

Review of Literature

CHAPTER II

REVIEW OF LITERATURE

An overview of the relevant research studies will give more insight into research gap. The base of any research is associated with earlier studies carry out by researchers hence; the findings of earlier studies have been presented to provide a strong foundation and research gap for the present study with a thorough review of literature.

Umamaheswari and Joyce (2020)¹ have conducted a study on “*Antecedents and consequence of organizational commitment among employees of ceramic industries in India*” has observed the role of precursor namely, career development, work environment, and work-life balance over commitment towards organization and verifies the link between organization commitment and retention on industries manufacturing ceramic products in India which are least explored. They have collected the data through questionnaire. A sample of 416 respondents from ceramic sanitary industries was used for the study. They have applied Correlation and Regression to analyze the data. The study has concluded that the result of this study highlights the importance of employee’s organization commitment at all the levels within the organization and the benefits derived by enhancing it. The analysis reveals that Organisational commitment influences retention and Career Development, Work Environment, and Work-Life Balance are the most influencing antecedents enhancing the commitment of employees towards their organization.

Washington Machokoto (2020)² have made a study on “*A Commitment under Challenging Circumstances: Analyzing Employee Commitment during the Fight against Covid-19 in the UK*”. The main objective of the study is to investigate Employee Commitment during the COVID-19 outbreak in the United Kingdom. Potential participants were invited through social media, and three individuals were selected at random to take part in a video interview via zoom technology. The researcher advertised the potential research on social media and randomly picked 3 cases to reduce bias. The data was processed into 3 case studies before analyzing. The results indicated that employees are currently being pushed to work because they need to pay their household bills. The study concludes that employees are now being pushed to work because they

need to pay their household bills. Therefore the employees are displaying continuance commitment because of perceived costs or fear to be in debt if they leave the job. The COVID-19 outbreak has brought emotional challenges among the working population; employees who can work are only doing so to support their families financially. The study also concludes that employees lose their love of job when there is a high risk such as the COVID-19 virus. Also, employees during an emergency, such as corona virus pandemic do not see going to work as an obligation. Therefore EC remains a volatile concept that can be affected by circumstances.

Ana Soto-Rubio et al. (2020)³ have undertaken a study on “*Effect of Emotional Intelligence and Psychosocial Risks on Burnout, Job Satisfaction, and Nurses’ Health during the COVID-19 Pandemic*”. The study aimed to analyze the effect of psychosocial risks and emotional intelligence on nurses’ health, well-being, burnout level, and job satisfaction during the rise and main peak of the COVID-19 pandemic in Spain. Convenient sampling techniques have used to collect the data from 125 nurses. A statistical tool such as regression has applied to analyze the data. They have concluded that the emotional intelligence of nurses, in particular the emotional attention dimension, can be a risk factor for some psychosocial risks, such as interpersonal conflicts or lack of organizational justice. However, the emotional repair component stands out as an element of emotional intelligence that should be enhanced to prevent the possible adverse effects of psychosocial risks on nurses, specifically those related to burnout, psychosomatic complaints, and job satisfaction.

Swathi (2020)⁴ in her study on “*A View on Employee Attrition*” the main objective of the study is to identify the reason for attrition and ways to reduce attrition. Forty convenient samples were taken for the study. Statistical tools, namely Simple percentage, Mean and Standard Deviations were applied to analyze the data. Thus they have concluded that the concept of attrition has been studied for almost three to four-decade but they are not able to give the golden button solution for such problems .so the existence of attrition becomes one of the major discussed and research topics in the field of human resource management.

Shilpi Arora and Sandeep Vyas (2020)⁵ in their study entitled “*Job satisfaction at the time of COVID-19: An investigation of the information technology sector in India*”. The study aims to find the dimensions of job satisfaction among Indian IT employees during the COVID-19 and to find out the differences in job satisfaction among Indian IT employees with respect to managerial and non-managerial roles during COVID-19. An online questionnaire was sent to the respondents and simple random sampling techniques were used for the study. A sample of 207 respondents was chosen for the study. A statistical tool such as mean, standard deviation and ranking has applied to analyze the data. They concluded that Factors that affected Job Satisfaction in IT employees at the time of COVID-19 the most are “The Working Conditions”, “The chance to try my own methods of doing the job” and “relationship with co-workers”. The least score is given to “Freedom to use my own judgment and “employment security” which could be due to employment insecurities arising amid COVID-19. IT Employees are given a higher score for extrinsic satisfaction than intrinsic satisfaction amid the current context of COVID-19. There has been a significant difference in the job satisfaction of IT employees with respect to age, gender, and managerial/non-managerial roles.

