



EXPLORATORY ANALYSIS ON IMPACT OF HRM PRACTICES ON EMPLOYEE'S JOB SATISFACTION AND COMMITMENT IN SERVICE SECTOR

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Abstract:

The service sector's significance in the modern economy necessitates a thorough understanding of the factors that contribute to employee satisfaction and commitment. This study aims to explore the impact of HRM practices on job satisfaction and commitment in the service sector. It will employ a quantitative approach, using survey data collected from employees in various service sector organizations. The study will analyse the relationship between HRM practices (recruitment and selection, training and development, performance management, and compensation) and employee job satisfaction and commitment. The sample will comprise employees from diverse service sector organizations, and data analysis will involve statistical techniques such as correlation analysis and thematic analysis. The study's findings will contribute to existing HRM literature, offering valuable insights for practitioners in the service sector to enhance their HRM strategies and foster a positive work environment.

Key Words: HRM Practices, Employee Job Satisfaction, Employee Commitment, Service Sector, Exploratory Analysis

Introduction:

In today's volatile business environment, organizations face challenges in acquiring and optimizing human resources, which are considered valuable and scarce capabilities for sustainable competitive advantage. The success of an organization relies heavily on its employees and their contributions to innovation and delivering high-quality products or services. Job satisfaction plays a crucial role in achieving organizational goals. Human resource management (HRM) practices focus on effectively managing the workforce to maximize output and contribute to organizational objectives. Numerous studies highlight the significant influence of human resources on organizational success and the establishment of a competitive advantage [21, 8]. Organizations are increasingly adopting proactive HRM policies to enhance financial outcomes, organizational effectiveness, and job satisfaction. Investing in HRM practices is crucial for gaining a competitive advantage in dynamic business environments [11].

HRM practices shape employee attitudes and behaviours within organizations, particularly in the service sector where employees directly interact with customers and deliver intangible services. The impact of HRM practices on employee job satisfaction and commitment is even more crucial in this context. Job satisfaction and commitment are indicators of employee engagement and performance, impacting the overall success and competitiveness of service organizations. Understanding the relationship between HRM practices, job satisfaction, and commitment is valuable for both researchers and practitioners. It provides insights into how specific HRM practices can positively influence employee attitudes, improve service quality, and enhance customer satisfaction. Additionally, it guides the design and implementation of effective HRM strategies tailored to the unique challenges of the service sector.

Literature Survey:

Job Satisfaction:

Job satisfaction is a well-discussed topic in organizational behaviour [17] and management. It refers to an employee's attitude and emotional attachment to their work [28]. It is important for long-term employee motivation and commitment to the organization. Satisfied employees are more likely to dedicate themselves to their work, while dissatisfaction can lead to costs associated with employee turnover [22].

Job satisfaction is an overall evaluation of one's work within a company [5]. It influences the internal environment, employee performance, and the quality of service provided, particularly in service-oriented industries. Although challenging to measure, employee satisfaction plays a crucial role in service organizations as it enhances employee motivation, concern for others, and overall performance [3, 23].

Employee job satisfaction is a complex and interdisciplinary concept that has garnered attention from researchers and practitioners in various fields such as psychology, human resource management, organizational behaviour, and total quality management [15]. Although there is no universally accepted definition of employee satisfaction that encompasses all dimensions, most definitions emphasize the importance of employees' job-related perceptions, which link their expectations and rewards received. Locke [14] define job satisfaction as the experience of pleasurable or positive emotions derived from one's job and job-related experiences. DeCenzo [6] describes it as a general attitude, either positive or negative, held by employees towards their jobs. Job satisfaction serves as a mediating factor between organizational HR practices and employee commitment. HR practices, among various factors, exert the most significant influence on job satisfaction. These practices include job design, working conditions, co-worker relationships, wages, benefits, supervision, promotional opportunities, job security, communication, organizational structure and climate, leadership style, autonomy, work schedule, performance management, rewards, and recognition, to name a few.

