

CONFLICT AND JOB SATISFACTION

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Abstract

Mega cities have more job opportunities as compared to small towns, that's why people from all over the country move to mega cities for employment. Mega cities also have difficulties and problems which affect social and organizational behaviour of the residents. These management and administrative problems are also one of the causes of an increasing conflict in the society. Service providing institutions and organizations like police, power supply organization, water and sewerage board and law enforcement agencies have employees who belong to different part of country and social class. They are needed to achieve the desired goals and provide quality services. These goals are achieved through human resources and the quality work depends on the employee's performance. Employees performance depend upon the work related attitude. Job satisfaction is globally studied over last four decades as a part of organizational research. It is complex phenomena because it depends on combination of multitude variables. This research study aims to investigate the causes of conflict in society and organizations operating in Mega cities; and to find out upto what extent these causes have impact on employee's social and organizational performance, organizational behaviour, job satisfaction and organizational commitment. Researcher reviewed different studies conducted in different parts of the world to develop research model. Literature on similar topic was also reviewed, therefore, this study is one of the kinds that is not researched for a mega city. The study also helps providing guideline to future researchers for conducting research on similar topic.

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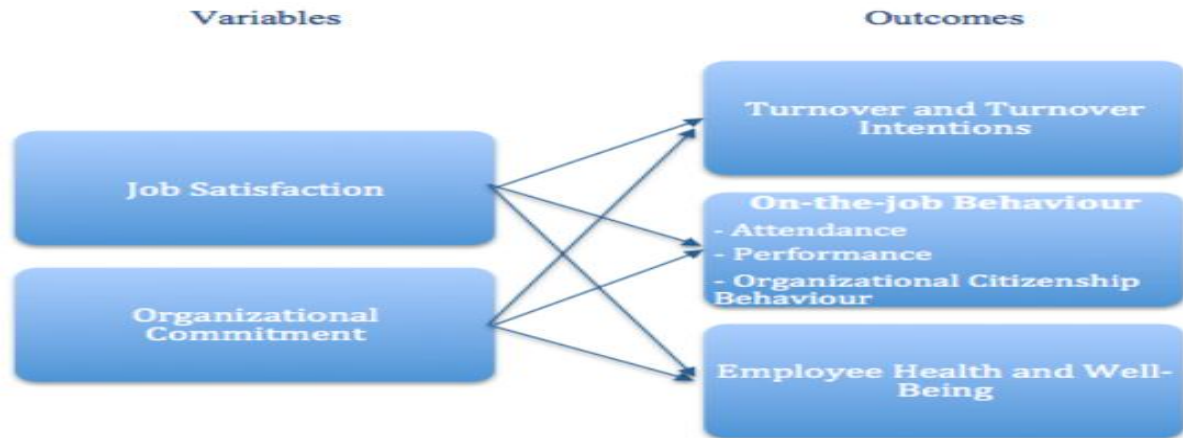
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Introduction

Every mega city undergoes a transitional phase due to increase in urbanization. This urbanization has had strong effects on the people living in the cities and those who are working in different organization. People show different social and organizational behaviour as they face different situations in routine life. Technology is playing vital role in our daily life, conflict is some how increasing due to causal use of television, internet, facebook, whatsapp, and other social media. These social media are on one side becoming source to increasing conflict as people indulge in lengthy discussions having no or very less value in their life, on the other hand because these discussion also offer multiple solutions.

Many definitions are given to both employee satisfaction and job satisfaction in different methods. It is believed by many that it is actually whether an individual likes his job and how he is with his or her job specifically and whether they like the supervision and nature of work (Spector, P.E, 1997). According to others this definition is very simple and it is not actually as simple as that (Hulim, 2003) and actually it involves many multidimensional psychological responses to anyone's job respectively (Judge, T.A & Hulin, C. L, 2003). It has also been noticed by many of the researchers that the extent to which feelings about the job are measured is main factor of variation in job satisfaction measures (Phua F. T. T; Thompson, E, R, 2012). More than forty years ago many different scholars and researchers of social sciences have done a very deep study on job gratification or satisfaction. This is one of the main issues nowadays in many organizations. For overcoming the matters and problems related to the job satisfaction many research work have been carried out by the in many different part of the world.