Manoj Bhattarai (2020)⁶ in his study on “*Working from Home and Job Satisfaction During the Pandemic Times*”, The main purpose of this study is to find out the factors that are important in deciding employee satisfaction working remotely and also to find out a model that can help in classifying the satisfied and dissatisfied employee groups. The study was heavily dependent upon the survey data there were 120 responses collected via online surveys; after data cleaning, only 96 responses were considered as the quality responses to use. The tools used for the study is correlation, regression, ANOVA analysis to analyze the data. The study has concluded that if an individual had to work more than the office hours (which they called overworked) they tend to be less satisfied compared to some people who were commuting a long hour every day could save that time for their family due to no commute.

Sumithra et al. (2019)⁷ in their study on “*A Study on Factors Affecting Voluntary Attrition with Special Reference to Education NGOs at Bengaluru*” aims to analyze the factors affecting Attrition at education NGO’s and to know the impact of

Attrition on the select factors like personal reasons, professional reasons, job environment, and job satisfaction. Convenience sampling technique was used to collect data from 286 teachers and was chosen as respondents of the study. Statistical tools such as Chi-square; correlation, regression, ANOVA, and coefficient were applied to analyze the data. They have concluded that the major reasons found were personal reasons, professional reasons, job satisfaction, workplace environment factor, and system-related factor. As far the results are concerned the training impact was extremely useful and some instructors expressed unhappiness over the location factor which may be a minor reason.

Latha (2019)⁸ in her study on “*A Study on Employee Attrition: Inevitable yet Manageable*” the main objective of the study is to find the employees attrition in the company and to determine the high contribution factors which affect employee attrition. 100 respondents were chosen for the study and they have taken Simple random sampling methodology to analyse the data. Statistical tools such as factor analysis, correlation analysis, t-test, chi-square, one-way ANOVA and multiple regression was used to analyze the data. This study concludes that to reduce attrition industries should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and Effective training programs.

Mehwish Jawaad et al. (2019)⁹ have made a study on “*Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy*” The objective of the study is to assess the relationship of HR practices and Organizational Commitment and to test job satisfaction as a mediator, between HR practices and Organizational Commitment among the employees of the telecommunication sector. A sample of 218 employees has been taken at various telecommunication companies located in Lahore. They have applied the SEM model to analyze the data. In this study, they theoretically and empirically infer the association of HR practices with OC directly and indirectly via the mediating role of Job Satisfaction. The study has concluded that Telecom companies should invent extra attention over HR practices that contribute positively toward the performance of employees eventually accentuating employees’ level of satisfaction and therefore the quality of services rendered to customers.

Dorota Grego-Planer (2019)¹⁰ have conducted a study on, “*The Relationship between Organizational Commitment and Organizational Citizenship Behaviors in the Public and Private Sectors*” with the objective to identify the level of correlation between individual dimensions of organizational commitment and Organizational Citizenship Behaviors in public and private organizations in Poland. A sample of 323 employees was taken for the study. They have applied weighted mean, standard deviation, and correlation to analyze the data. The study has concluded that Employees in public entities more often direct their citizenship behavior towards colleagues, while employees in private entities orient towards the organization in theirs. Therefore, managers of public organizations should focus on strengthening their employees’ loyalty to the organization, while private sector managers should aim to build strong relationships and social ties between employees.

Sanwar Jahan Bhuiyan (2017)¹¹ have conducted a study on “*Influence of Individual Characteristics, Organizational Support System and Learning Organizational Practices in Post-program Transfer of Training: A Study on Management Development Programs of Bangladesh Civil Service*” with the objective of a detailed examination into ultimate effectiveness of training by examining the contribution of three sets of influencing factors under individual characteristics, work environment both social and logistic support and organizational climate as learning organizational practices on the transfer of training. The quantitative method was applied to obtain research objectives. Questionnaires were collected from officers of Bangladesh Civil Service 212 were taken as the respondents. Tools used for the analysis were multiple regression. The researcher has concluded that in the current research the respondents of the quantitative surveys agreed with the extended definition of transfer of training. So, further research could be initiated to establish the extended definition of transfer of training.