Human Resource Management:

Human Resource Management (HRM) is responsible for acquiring, developing, motivating, and retaining employees within organizations. It plays a critical role in maximizing employee performance to support organizational objectives. In large organizations offering diverse services, HRM is considered a senior management responsibility, especially for customer-facing roles. HRM is crucial for successfully reforming organizations by addressing inadequate staff performance and low-quality service delivery. In recent decades, HRM practices have evolved due to factors such as globalization, privatization/deregulation, competition, and technological advancements. These external forces have prompted organizations to adopt new workplace practices aimed at improving employee satisfaction, commitment, and job performance. Extensive research has explored the link between effective HRM practices and positive employee attitudes, including satisfaction, loyalty, and productivity. Scholars argue that valuing employees as valuable assets enhances their commitment and loyalty, leading to improved performance and quality [29].

Islam [10] highlights HRM as the central axis for regulating the organization-employee relationship. It encompasses activities such as human resource development, recruitment, performance evaluation, and employee retention. HRM ensures organizational stability, uplifts morale, and enforces rules and regulations set by senior management. HR managers focus on managing people, establishing policies and systems, and fostering positive human relations. They also prioritize individual development and aligning employee aspirations with organizational goals [24].

Research shows a strong correlation between HRM practices, employee commitment, and job satisfaction. HR practices such as rewards and benefits contribute to job satisfaction, while training and development initiatives positively impact employee commitment and satisfaction levels [12]. Effective HR practices enhance employee skills, attitudes, and behaviours, leading to the achievement of organizational goals. They foster organizational commitment, modify employee behaviour, and facilitate employee retention. HRM practitioners must identify employee needs, align them with company expectations, and create an empowering work environment that motivates employees. By implementing innovative HR practices, organizations can retain talented employees and ensure their motivation and satisfaction.

Organizational Commitment:

Organizational commitment is a significant concept in contemporary management, originating in the 1950s. It involves demonstrating courtesy, respect, and affection. Meyer and Allen [18] defined commitment as an emotional bond with a specific entity based on their studies. Commitment can be defined as the extent to which an individual identifies with and actively engages in an organization. It comprises three dimensions: affective, continuance, and normative. Affective commitment is based on emotional attachment and identification with the organization. It is associated with lower turnover, reduced absenteeism, and improved job performance. Continuance commitment is driven by the perceived costs and obligations of leaving the organization. Normative commitment arises from a sense of duty and moral obligation to remain loyal to the organization. These dimensions provide a comprehensive understanding of employee commitment [19, 20].

Effective implementation of human resource management (HRM) practices enhances organizational commitment. Maheshwari et al. [16] found low commitment levels among employees in the health sector. The study revealed a lack of psychological contract and emotional attachment among officials in certain districts. To improve the health sector, HRM practices should be enhanced, and employee involvement should be increased. Training and development programs should also consider career growth prospects. Rehmanet al. [26] examined the high turnover rate in the public sector and found a limited number of highly committed employees. Weak HRM practices and a lack of focus on employee satisfaction and retention were observed in public organizations. The study recommended improving HR practices and meeting employee needs to increase satisfaction and reduce turnover.

Organizational commitment acts as a mediator, as shown in various studies. Giritli et al. [7] found a strong relationship between commitment and workers' satisfaction among Turkish engineers. This contradicted earlier literature, indicating that job satisfaction is less significant for construction workers. Without job satisfaction, employees may experience frustration, anxiety, and increased turnover, leading to poor performance.

Rehmanet al. [26] revealed that job satisfaction levels differ between expatriate and local employees in the UAE banking sector. Nationality significantly influences satisfaction, with international employees being dissatisfied with HR practices while local employees experience higher satisfaction levels, especially in terms of pay, benefits, promotion, and growth opportunities. Abel [1] discovered that not all bank employees were fully satisfied with HRM practices, with dissatisfaction arising from compensation and training and development. Understanding employees' needs is crucial to address these issues, suggesting the involvement of consultants and practitioners to improve HR practices. Ijigu [9] demonstrated the significant impact of HR practices such as recruitment, training, development, and compensation on job satisfaction, influenced by organizational commitment. These findings align with the studies of Absaret al. [2] and Rathnaweera [25]. Overall, effective HRM practices promote organizational commitment and increase job satisfaction.