Optimistic and pessimistic approaches are the components of job satisfaction in the new era. It is considered by most employers that they will be everlastingly gratified having a very high quality of satisfaction. In this respect the employees take advantage by being loyal with their work, producing high output, and being dedicated to their organization at large scale. The employees or workers have a feeling of productivity, value and viability in respect of satisfaction from their jobs.



Through this study an effort is made to highlight the causes of social conflicts and organizational conflicts those affect the performance of employees in an organization.

Objectives

1. Highlight causes of social and organizational conflicts in mega cities.
2. Suggest viable solutions of the problem.

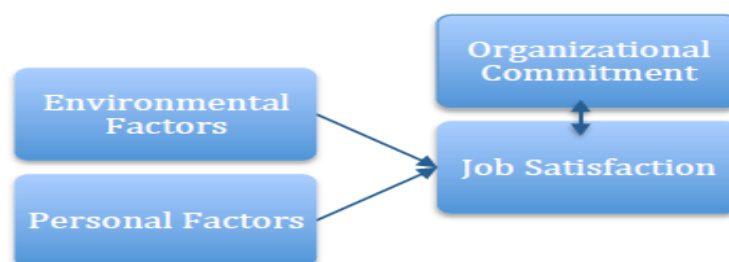
Significance

- Highlighting and studying the ongoing complications in mega city with a specific focus on finding the causes of social and organizational conflicts, this study will help in devising a model to overcome the social and organizational conflict.
- Inorganization, job and commitment a large part in comprehension distinctive measurements will be assumed by this research study.
- For expanding the commitment and satisfaction level of employees, this study will be of importance to policy makers, management and administrative staff of services providing institutions.
- For comprehending the employee's issues with job satisfaction and organizational commitment, this study will be important for other service providing organizations as well.

Literature Review

Job satisfaction is commonly known as how pleased a person is with his or her work, and can be characterized as "how people feel about their jobs and diverse aspects of their jobs" (Spector,

1997, p. 2). The subject has been a popular research area since the 1930s when the industrial companies realized that job satisfaction was to some degree positively correlated with productivity (Vroom, 1967). As a result, today one can observe many diverse approaches and definitions on the subject. The current menace of extremism predicated on weak institutions, unstable political system, social injustices and economic turmoil, ultimately these result into social and organizational conflict (Akhter, *Extremism in Pakistan: Need to refreshing the garden through reformation*, 2016). One should be concerned with job satisfaction for several reasons (Spector, 1997). Firstly, job satisfaction can to some degree reflect how employees are treated with regards to respect and fairness. Secondly, job satisfaction can be an indicator of an employee's psychological and emotional health. Thirdly, it can affect the behaviour of the employee, and consequently the organizational functions and productivity. Moreover, job satisfaction can be a reflection of the organizational performance, where differences between groups can lead to future problems inside of the company. Like other social sectors, health, medication economic progress, poverty, unemployment ratio, inflation and price hike also play important role in increasing unrest and conflict (Akhter, *Pakistan's Emerging Challenges: Increasing Militancy, Decreasing Governance*, 2016, pp. 242-247). There is an argument on whether job satisfaction is a product of the determinants that lie in the job itself, if they live in the worker's cognitive mind, or if satisfaction is a result of an interaction between the employee's psychological mind and the work environments (Locke, 1969; Spector, 1997). Through education common citizen can be given awareness regarding importance of tolerance and percussion of intolerance, this can be done through mass communication and public awareness campaign on streets, media and social gathering etc. (Akhter, *Education, Dialogue and Deterrence: Tools to Counter Terrorism*, 2016). It is difficult to discover the correct description of job satisfaction due to its complex nature, however, most theories include both environmental and personal factors as shown in figure 2 below. Organizational commitment is shown as a correlating variable to job satisfaction, a term that is discussed in section 2.3.



The earliest theories on job satisfaction were based on determinants of a person's needs. To become fully satisfied, Maslow (1954) pointed out five crucial needs: physiological, safety, belongingness and love, regard, self-actualization and selftranscendence needs. Another job satisfaction theory based on human needs, developed by Herzberg, was called the two-factor (Herzberg, 1968). He distinguished six satisfaction factors and seven dissatisfaction factors that were free of each other in his primary research in the late 1950s.