Gladys et al. (2017)¹² have conducted a study on, “*How to do organisational characteristics influence teamwork and service delivery in lung cancer diagnostic assessment programs? A mixed-methods study*”. The study explores with an objective of how organisational characteristics influenced multidisciplinary teamwork and diagnostic service delivery in lung cancer DAPs. The targeted respondents were 22 staff,

where they were interviewed about the organisational characteristics, target service benchmarks, and teamwork processes in their hospital, determinants and outcomes and 314 medical records were reviewed for actual service benchmarks. The approach used was mixed-methods integrated qualitative and quantitative data to reveal potential linkages between organisational characteristics, teamwork and service delivery, and providing detailed insight on how diagnostic assessment programme design could be optimized. The study concludes that the findings pertain to lung cancer diagnosis, and thus the organisational characteristics that influence teamwork and service delivery may differ in other healthcare contexts.

Zivota Radosavljevic et al. (2017)¹³ have undertaken a study on “*Employee Organizational Commitment*” with an aim to determine the level of organizational commitment on the territory of Novi Sad and to the inquiry whether there is a difference between certain categories of examinees for each commitment base. The respondents were 237 employees in organizations on the territory of Novi Sad. A structured questionnaire was distributed by random sampling method. The study has applied arithmetic mean and Chi-square test for the analysis. The study has revealed that among respondents of different gender there is no statistically significant difference on every individual basis of organizational commitment. The study has concluded that Years of working experience and level of education were significantly associated with continual and normative bases of organizational commitment, while working in one or more organizations and personal evaluation of the level of the utilization of working potential were linked only by one basis of organizational commitment.

Saket and Madhava Rao (2018)¹⁴ in their article on “*Employee Intention about Attrition in Indian It Sector*”. The objective of the study is to find the Various Reasons for employee Attrition and to explore different factors that influence employee attrition. Convenient sampling techniques have been used to collect the data from 120 employees in IT Sector. Statistical tools like, Mean, T-test and ANOVA have used to analyze the data. They have concluded that that the reasons for attrition among IT employees are dynamic in nature. There is a change in the opinions of the employees about the reasons for attrition with a change in their age, gender, education, marital status, qualification, and designation.

Jeremy Mitonga-Monga et al. (2018)¹⁵ in their research on, “*organisational commitment: A Democratic Republic of Congo organisational perspective*”, have examined the modern workplace, which is characterized by increasing turbulence and debilitating uncertainty has led to a renewed focus on whether employees experience satisfaction and how they commit themselves to the organisation. A cross-sectional survey design has been used to collect the data. A sample of 839 employees was chosen for the study. The statistical tools such as Correlations and regression have applied to analyze the data. The research has concluded that, Developing employees’ level of positive affective orientation towards their employment might enhance not only their affective response, involvement with organisational goals and values, loyalty and attachment but also their intention to stay in the organisation and their level of performance, while reducing absenteeism.

Priya Ram and Thothadri (2017)¹⁶ in their study on “*Attrition and Its Attributes in IT and ITES Sector in Karnataka*”, have undertaken to understand the existing human resources practices followed to resist the attrition level, causes of change in the attrition level and to analyse and suggest the possible ways to control the attrition rate and retain the employees. 800 respondents were chosen for the study. Statistical tools such as Mean, Standard deviation, correlation, and regression analysis were used to analyze the data. Thus they have concluded that the management has to encourage, facilitate and enable the employees to make use of learning and development opportunities. Cost reduction should not come in the way of Learning and Development. It is better to invest in developing existing human resources rather than losing them to competitors.

Sunanda (2017)¹⁷ on her study on “*An Empirical Study On Employee Attrition In It Industries- With Specific Reference To Wipro Technologies*”, aims to find the factors which increase the attrition rates in IT companies and suggest measures to decrease the attrition rates. The study has chosen 100 employees in Wipro, Hyderabad. Statistical tools such as KMO Barlett test and Factor analysis were applied to analyze the data. They have concluded that Employees can be retained Providing the stress busters deserved recognition and growth opportunities and workplace that improve their skills and growth which balance with the job of the employee and organizational goals helps in retaining the employee and decrease the rate of attrition.