Service Organisations and HRM:

According to Boxall [4], the alignment or compatibility between competitive strategy and HR strategy is more pronounced in the services industry compared to the manufacturing sector. In this context, the term "service sector" encompasses all economic activities excluding agriculture, mining, and manufacturing, such as retail and wholesale trade, domestic service, general government employment, the professions, personal services, banking and insurance, construction, transport, and communications. In many developing countries, the service sector has emerged as the primary contributor to employment, largely driven by liberalization policies that have encouraged private investment and institutional reforms. Consequently, the organizational structures and human resources (HR) skills within the service sector have undergone significant transformation compared to traditional organizations that prioritized technical requirements. Lindsay [13] argues that while the growth of the service sector presents opportunities for employment, it also poses threats, such as wage polarization and job-related skill disparities, as well as an increase in fixed-term employment. Sassen [27] further associates these trends with the expansion of the service sector.

Objectives of the Study:

- To identify and examine the HRM practices implemented within the service sector that have a direct influence on employee job satisfaction and commitment.
- To assess the level of job satisfaction and commitment among employees in the service sector.
- To provide recommendations for enhancing HRM practices in the service sector to improve employee job satisfaction and commitment.

Research Questions:

- What are the key HRM practices commonly implemented in the service sector, and how are they perceived by employees?
- How do HRM practices influence employees' level of job satisfaction in the service sector?
- To what extent do HRM practices affect organizational commitment among service sector employees?
- Is there a significant difference in job satisfaction and commitment levels across different departments or job roles within the service sector?

Methodology of the Study:

This study is an exploratory research that investigates the relationships between HR practices, job satisfaction, and organizational commitment. The data for this research were collected from employees working in the service sector through a survey conducted in both public and private organizations. A highly structured questionnaire was utilized, consisting of two parts: (i) General information on HR practices and (ii) Employee satisfaction levels. The questionnaire included 15 identified factors related to HR practices, and a Likert-type scale with five response options (2 = strongly satisfied, 1 = satisfied, 0 = neutral, -1 = dissatisfied, and -2 = strongly dissatisfied) was used. Prior to data collection, the questionnaire was pre-tested on employees from selected organizations. Ultimately, data were collected from a sample of 1000 employees. In this research, HR-related factors were treated as independent variables associated with job satisfaction, while employee job satisfaction and organizational commitment served as dependent variables. This study examines 15 specific HR practices, such as recruitment and selection, motivation, training and development, job security, creativity and innovation, discipline, employee productivity, promotional opportunities, performance management, rewards, benefits and services, manpower planning, attitude of top management, compensation management, working environment, and organizational structure. The objective is to understand the relationship between these HR practices, job satisfaction, and employee commitment. Descriptive analysis and three hypotheses were developed and tested to fulfil the research objectives. The researchers also incorporated secondary data from books, journals, and relevant web pages to construct the literature review and establish a theoretical foundation as necessary. This study is exploratory and employs a cross-sectional design, where data were collected at a single point in time from 1000 employees in public and private service sector organizations. The study uses a quantitative approach through a structured questionnaire that includes 15 HR practice-related factors. While purposive sampling ensured sectoral representation, limitations remain regarding randomization and non-response bias. The use of self-reported data introduces potential for social desirability bias, and the study lacks the ability to assess temporal changes in perceptions due to its non-longitudinal nature.

Proposed Hypothesis:

The present research study aimed to examine the following hypotheses:

Hypothesis 1: The influence of human resource (HR) practices on employee satisfaction is equivalent.

Hypothesis 2: Job satisfaction does not significantly contribute to the development of organizational commitment among employees.

Hypothesis 3: There are no discernible variations in job satisfaction levels between employees working in public and private organizations.