Some causes of organizational conflicts

- **Occupational Satisfaction of Employees**

Employees are the assets of and most necessary resource of every organization, organizations that carry out departmental activities such as proper and best service provided to the citizensthrough using the human and nonhuman resources and the achievement of departmental goal depends on employees satisfaction. Job satisfaction takes the top position in administration sciences because of its significance. Administration authority trusts that expanded of Job satisfactionlead to representative's improvement, work satisfaction has an immediate effect on the worker's execution and Organizational profitability. Accordingly more prominent satisfaction level upgrades the worker's elevating state of mind and departmental development and creates a healthy environment and better surrounding. Similarly other side of the scenario, dissatisfaction or disappointment with the policies and culture of the organization leads toward the increase of departmental corruption, malfunction and gigantic destruction that will create the bad image of the organization on the psyches of the peoples of society. Jobsatisfaction play a vital role in the growth and development of human resources in any ornaization. The level of satisfaction of employees is very much essential factor and should also be assessed.

Organizational commitment is also characterized as a concept of exchange, also known as the reward-value model (Mottaz, 1988). Just as employers are concerned with the employees' loyalty and contribution to the company, Eisenberger et al. (1986) found evidence that employees are concerned with how the company values their contributions and look after their prosperity through a reward system. A person with certain needs, wants and abilities (work values) joins an organization where he or she can utilize his or her abilities and satisfy one's basic needs (work

rewards) that the employer provides for (Kalleberg, 1977). Rewards can be directly associated with the job itself, for example through work challenges, work responsibilities, and supportive co-workers (Katz and Van Maanen, 1977). However, if an organization fails to meet a person's expectations, one must expect that the job performance and the organizational commitment of the employee will weaken, and that the employee absenteeism will rise. A considerable amount of the research performed on organizational commitment involves antecedents, and they are classified as either individual or organizational characteristics (Mottaz, 1988). The former consists of demographic variables such as age, education, sex, religion and personality factors. The latter is related to work experiences such as task characteristics, pay and social environment. The outcomes of the studies that have examined the influence of the determinants on organizational commitment have been inconclusive. The reason for the research inconsistency is that the studies emphasize diverse variables or characteristics, and it is therefore difficult to compare the studies on organizational commitment (Mottaz, 1988). Some recommend that both individual and organizational characteristics have significant impacts on a person's organiz.

- **Pay and allowences**

Pay is an extrinsic reward where an employer compensates an employee for his or her services depending on how the employer values the work effort (Mottaz, 1988). According to Spector (1997) there is a positive relationship between job satisfaction and payment. There are primarily three methods of valuing an employee's work effort; pay size, pay fairness and promotion. Many economists stretch the fact that the size of the payment decides a worker's job satisfaction (Vroom, 1967). The better pay, the more the company values the employee's contributions. The size of the pay is an external motivational factor as the payroll size directly decides the quality of life a person can afford. However, as people are concerned with equity payment according to equity theory, pay fairness is equally important (Patchen, 1961). The greater difference in pay between two people with the same occupational level, the more dissatisfaction the low-paid person feels. Promotion is the advancement in rank or position of the firm hierarchy that is utilized as rewards and to motivate the company's employees, which is normally based on seniority or performance valuations (Pergamit and Veum, 1999; Oxford English Dictionary, 2013a). People either stay in their roles, or they may be promoted to positions with higher wages, status and power (Vroom, 1967). As pay is anticipated to be an antecedent of job satisfaction, the

first hypothesis to confirm is: H1a: Pay fairness, the size of the pay and promotion positively affect job satisfaction. The importance of the pay determinants varies between national cultures. In Norway, where one practices little power distance and salary differences between the employees and management, equality dominates the work culture (The Hofstede Center, 2013). The size of pay and promotion are therefore not considered as strong predictors of job satisfaction for Norwegians as pay fairness. In many other national cultures where the power distance is more accepted and pay fairness is less valued, it is expected that highly educated people receive larger salaries and get promotions quicker than lower educated people (Oslo Chamber of Commerce, 2013). In international environments, it can therefore be difficult to find a pay policy that pleases all the employees with different cultural backgrounds.