Prerana (2017)¹⁸ has made a study on “ *Factors Influencing Job Satisfaction: A Study Done On The Employees Of Public Sector Undertaking In Delhi*” investigated to find out the factors affecting employees' job satisfaction in the Indian public sector organization of Delhi. The study has chosen 30 employees as respondents. Minnesota Satisfaction Questionnaire was used to collect data from the respondents. Statistical tools such as Factor Analysis were applied to analyze the data. They have concluded that that Job security and Supervisory support, Appreciation and Salary, Job Engagement and Autonomy, Job Advancement, Empowerment, and Job Enrichment are the factors that enhance the job satisfaction of employees.

Antony and Anbu (2016)¹⁹ in their study on “*A Study to Reduce Employee Attrition in IT Industries*” evaluate the factors that influence employee attrition in the IT sector. Simple Random Sampling Technique was used to choose 300 employees as respondents in the IT sector. Statistical tools, namely Simple percentage, Chi-square method, and Correlation and the coefficient method were applied to analyze the data. Thus they have concluded that to retain employees it is important to provide sufficient opportunities for development and growth, competitive salary, challenging jobs that use employee skills efficiently, and good managerial guidance, among other things. We are in a time of manpower shortages that will not abate in the near term. Employers have to work smarter and permit employees to work smarter.

Surekha Rana and Vandana Singh (2016)²⁰ have made a study on “*Employee Empowerment and Job Satisfaction: An Empirical study in IT Industry*”. The main objective of the study is to determine the relationship between employee empowerment and job satisfaction in the IT industry. The sample of 475 employees was taken as respondents from five top IT industries in India. Statistical tools such as t-test, ANOVA, and Correlation were applied to analyze the data. The study has concluded that there was a significant difference in empowerment on the basis of age, educational qualifications, and experience. However, there was no significant difference on the basis of gender, marital status, designation, and income in the empowerment of professionals in the IT industry.

Akbar Jan et al. (2016)²¹ have done an empirical study on “*Employees’ Job Satisfaction in Information Technology Organizations in Chennai City - An Empirical*

Study”. The main objective of the study is to explore the factors influencing job satisfaction among information technology employees in Chennai city. The stratified random sampling technique has been used to collect the data from 500 employees from the selected IT companies for the study. Statistical tools such as factor analysis have applied to analyze the data. They have concluded that the five-factor analysis, that the total composition of each factor that provides information regarding the items that constituted these five factors with their factor loadings and they explain the variance of each factor. All the items are found highly loaded under these five factors, which indicate that the employees are highly satisfied with their job.

Shaju and Subhashini (2016)²² have undertaken a study on “*A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry, Punja, Indi*”. The main objective of the study is to investigate the impact of the job satisfaction level of the respondents on their respective performance evaluation results. Convenient sampling techniques have been used to collect the data chosen from 250 respondents. Simple percentage and correlation techniques were used to analyze the data. They have concluded that It was observed that there is a strong correlation between the levels of job satisfaction and of Performance of an employee, in both Supervisor and Worker groups of the Automobile Industry. Job satisfaction was observed higher in the supervisors’ level rather than that of the Employee’ in workers level. It also indicates that employees with more job experience possess a higher degree of satisfaction than those with less job experience in the Automobile Industry in Punjab.

Ratih Kusumastuti et al. (2016)²³ have made a study entitled, “*Auditor Professional Commitment And Performance: An Ethical Issue Role*” with an objective to find out to what extent the auditor’s idealism and relativism ethical orientation influences the professional commitment and the auditor’s performance. A sample of 223 auditors working at a Public accounting office in Indonesia was taken as respondents. They have applied the SEM model to analyze the data. The study has concluded that Idealism ethical orientation evidence a significant positive influence on the auditor’s professional commitments. This means, the higher the idealism, the higher the auditor’s professional commitments.

Sanjeev Kumar and Manoj Kumar (2016)²⁴ have undertaken a study on “**Job Satisfaction and Organisational Commitment in Hospitality Industry- an Empirical Study**”. In their study, their main objective is to examine the relationship between job satisfaction and organizational commitment. A structured questionnaire was developed to collect the data. A sample of 246 respondents was taken for the study. Pearson correlation and regression analysis were taken as the tool to analyze the data. They have concluded that there is a moderate kind of relationship between commitment and satisfaction. As far as the effect of components of an independent variable is concerned, Normative Commitment appears to be having a strong relationship with job satisfaction following by Affective Commitment. Continuous Commitment is showing a negative relationship with job satisfaction which means if employees will have a fear of consequences after leaving their present job, it will negatively affect their satisfaction level.