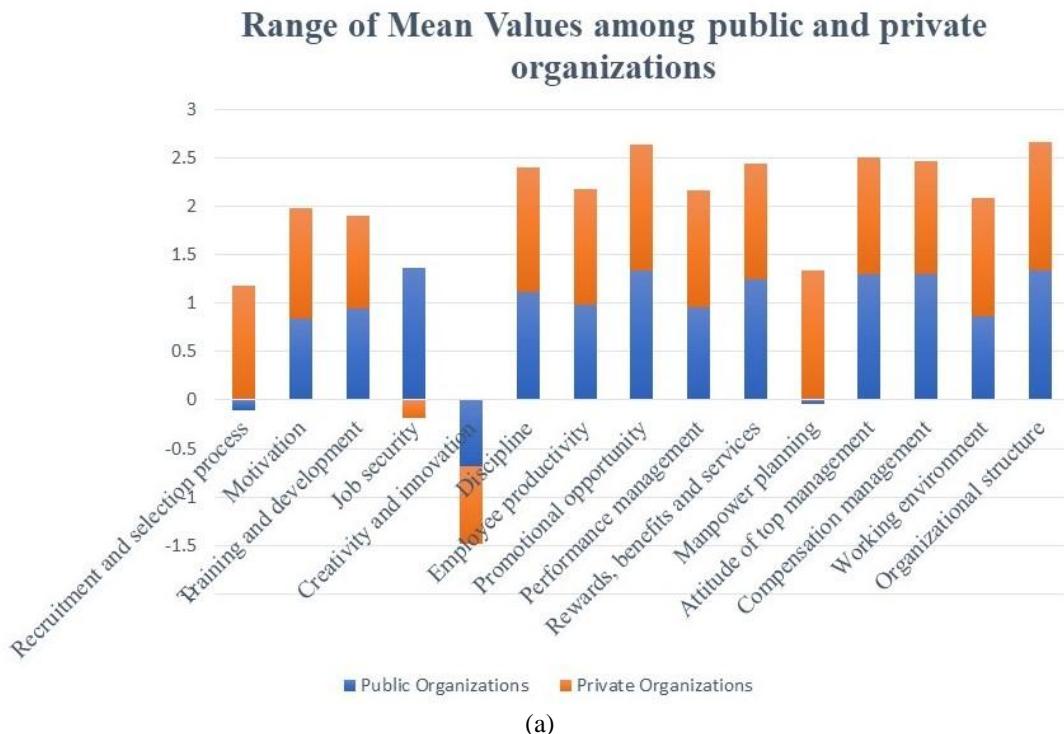
Findings and Analysis:

The analysis of the descriptive statistical table and graphs reveals that employees in private organizations exhibit higher levels of satisfaction with HRM practices compared to those in public organizations. However, it is important to note that the findings cannot be generalized due to the limited sample size of 1000 employees. Furthermore, the research results were significantly influenced by three variables, namely Recruitment and Selection process, Job security, and Manpower Planning.