- **Workload**

Work assumes vital parts in individuals life. Along these lines, work ought to be as indicated by decision of specialists and in addition accepting them opportunity to demonstrate their capability, advance their specialized aptitudes flexibility at work, offer an assortment of errands and obligations and give criticism about execution. Employments that are beneath testing make fatigue. Be that as it may, an excess of analysis produce disappointment and a affect disappointment, in this way beneath the states of moderate test, dominant part representatives can encounter accomplishment (Khan et al, 2009). Central point impact representatives work fulfillment are feeling of pride in the occupation, target accomplishment, contribution, having non-repetitive work, having valuable employment, important resources, for the association and persistent preparing in the Job (Amiria et al 2010). Workload characterized as, "the measure of work relegated to or anticipated from employees in a predetermined span of time". Too much extra work or too little/ now workload can definitely be upsetting the performance of employees (Ahmad & Riaz 2011). Workers inspiration regarding occupation, it rely on numerous components and job itself a greatest variable as inspiration. As opposed to searching for outside feature of inspiration, organizations have to sort out job in a very much arranged way; employment itself turn into a major propelling component. Koonp (1995) research results uncovered that general occupation fulfillment and its determinants and duty they are exceedingly associated with one another. Work fulfillment influences the colleague relationship, work

choices, worker's wellbeing and inspiration at work. Fulfilled specialists are occupied with the occupation and more beneficial (Al-Aameri 2000).

- **Promotion**

In the later past, numerous considers have been driven on measuring the level of employment satisfaction in employees of diverse organizations; however a smaller amount measure of thinks about have been directed in Pakistan particularly in the general population parts. Some place else, less pay, poor working conditions, interior and outer weights, and less hazard of advancement are the components, which trouble the talented and master workers to work openly area. Effectively used nursing staffs openly area are less satisfied because of unidentified variables and have steady dangers of wearing down in Pakistan. The current examination demonstrates, Job Satisfaction of open portion specialist is broadly affected by their care about the possibilities of vocation improvement, which is solid component of employee's satisfaction. Also, there examination demonstrates that less advancement chances are normal out in the open fragments. Vocation improvement is encouraging talented specialists to stay in the organization. In depends on fair career development procedure, which enhances satisfaction and increased commitment level (Khan et al 2009). The critical determinants affect on vocation advancement feature of satisfaction out in the open division organizations are advancement taking into account information and capacities not bias, it must be suitable and reasonable. In addition, facilities provided to staff to seek after their education (Amiria et al 2010). Vocation advancement opportunities and monetary advantages are essential variables influencing the medical caretakers Job Satisfaction. Employees who have gotten advancement are satisfied from their employment. Appropriately, there is a relationship between advancement and organization duty of the employee's. Anyhow promotional opportunities are significantly correlated with overall job satisfaction (Khalid et al, 2012). Promotion opportunity is a component of job satisfaction. Employees who are satisfied with this component are likely to stay in their current organizations. Therefore, Managers are recommended to provide promotional opportunities for their employees to raise their organizational commitment level (Amiria, et al, 2010, Siew et al 2011, Foumany et al, 2012)