Shankar Chelliah et al. (2015)²⁵ has made a research on “**Employees Organisational Commitment in Organisations: A Case of SMEs in Malaysia**” The main purpose of the study is to find the factors of job satisfaction, job involvement and perceived organizational support influence, and organizational commitment of their employees through affective, continuance, and normative types of commitments. The sample size was 189 respondents, from which 200 questionnaires were distributed in 10 private organizations in Penang. The researchers have taken correlation as the main tool. The findings from the study confirm that job satisfaction, job involvement, and perceived organizational support influencing organizational commitment of employees by affective, continuance, and normative type commitment are significantly positive and accepted. Normative and affective types of commitments have a high influence in getting the employee’s job involvement, job satisfaction and perceived organizational support.

Akeke and Awolusi (2015)²⁶, have made a research on “**The effect of job satisfaction on organisational commitment among the non-academic staff of tertiary institutions in Ekiti state**”, the main focus was to determine the influence job satisfaction has on affective commitment and continuance commitment. A sample of 326 respondents was chosen. They have applied Simple Percentage, Regression Analysis, and Analysis of Variance (ANOVA) methods. The findings indicate that pay/salary, job security, supervision, job enrichment, and job challenges lead to job satisfaction. It also reveals

that job satisfaction has significant positive influence on both affective commitment and continuance commitment; however, job satisfaction exerts a greater influence on continuance commitment. The study has concluded that the Tertiary institutions should make the non-academic staff feel a sense of belonging by ensuring that all offices and positions of the non-academic staff are given due recognition and expressing their contributions to any success achieved.

Richa N. Agarwal (2015)²⁷, has undertaken a study on “*Stress, Job Satisfaction and Job Commitment’s Relation With Attrition With Special Reference to Indian IT Sector*”. The main objective is to find out whether stress is a major factor contributing to high attrition in the IT sector. A sample of 250 respondents has chosen for the study. Statistical tools such as Anova, Correlation coefficient, and Multiple Regressions have applied to analyze the data. The study has concluded that the fact has been unearthed that stress is not directly related to job satisfaction as well as with job commitment leading to attrition. It has also become evident that IT industry dynamics are impacting the employment change decision for software engineers. The study is important as it further generates interest to explore and study some other factors like training, career growth, location, leadership, etc., and its relation with job satisfaction, commitment, and attrition.

Sunil Kumar and Amaresh (2015)²⁸ in their research on “*A study on employee attrition in BPO industries in India*” has investigated the causes of employee attrition in BPO. The study has been conducted to find out the main causes which increase the employee turnover in BPO companies and to find out the ways to control attrition. Simple random sampling techniques have been used to collect the data from 20 respondents. A statistical tool such as Anova and factor analysis have applied to analyze the data. They have concluded that the employee of BPO sectors has undergone with stressful life which can be reduced. This study focuses on the remuneration paid by the BPO sector and they are unsatisfying with the interpersonal relationship.

Shine (2015)²⁹ in his study on “*Attrition in IT Sector*” the main objective of the study is to analyze the problem of high attrition. 73 employees were chosen for the study. Statistical tools such as Kaiser-Meyer-Olkin sampling adequacy and factor

analysis with the varimax solution were used to analyze the data. Thus they have concluded that employees now have to be retained by providing the stress busters, deserved recognition, fair treatment, and growth opportunities. Salaries are no more a retention tool and employees would love to work at a place that keeps up their interest and growth in balance with the work and organizational goals.

Mohan and Astalin (2015)³⁰ in their paper on “*A study on women employee attrition in it industry with special reference to Technopark, Thiruvananthapuram*” undertaken a study to find attrition of women employees. 523 respondents as their sample size from the universe and descriptive research design was adopted. . Statistical tools such as Factor analysis were chosen for the analysis. Thus they have concluded that When Attrition is suspected within an organization, and accurate the measure of past and existing Attrition must be analyzed. Once both of these issues have been studied, companies can decide on the proper solutions according to their analyses, the ultimate one being the attainment of employee loyalty and commitment.