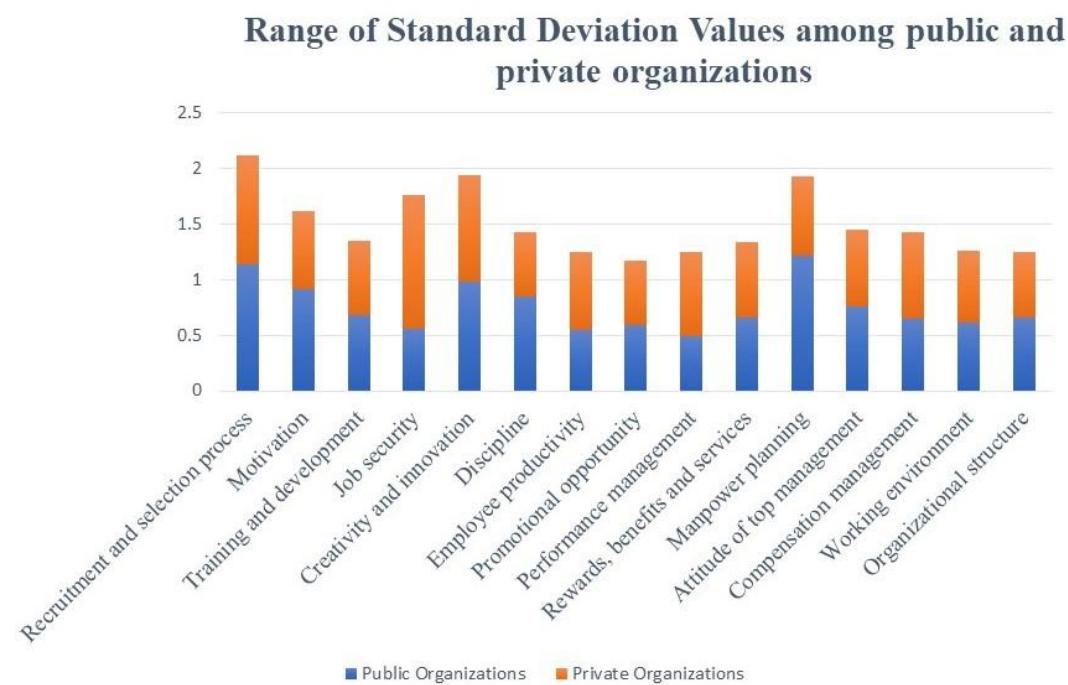
Table 1: Comparison of satisfaction metrics among respondents from service sector organisations

S.No	Selected HR Practices	Public Organizations		Private Organizations	
		(Mean)	(SD)	(Mean)	(SD)
1	Recruitment and Selection Process	-0.1	1.13	1.18	0.98
2	Motivation	0.84	0.91	1.14	0.7
3	Training and Development	0.94	0.68	0.96	0.67
4	Job Security	1.36	0.56	-0.18	1.2
5	Creativity And Innovation	-0.68	0.98	-0.8	0.95
6	Discipline	1.12	0.85	1.28	0.57
7	Employee Productivity	0.98	0.55	1.2	0.7
8	Promotional Opportunity	1.34	0.59	1.3	0.58
9	Performance Management	0.96	0.49	1.2	0.76
10	Rewards, Benefits and Services	1.24	0.66	1.2	0.67
11	Manpower Planning	-0.04	1.21	1.34	0.71
12	Attitude of Top Management	1.3	0.76	1.2	0.69
13	Compensation Management	1.3	0.65	1.16	0.77
14	Working Environment	0.86	0.61	1.22	0.65
15	Organizational Structure	1.34	0.66	1.32	0.59

	Total	0.851	0.7526	0.9813	0.746
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(a)



(b)

Figure 1: Comparative Graphical Analysis of Employee Satisfaction Levels in Public and Private Organizations: Insights from (a) Mean and (b) Standard Deviation Metrics

Hypothesis 1: The influence of human resource (HR) practices on employee satisfaction is equivalent.

Table 2: Analyses of Variance (ANOVA) for Public and Private Sectors

Source of Variation	Public Organizations						Private Organizations					
	SS	DF	MS	F	P Value	F Crit	SS	DF	MS	F	P Value	F Crit
Between Groups	2721.51	14	194.39	323.58	0	1.69	2650.58	14	189.32	329.04	0	1.69
Within Groups	4496.63	7485	0.6				4306.8	7485	0.57			
Total	7218.14	7499					6957.38	7499				

Based on the calculated F-value (1.693) being greater than the critical table value of F (1.00), null hypothesis can be rejected. Thus, it can be concluded that there is a significant difference in the mean satisfaction levels between respondents from private and public organizations. Specifically, the descriptive statistical analysis indicates that employees in private organizations generally exhibit higher levels of satisfaction with HR practices compared to employees in public organizations.

Hypothesis 2: Job satisfaction does not significantly contribute to the development of organizational commitment among employees.

