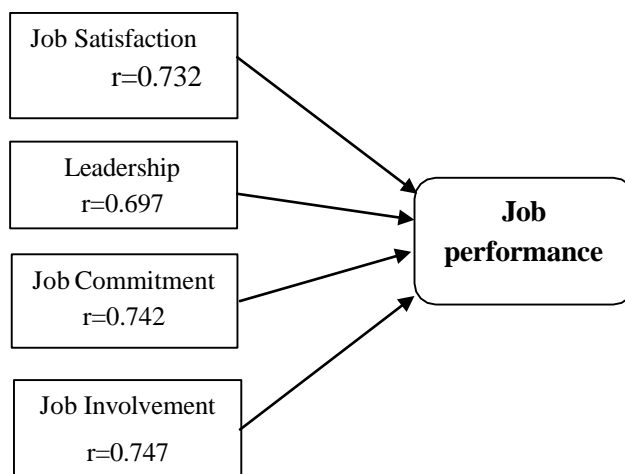
		Job Satisfaction	Leadership	Job Commitment	Job Involvement	Performance
Job Satisfaction	Pearson Correlation	1	.439**	.357**	.324**	.371**
	Sig. (2-tailed)		0	0	0.001	0
Leadership	Pearson Correlation	.439**	1	.282**	.349**	.358**
	Sig. (2-tailed)	0		0.003	0	0

Job Commitment	Pearson Correlation	.357**	.282**	1	.556**	.433**
	Sig. (2-tailed)	0	0.003		0	0
Job Involvement	Pearson Correlation	.324**	.349**	.556**	1	.269**
	Sig. (2-tailed)	0.001	0	0		0.005
Performance	Pearson Correlation	.371**	.358**	.433**	.269**	1
	Sig. (2- tailed)	0	0	0	0.005	

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

Table 1.2 emphasises the degree of relations between the variable influencing the job performance. The analysis shows that, job commitment (.433), leadership (.358) and job satisfaction (.371) are closely related to job performance in compared to job involvement (.269).

VI (ii) CONCEPTUAL ANALYSIS



The conceptual analysis emphasises on degree of influence of various independent variable on job performance. The study reveals that Job satisfaction (.732), leadership (.697), job commitment (.0742) and job involvement (.747) shows significant impact on performance of employees which may lead productivity.

VII. CONCLUSION

In this competitive era performance of an organization becomes one of the important aspect to survive. So, in order to meet the expectation, organization must forecast systematic human resource management and also need to prepare their staff to meet organisational objective which can lead the organization with better productivity.

We can deduce from this study that, there is a significant and positive relationship between job attitude (job satisfaction, commitment, organizational leadership and job involvement) and job performance in in health sector.

In conclusion, the research finding demonstrated that, even though performance of employees and all the four dimensions viz; Job attitude, Job involvement, job satisfaction, job leadership and commitment are different but they are closely related and influenced each other.

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