Batty Dorance Jeen (2014)³¹ in his study “*Attrition – turnover intentions in the retail industry*” has determined the employee turnover a matter of concern for organizations. The main objective of the study is to identify various factors that lead to attrition and to come out with suggestion to prevent attraction. This is qualitative research, to analyze employee’s turnover intention and its impact on organisational outcomes 100 questionnaires were distributed to the first and middle line employees in selected organized retail outlets in Bangalore. Regression analysis was chosen to analyze the data. Thus they have concluded that the of factors attrition attitude implies that the factor considered has influence on turnover intention.

Venkat and Pankaj (2014)³² on their study on “*Employee Attrition in Selected Industries: ITES, Banking, Insurance and Tele communication in Delhi & NCR*” the main objective of the study is to compare the four factors of employee attrition in IT & ITES, banking, insurance, and telecommunications industry. Random sampling technique was used to collect data from 600 employees was chosen as respondents of the study. Statistical tools such as Factor Analysis, Chi-square, ANOVA, and Correlation were applied to analyze the data. They have concluded that Employees of all selected

four industries i.e IT & ITES, banking, insurance, and telecommunication in Delhi & NCR think they will change their job if immediate salary hikes reoffered by market.HR people should focus on these factors to improve the employee retention.

Xanthi and Panagiotis (2014)³³ have made a study entitled, “*Psychological Contract Breach and Organizational Commitment in the Greek Banking Sector: The mediation effect of Job satisfaction*” The study aims to provide empirical evidence on the role of Psychological Contract Breach and Job Satisfaction as predictors of Organizational Commitment of bank employees in Greece. Psychological Contract The breach is conceptualized by six dimensions as benefits, pay, advancement opportunities, the work itself, resource support, and a good employment relationship. A sample of 262 bank employees was taken for the study. Positive perceptions regarding employees’ psychological contract seem to yield more satisfied workers especially with positive evaluations about their relationships and their work content, leading, in turn, to more committed ones who are willingly engaged in extra-role behavior and tasks which strengthen their bond with the organization. The study has concluded that the findings highlight the dominant role of work itself as a Psychological Contract Breach component, which refers to high responsibilities, high autonomy, challenges, and interests attached to the job. In addition, good employment relationships reflecting job security, quality of work conditions and treatment with respect and fairness are also strong predictors of both JS and OC.

Alperen Mustafa Yigit et al. (2014)³⁴ have made a study entitled “*Impact of Organizational Characteristics on Employees’ Workplace Preferences*” with the objective to know the attributes of organizations that effect employee choice. Simple random sampling techniques have been used to collect the data from 105 respondents, 11 attributions that are thought to affect the preferences of the workplace for employees were formed and they were asked to rank the 16 cards for five organizational attributes with different combinations of these five attributes. The results specify that the pay level has the greatest influence on the respondents’ choice, followed by social insurance, organizational reputation, working hours, and transportation. Furthermore, it is revealed that the fourth card which is one of the created cards based on analysis results represented the most desirable situation for employees. The study has concluded that employees are

willing to work in businesses that have a good reputation, provide social insurance, and have the ability to pay high wages to their employees. They also would like to arrive to business easily and work in normal working hours.

Musriha and MSi (2013)³⁵ have undertaken a study on “*The Impact of Individual Characteristics and Organization Culture on Performance and Career Development of Employees Case studies Five Star Hotel in (Surabaya Indonesia)*” with the objective to analyze the influence of individual characteristics on employee performance. A sample of 100 employees has been taken as respondents in five-star hotels. Structural Equation Modelling (SEM) is used to analyze the data. The standardized coefficient is used for a path coefficient, these coefficients is used as a standard analysis in SEM. Standardized coefficient, is used as the coefficient refers to the contribution net of a direct relationship between variables. The study has concluded that it can contribute to the management of the five-star hotels in Surabaya as consideration for formulating company policy in particular efforts to maintain and improve the company's performance through individual characteristics and organizational culture and the performance and career development of employees five-star hotel in Surabaya is influenced by individual characteristics and organizational culture.