The relationship between commitment and job satisfaction in public and private organizations was examined based on the provided data. A total sample size of 1000 individuals were used, with 500 respondents each from public and private organizations. Among the group where commitment does not affect job satisfaction (X), there were 175 respondents from public organizations (Y) and 225 respondents from private organizations (y), while in the group where no commitment affected job satisfaction (x), there were 325 respondents from public organizations and 275 respondents from private organizations. These findings lay the groundwork for further analysis of the commitment-job satisfaction relationship in the service sector.

The hypothesis being investigated is that there is no significant difference in the level of commitment between employees of public and private organizations in relation to their job satisfaction. To determine the expected frequency of the association between respondents' commitment (independent of job satisfaction) and public organizations, the formula Expectation of (XY) = (X) × (Y) / N was used. In this case, the values are X = 400, Y = 500, and N = 1000. Consequently, the expectation of (XY) was calculated as 200.

Table 3: Observer frequency and Expected frequency of the groups

Group	Observer Frequency (O_{ij})	Expected Frequency (E_{ij})	$O_{ij} - E_{ij}$	$(O_{ij} - E_{ij})^2$	$\frac{(O_{ij} - E_{ij})^2}{E_{ij}}$
XY	175	200	-25	625	3.125
Xy	225	200	25	625	3.125
xY	325	300	25	625	2.083
xy	275	300	-25	625	2.083

Utilizing the expected value of the product of variables AB, the anticipated values are presented in a tabular form. By substituting the computed value into the chi-square formula,

$$A^2 = \frac{(O_{ij} - E_{ij})^2}{E_{ij}} = 10.41.$$

The degrees of freedom, determined by $(r - 1)(c - 1)$ where r and c represent the number of rows and columns respectively, are found to be 1. For a significance level of 5 %, the critical value for 1 degree of freedom is 3.841. Comparing this critical value to the calculated A^2 value of 10.41 reveals a significant disparity. Consequently, the null hypothesis (H_0) cannot be supported by the experiment. In conclusion, there exists a relationship between commitment and the variability of job satisfaction among employees in both public and private organizations.

Hypothesis 3: There are no discernible variations in job satisfaction levels between employees working in public and private organizations.

Table 4: Mean and Standard Deviation values of the samples

Organization Type	Mean	SD	Sample Size
Public Organizations	0.851	0.753	500
Private Organizations	0.981	0.746	500

The research hypothesis (H_0) proposes that there is no difference in job satisfaction between employees in private organizations and public organizations ($\mu_1 = \mu_2$). The alternative hypothesis (H_a) suggests that there is a difference between the two groups ($\mu_1 \neq \mu_2$). A large sample size is considered, and a Z -test for the difference in means is employed, assuming a normal distribution. The calculated test statistic Z is 2.89. Conducting a two-tailed test at a significance level of 5 %, the critical value of Z is found to be 1.96. Since the computed Z -value (2.89) exceeds the critical value (1.96), the null hypothesis is rejected. This leads to the conclusion that there is a significant difference in job satisfaction between employees in private organizations and public organizations.

Relationships among HR practices, Job Satisfaction and Organizational Commitment:

Employee job satisfaction is influenced by various factors within the domain of human resource management (HRM), rather than a single determinant. Assessing job satisfaction based on specific HR practices presents challenges due to the dynamic nature of organizational HR activities and the subjective nature of job satisfaction as a psychological construct. Nevertheless, our research indicates a strong association between employee job satisfaction and organizational HR activities, with job satisfaction closely connected to increased productivity and organizational commitment, which is greatly influenced by job satisfaction. Organizational HR practices directly impact the promotion of employee commitment by considering their satisfaction, such as implementing fair compensation plans, equitable treatment, transparent promotion and wage systems, and providing rewards. Hence, it can be concluded that job satisfaction and organizational commitment are inherently tied to organizational HR practices.