- **Co-workers**

Wei (Amy) (2009) argued that friendly and close relationship with co-workers improve the rate of the employee satisfaction. In this study, Relationship with coworkers referred to connection among people who work together, in which are regarded as friends, as supportive, and allowance each other. The employee satisfaction was one of the most common areas in the employees attitudes advised and was an important variable that is able to evaluate about general emotion and cerebration forms of employees about their job and workplace environment (Ali, Gulsen Akman, Coskun, Zbigniew, 2011). Employee satisfaction was one of the most frequently advised characteristics in organizational behavior research (Rachid, Mohamed and Rashid, 2008). Employee satisfaction could improve productivity; enhance employee creativity and commitment (Boran, 2011). When the employees satisfied, they were more positively and actively to their work (James and Tetrick, 1986). Top employee satisfaction was important to managers who believed that an organization has a responsibility to provide employees with jobs that are good organizational culture and organizational justice (Robbins, 2001). Employee satisfaction experienced by employees will affect employees loyal to the organization (Alf and Bassem, 2003). Employee satisfaction has been acclimated as a behavioral aspect of employee toward the organization by many researchers (Cranny, 1992; Sweeney, 2002; Ali, Gulsen, Coskun, Zbigniew, 2011). And several scholars have congenital up theoretical and practical of the employee satisfaction causal models (Sajjadul, Waseef and Sajjad, 2011; Reza, 2011; Sajjad, Ali, Hemin, Sajad and Mohammad, 2011; Verda, Asma, Neelam, and Amna, 2011) The employees were more satisfied, and again their organizational commitment was college (Testa and Muller, 2009). Many studies have established the relationship amid organizational commitment and employee satisfaction (Khalil and Peter, 2011; Frederick, John and Fred 2010; Sajjad, Ali, Hemin, Sajad and Mohammad, 2011; Sajjadul, Waseef and Sajjad, 2011). Overall, the literature indicated that satisfied employees developed cognitive bonds with the organization commitment. Satisfied, motivated employees will hard work for organization and in about-face positively influence organizational commitment (Lai Wan, 2007; Santoshi, 2011). Khalil and K. Peter (2011) activated the causal relationship amid employee satisfaction and organizational commitment and found that employee satisfaction effect on the organizational commitment. Hence, it is necessary to match the job with the career goals of an employee so that he or she experienced satisfaction with the job (Susan, 2012). Many measures assert that employee

satisfaction was a source of employee commitment, employee goal achievement and employee top morale in the workplace (Sajjadul, Waseefand Sajjad, 2011).

- **Supervision**

Supervision is authentic as the “function of overseeing, directing, or taking charge of a person, organization, and activity” (Oxford English Dictionary, 2013b). Through Herzberg’s study, the supervisor is found to be the source of satisfaction, but also a common source of dissatisfaction. Early studies on job satisfaction concluded that supervisor factors were the most important determinants of work attitudes, but later studies showed that the importance of supervision was overrated (Vroom, 1967). One can approach supervision as concepts of supervisor personality and supervisor support (Mahoney, 1949; Bell & French, 1950; Vroom, 1967; Babin & Boles, 1996). There are many personality traits that can describe a good supervisor, however Smith and Canger (2004) point out that subordinates are more satisfied with their jobs if supervisors have top levels of emotional stability, extraversion and agreeableness. Supervisor support defines how the employees feel the supervisor values their contributions and to which amount they feel the supervisors offer concern and encouragement (Babin & Boles, 1996). H2a: Supervisor support and supervisor personality positively affect job satisfaction. People from altered cultures value altered managerial personalities and support due to altered national values (The Hofstede Centre, 2013). For example, national cultures with human orientated values and weak power distance adopt interactivity amid the management and employees, while people from national cultures with strong power distance adopt more controlling supervisors and prioritize performance (Hoffman & Shipper, 2012). It can be expected that Norwegians and people from other low power distance cultures who value interactive management are more satisfied with their supervisor in Norway because there is a closer relationship amid the management and the employees. On the other hand, it can be expected that the score of supervision is lower for people from cultures that adopt controlling supervisors and strong power distance. H2b: People from cultures with strong power distance, will have beneath positive effect of supervisor support and supervisor personality on job satisfaction in the Norwegian work environment than people from cultures with weak power distance.

- **Work place Environment**

Working environment in any organization has an immediate effect on everything from the staffs and their employment satisfaction to client care. Terrible work space can make affair in like manner beneath worker's staffing, misbehave with client, client out come and shot of covering the picture of organization. Sufficient staffs are important to address the issues and applicable data of the clients with the goal that why affairs in expert's and qualified people groups to join organization. On the other hand, more imperative is that to create sound work space to persuade employees to work in the Organization and environment assume a crucial part in their employment satisfaction, turnover and client results. Low quality client care from worker or staffs in healing facility is a active group concern. Presently organizations are completely stacked with new innovation for recognizable proof and administration. Subsequently, these advances get the emotional change client care conveyance framework and part of workers. This change affects on employee conduct about workplace and business related mentality. A brought together associate gathering may potentially make up for other incitement from the authoritative atmosphere, and a steady boss may absorber employees from impacts of abashing situations.