Khawaja Jehanzeb et al. (2013)³⁶ in his study on “*Organizational Commitment and Turnover Intentions: Impact of Employee’s Training in Private Sector of Saudi Arabia*” has investigated the impact of training on organisational commitment and turnover intentions in the private sector of Saudi Arabia. The study tries to focus on the relationship between organisational commitment and turnover intentions of the employees. A self-administered questionnaire was used and 251 employees were chosen as respondents. The sample was limited to private organizations in Saudi Arabia. They have applied Mean, Standard Deviation, Multiple regression, and t-test to analyze the data. The result has provided insight into the impact of organisational commitment on turnover intentions in the specific private sector of Saudi Arabia, which might benefit managers and policymakers of the concerned organizations and in general the whole sector. The study has concluded organizations should consider how to get their employees strongly recognized with their organizational goals, missions, and values through appropriate training.

Rebecca Tolentino (2013)³⁷, have done a study on “*organizational commitment and job performance of the academic and administrative personnel*”, The study investigated the organizational commitment among the academic and administrative personnel of a chartered university using Allen and Meyer’s Three-Component Model (TCM). The study used the descriptive-correlation method of research. Stratified Random Sampling has been used to collect the data from 248 academic and administrative personnel of the university. They have applied a t-test to analyze the data . the study has concluded that the university should maintain separate training for the academic and administrative personnel because the study revealed that they have different needs and levels of commitment.

Shalini Srivastava (2013)³⁸ have undertaken a study on, “*Job Satisfaction and Organisational Commitment Relationship: Effect of Personality Variables*”, has examined to explore the relationship between Job Satisfaction and Organisational Commitment and to investigate the moderating effects of Trust and Locus of Control on the relationship between Job Satisfaction and Organisational Commitment. A sample of 247 middle level managers were taken as respondents for the study. They have applied Descriptive statistics, Factor Analysis, Pearson Product Moment Correlation and Hierarchical Regression tools to analyze the data. The study has concluded that Job Satisfaction is positively related to Organisational Commitment.

Satish P Deshpande (2013)³⁹ conducted a study on “*The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China’s Insurance Company*”. The objective of the study is to examine the direct and indirect relationships among caring climate, job satisfaction, organizational commitment, and job performance. The data was collected by the first author. The sample was collected by 476 respondents for the study. This research has used structural equation modeling (SEM) to analyze the data. The study has concluded that employees feel more committed to their firm and have a better performance if they feel a sense of shared values with an employer who shows concern for them.

Nanjamari (2013)⁴⁰ had made a study on “*Job Satisfaction amongst Information Technology (IT) Employees in Bangalore City-A Sociological Approach*”, The objective of this study is to ascertain the levels of job satisfaction

amongst IT and ITES employees. A simple random technique has used to collect the data from 100 respondents of IT and ITES employees. Statistical tools like percentages and averages used to analyze the data. Data on the status of occupational service and job satisfaction are significantly associated at 00.05 levels. The study has concluded that the study indicates that general satisfaction is significantly associated with satisfaction levels about independence and fundamental factors.

Aarti Chahal et al. (2013)⁴¹ have made an research on “*Job Satisfaction Among Bank Employees: An Analysis Of The Contributing Variables Towards Job Satisfaction*”. The objective of the study is to find the level of job satisfaction and to identify the satisfaction level of employees, various factors influencing satisfaction of employees, and to study the relationship between personal factors of employees. Random and stratified techniques have used to collect the data from 120 respondents. The collected data has been analyzed by using simple percentage analysis. They have concluded that it could be said that with the change of satisfaction determinants, the level of job satisfaction also varies. This study mainly investigated the relationship between job satisfaction with employee performance and organizational commitment. Organizational commitment is likely to be strongly associated with employee retention. To ensure organizational commitment, companies must promote job satisfaction.

Khaleelur et al. (2013)⁴² in their article on “*A Study On Employees Attrition and its impact On Leather Footwear Industry – Vellore District Tamilnadu*” aims to measure the rate of employee attrition and to identify the various dimension of employee attrition and job satisfaction. They have chosen 100 employees as respondents. Statistical tools such as simple percentage, Mean, and Rank were applied to analyze the data. They have concluded that the salary and wage, long working hours, company policies and procedures, promotion policies, and self-growth of the employees are the most attractive area of making employees stay back in the organization. The leather footwear industry should come forward and take necessary steps on above-mentioned factors it will increase productivity, profitability, and morale of the employees.