Discussion:

The disparity between HR practices in the public and private sectors is evident, with limited attention given to HRM practices in the public sector. However, the importance of HR practices, job satisfaction, and organizational commitment cannot be undermined, as they significantly impact employee retention and organizational productivity. This study examines the determinants of job satisfaction related to HR practices in the service sector. Findings indicate moderate satisfaction levels among employees in both public and private organizations, with variations in specific HR practices. Public bank employees express higher satisfaction with job security, promotional opportunities, reward benefits, organizational structure, top management attitude, and compensation management. Private organization employees report higher satisfaction with manpower planning, recruitment and selection processes, motivation, and working environment. Neither group exhibits high satisfaction with their respective HR practices. To enhance employee job satisfaction and organizational commitment, bank authorities should focus on effective HR design and implementation. Public organizations should prioritize consistent manpower planning, transparent recruitment and selection processes, and the creation of a favourable working environment. Private organizations should address

job security concerns to improve satisfaction and commitment among employees. The findings reaffirm the importance of HRM practices in influencing job satisfaction and organizational commitment in the service sector. However, the cross-sectional nature of the data limits causal interpretation. Further, while variations between public and private sectors were observed, deeper contextual understanding was restricted by the lack of qualitative inputs. The multi-dimensionality of job satisfaction and commitment could be further unpacked using validated scales that address sub-components. Additionally, the absence of control for external moderating variables (such as organizational climate or technological capability) may have masked more nuanced relationships between HRM practices and employee outcomes.

Limitations of the Study:

- Limited Generalizability Due to Scope and Sample: The study, though involving 1000 participants, is limited to a specific subset of the service sector within India, which restricts broader generalizations across geographies or industries with distinct HRM maturity levels and socio-economic contexts.
- Cross-Sectional Design: Since data were collected at a single point in time, the study does not capture how HRM practices influence employee satisfaction and commitment over time. This design limits causal inference.
- Self-Reported Data Bias: The reliance on questionnaire-based responses may result in subjective distortion due to social desirability or recall bias, affecting the objectivity of the findings.
- Lack of Qualitative Insights: Although the study references thematic analysis, it primarily relies on quantitative data. Qualitative methods like interviews or focus groups could have provided deeper insights into employee perceptions.
- Oversimplification of Constructs: Complex variables such as job satisfaction and commitment were treated monolithically, with limited analysis of sub-dimensions (e.g., intrinsic vs extrinsic satisfaction, or the three-component model of commitment).
- Potential Sampling Bias: The sampling technique and handling of non-responses were not fully elaborated. This may introduce biases in representation, particularly if certain roles, departments, or organization types were over/under-sampled.
- Minimal Consideration of Moderating Variables: External factors such as leadership style, organizational size, regional economic differences, or technological infrastructure were not included in the model, though they may significantly influence outcomes.
- Lack of Longitudinal Data: Without tracking responses over time, the sustainability of HRM practices in influencing job satisfaction and commitment remains unclear.

Concluding Observations:

The present exploratory analysis sheds light on the impact of HRM practices on employee's job satisfaction and commitment within the service sector. The findings reveal that effective HRM practices play a crucial role in enhancing employees' job satisfaction and commitment levels. Specifically, practices such as performance management, training and development, and employee involvement emerged as significant factors positively influencing job satisfaction and commitment. These results highlight the importance of strategic HRM interventions in fostering a supportive work environment, promoting employee satisfaction, and fostering a strong commitment among employees in the service sector. Further research can delve into specific HRM practices and their individual contributions to provide more comprehensive insights for organizations seeking to optimize employee satisfaction and commitment. This exploratory study contributes to the growing discourse on HRM's role in shaping employee attitudes in the service sector. The results underscore the significance of effective HRM practices particularly in recruitment, training, compensation, and performance appraisal in promoting satisfaction and commitment. However, limitations in scope, methodology, and depth highlight the need for longitudinal, mixed-method research designs to explore causal pathways and contextual differences. Future research should consider integrating qualitative insights, dissecting construct dimensions, and accounting for moderating organizational variables to provide more actionable insights.

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