Working environment is an in amount determinant of both hierarchical profitability and works satisfaction. It is more essential than the effect of the nature of direction. For instance, scientists have uncovered that occupation satisfaction of civil works depends more on ecological variables instead of individual properties. In another research, it has been uncovered that deprived working environment consequence negatively on job satisfaction (Khan et al,2009). Important work gives the essential position to employee in the Society. Consequently, Job Satisfaction has a prominent place in the employee life. Specialists have said that congruity at work spot makes workers more content. Employee's satisfaction from workplace influences each part of able practice and consumer loyalty to authoritative productivity. This provides a clear picture that organizational climate is positively correlated with intention to leave and a more encouraging work environment that encourage the employee to stay (Ahmad & Riaz 2011). Work environment with accessible awareness should produce positive response amid employees (Butt et al, 2012). Work environment common characteristics of the atmosphere in which works are probable to work. The work atmosphere comprises material and social environment, work place climate and advantages (Awases et al, 2013).

Now it has been established that job satisfaction is affiliated with employees and work environment. It is confirmed that work environment affects worker performance. Work environment also had a considerable relationship with organizational commitment, showing that a vigorous and friendly workplace environment increase worker commitment towards his job and organizational (Bahalkani et al, 2011; Leblebici, 2012; Abdullah & Ramay, 2012).

Consequency of job dissatisfaction

- **Absenteeism**

Inability to answer to work, non-attendance or absenteeism, gives off an impression of being connected with occupation disappointment or dissatisfaction. A study of the literature on aspects linked with job attendance concluded that job satisfaction was one of the main persuade factor on attendance, although it is only one of the major factor (Sempanes et al 2002).

- **Low Organizational Commitment**

Dissatisfaction is also a big cause of decreasing organizational commitment. Those who are dissatisfied with job become less committed or quit the job (Khan et al, 2009).

- **Turnover**

Job Satisfaction is a central point that decides the employees staying in or leaving the organization. On the off chance that employees are dealt with reasonably and get pay as per execution it makes Job Satisfaction, and workers are unrealistic to leave. The dedication and general economy are the reasons they are connected with employee's satisfaction or employee's satisfaction. The employees who are committed to the organization and consider that they can prefer to stay in the organization (Maria et al, 2010).

- **Low Productivity**

Management personnel believe that satisfied employees are productive. However, literature suggests that the organization between job satisfaction and productivity is a very weak one (Anafarta, 2011).

- **Early Retirement**

Studies in this area show that personnel who have positive attitudes towards their jobs do not prefer early retirement (Aydogdu, & Annakis, 2011).

Conclusion

Karachi is a mega city with multidinamic problems and issues similiary these issues have strong impacts on the behaviour of people living here. Lack of basic necicities of life, traffic hazard pollution, has agravted the problems of this over crowded city. People going to attend their offices takes lot many problesms in their minds and thus effect their job performace. In current scenario, public organizations are struggling or tackling against a huge competition with a scare or too much limited resources. They are also scrupulously and rigorously confronted by the both internal and external pressure to achieve their objective efficiently and effectively. Employees are the basic and major group of professionals, they play an important and vital role in influencing the excellence, cost of customer handling and satisfaction patiently and politely. Since employees assume a key part in the organizational schedule. Employee's job satisfaction and organizational commitment was begun to control Organizational routine and yield. Researchers have ordinarily found that satisfied employee are more innovative and focused on their works, while disappointed or dissatisfied employees observe grievances, non-appearance, absenteeism and turnover. Job satisfaction is the most critical part of employee' everyday life that can affect on best Customers consideration and client taking care of, proficiency and yield, great nature of consideration, protection and turnover, faithful to their association and the calling.

Presently remarkable methodology for vocation, Organization could rouse the advantages of organizational duty and job satisfaction. Organization's attempt to enhance worker devotion to the healing facilities. Past researches results prescribed that upgrading the character of occupation satisfaction have the best effect on enhancing employee's organizational commitment and responsibility. The last aspiration is to support and improve employee's job satisfaction and give them certainty to proceed in their profession. This would evade the appalling circle of all level of turnover, which is abuse or inefficient of the association valuable Human Resource.

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