Jane et al. (2012)⁴³ in their study on “**The influence of organizational characteristics on employee solidarity in the long-term care sector**” aims a study the

organizational characteristics explaining employee solidarity in the long-term care sector. A sample of 313 nurses, managers, and other care professionals in 23 organizations was taken as respondents. The study was carried out in Dutch long-term care. They have applied mean, standard deviation, correlation, and multiple regressions. The findings hold true in an organizational environment such as health care with high levels of inter-dependencies among employees. This underscores the importance of management's ability to use the language of cooperation and solidarity as a means to get nurses, managers, and other professionals to work together to improve the quality of patient care and services.

Chetna Pandey and Rajni Khare (2012)⁴⁴ have made a research on '*Impact of job satisfaction and organizational commitment on employee loyalty*' The objectives of the study was to find out the impact of job satisfaction and organizational commitment on employee loyalty in the manufacturing and service industry, to compare between the loyalty of employees in manufacturing and service industry, to study the relationship between job satisfaction and organizational commitment and to explore the underlying factors affecting employee loyalty. 200 employees were taken as respondents. The study has taken correlation, internal consistency Cronbach's alpha, Regression Analysis-test and factor analysis to analyze the data. The study has concluded that there is a significant impact on job satisfaction and organizational commitment on employee loyalty in the manufacturing industry and also there is more a significant difference in the loyalty exists between the employees of manufacturing and service industry.

Jeannette and Melinde (2012)⁴⁵ have undertaken a study on "*Retention factors in relation to organisational commitment in medical and information technology services*" The objectives of the study were to investigate the relationship between employees satisfaction with organisational retention factors and their organisational commitment and whether gender, age, race, and tenure groups differ significantly in terms of these variables. A cross-sectional survey design is used to collect the data. A sample of 206 staff members have taken as respondents from South African medical and information technology services company. The study has concluded that the respondent's satisfaction with retention factors has a significant relationship with their organisational commitment and that the biographical groups differ significantly in terms of the variables.

Rohani et al. (2012)⁴⁶ have made a study on “*Job Satisfaction, Organizational Commitment, and Turnover Intention: A Case Study on Employees of a Retail Company in Malaysia*”, This study determines the levels of job satisfaction, organizational commitment, and turnover intention of employees in a retail company in Malaysia. A simple random technique has used to collect data from 62 employees from the executive and non-executive categories. A statistical tool such as mean, standard deviation, and correlation is used to analyze the data. They have concluded that Overall, the findings provided empirical support that satisfaction with salary, promotion, superior, and the work itself has a significant influence on turnover intention. Interestingly though, satisfaction with the co-workers was found not to be associated with turnover intention. In addition, along with many other studies, organizational commitment has been found to be associated with turnover intention. The findings thus have contributed to addressing retail employees’ retention challenges by identifying factors influencing their turnover intention.

Hema and Sunitha (2011)⁴⁷ in their study on “*Challenges for HR managers in Indian BPO industry with respect to attrition*” has stated that the BPO sector is being looked upon as the next biggest employee generator and the task of HR is to find the right kind of people who can keep pace with the work pattern in the industry. In addition to this is the challenge of maintaining consistency in performance and keeping the motivation levels high despite monotonous work. However, the toughest concern of HR managers would be on attrition rate which is approximately 30-35 percent. Hence, the study was done with 120 respondents from BPO sector to study various challenges. Statistical tools, namely, factor analysis and mean are used. The study has concluded that attrition was the most challenging factor for human resources, manpower planning has to be streamlined to see better results.

Ankita and Yogesh (2011)⁴⁸ in her study on “*Attrition and retention of employees in BPO sector*” attempt to identify and rank the factors of attrition in BPOs. Simple random sampling techniques have been used to collect the data from 250 respondents. The study has used Regression analysis to analyze the data. Based on the study suggestions were provided, viz; Reciprocity is the key to success, Organization must be seen as employers of choice, and proper mentoring will have better retention

percent, and Train the people effectively. Thus based on the findings, it can be said if the employees are provoked and concerned in the work they can be retained. Reciprocity is the key of success. Employees are backer in the company and expect a return on investment. Flourishing organizations have woven retention and committed deeply into their structure. Loyalty must never ever be given. Loyalty must be earned; even satisfied employees sometimes leave the industry. Therefore, it builds up sense of loyalty among the employees. Organizations must be always of employee's choice. One has to compete on compensation and benefits, but succeed on the culture, knowledge and expansion.

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