

Job contentment and employees' commitment among employees in Dole Stanfilco DRZ Panabo: Implications for learning

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Abstract

This study aimed to determine the relationship between job contentment and employees' commitment among employees in Dole Stanfilco DRZ Panabo. The respondents of the study worked at Dole Stanfilco DRZ Panabo. The researchers used the quantitative-descriptive design to investigate the relationship between job contentment and employees' commitment. The respondents of the study were the 31 employees in Dole Stanfilco DRZ Panabo. The indicators of job contentment used in the study are income, promotion and recognition. The statistical methods used in the study were percentage and frequency, mean, and Pearson-r. The computed r-value is 0.736 and is associated with a P-value of 0.000, less than 0.05. It implies that the null hypothesis is rejected. As a result of the findings, it was concluded that there is a significant relationship between job contentment and employees' commitment among employees in Dole Stanfilco DRZ Panabo.

Keywords: job contentment, employee commitment, Dole Stanfilco, DRZ, Panabo City

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1. Introduction

Employee commitment is necessary for every organization in order to attain outstanding long-term performance. According to Nwankwo, Orga, and Ugwu (2019, p. 28) a lack of employee commitment can have a negative impact on the organization, it can result to absenteeism, tardiness, negative attitude toward work, and resignation. Employees' lack of commitment leads to poor performance because they need to work to their full potential, affecting the organization's performance. Employees are the pivot on which the organization's growth, survival, and achievement of its goals are dependent. If they cannot meet the organizational goals the organization will be affected. Moreover, as per Malik and Naeem, (2013) as cited by Adnan, Nhaily, and Wang (2018, p. 6) employees cannot stay committed and perform well if they are not motivated and supported by their organization.

According to Shahid and Azhar, (2013, p. 250) employee commitment has been identified as an important factor in determining an organization's success. Employee commitment to an organization is in high demand because it helps organizations retain more staff and thus increase achievement, productivity, and effectiveness. Additionally, as cited by Satyendra (2020, para. 2) employee commitment is increasingly becoming a valued asset in the organization, as it plays a significant role in the growth of the company's productivity. Employee commitment greatly helps the organization in achieving organizational goal. In fact, it is critical to organizational success. Numerous studies have found job contentment to be a significant predictor of employee commitment (Mohammed & Eleswed, 2013, p.43).

Similarly, according to Qureshi, M., Qureshi, J., Thebo, Shaikh, Brohi and Qaiser (2019, p. 2) job contentment is link to employee commitment, which leads to improved job performance. Every company has developed strategies to retain and attract top performers. The researchers have found no studies on job contentment and employee commitment in the Panabo City area, establishing a research gap in the study. Because of this factor, the researcher opted and became interested in conducting a survey similar to the one mentioned above. Furthermore, because of these circumstances, the researchers were motivated to investigate this study.

The purpose of this study is to determine the job contentment and how it affects employee commitment, as well as what areas of employee commitment need to be improved. This study can give knowledge to entrepreneurs and management on how to make wise decisions when implementing job contentment as part of their business operations. This could be used as a guide to help them become more informed and knowledgeable in order to improve employees' commitment. Future researchers, particularly those planning to conduct the same research study, will find this research very useful in contributing to prospects in job contentment and employees' commitment. They can gather a lot of ideas and information about the impact of job contentment on employee commitments. *Students*, this research can help students who want to start a small business in the future.

This study is interconnected to the theory of Javeria, Rizwan, Khan, Hameed, Neem, and Subctageen, (2013, p. 319) which states that job contentment is a critical component and significantly influences employee commitment. As a result, job contentment has a positive impact on employee commitment. Furthermore, employees who are more satisfied with their jobs are more committed to their organizations and more willing to recognize them. The independent variable in the study is job contentment, with the indicators of income, promotion, and recognition. The first indicator is income which believed that higher pay leads to higher job contentment. The second indicators is promotion which means ascending an employee to higher ranks. It involves increasing salary, position, responsibilities, status, and benefits. The third indicator is recognition, it is

an acknowledgment of a person's behavior, effort, or business result that supports the organization's goals and values. On the other hand, the dependent variable used in this study is employee's commitment.

In *Job Contentment*, according to Rahman, Rahjab, Shaari, Panatik, Shah, and Hamid (2012), job contentment is a critical issue in a healthy working environment, as it can indirectly improve dedication, loyalty, and devotion and increase motivation and productivity. An individual's undivided commitment could be because the employee is satisfied with his work environment, resulting in a high level of job contentment. However, as per Bhatti, M.H., Bhatti, M.H., Akram, U., Bilal, and Akram, Z., (2016, p. 24) job contentment is commonly portrayed as the employee's feelings about his or her job. It is a delightful touching situation that arises from the evaluation of one's job and as an attitudinal erratic that can be an investigative sign for the degree to which people like their job. As said by Priyadharshini (2019, p. 8), one of the significant interests in the field of organizational behavior and the practice of HRM is job contentment. It reflects employees' attitudes toward their jobs and their commitment to a company. Job satisfaction refers to an individual's feelings or mental state regarding the nature of their work. It expresses how satisfied a person is with their job. Job contentment refers to a person's sense of fulfillment on the job, which serves as motivation to work.

Moreover, as defined by Chaudhuri and Naskar (2014, p. 74), job contentment is a person's level of happiness with their job. A person's perception of satisfaction causes this emotion. According to the literature, job contentment is a pleasurable or positive emotional state that results from evaluating one's job and job experiences. An employee's job satisfaction, completion, and contentment at work make him more productive in his job tasks and responsibilities. Also, as cited by Agbo, Madu, Ekere, Okanazu, Okengwu, Nwadi, and Ojobor,(2020, p. 3418) job contentment in this work is the distinction between what is expected and what is accepted concerning an available substitute in a given situation. Job satisfaction is used both in the workplace and on a personal level. A low level of job contentment in a company results from a decline in duty execution, an increasing level of absence, and a decline in the company's ethics.

Job contentment is a term used to describe whether or not people are happy and satisfied with their jobs. People nowadays work not only for the sake of survival, but also for personal fulfillment (Ashima, 2016, p. 1). Job contentment is a term used for an attitude toward one's job, according to Kumari (2008), as cited by Mushtaq, Hamad, Anosh, and Iqbal (2014, p. 291). A person who is highly satisfied with their job will have an emotionally positive attitude toward it, whereas someone who is dissatisfied or unhappy with their job will have a negative attitude toward it. Furthermore, job contentment is defined by Chinenyem and Omale (2022, p. 3) as people's discernment, both optimistic and pessimistic, about their job. It is also an individual's enjoyment of the work and work environment. Similarly, Singh and Jain (2013, p. 105) stated that the study of job contentment is of great interest to both people who work in organizations and those who study them. Job contentment has been linked to a variety of organizational phenomena, including motivation, performance, leadership, attitude, conflict, morale, and so on. Researchers have attempted to identify the various components of job contentment, measure the relative importance of each component of work contentment, and investigate the effects of these components on employee productivity.

In *Employees Commitment*, as said by Dost, Ahmed, Shafi, and Shaheen (2012, p. 87), employee commitment is always very important in improving organizational performance. Organizational performance can be measured in a variety of ways, including company financial performance, employee turnover, return on equity, and so on. Employee commitment can be increased by involving them in monitor and improve and giving them the opportunity to be more attentive to the entire process of measuring performance of the organization, for instance. Additionally, as per Sopiah (2008), as cited by Saputra and Mahaputra, M. (2022, p. 764), employee commitment is the state in which an individual remains in an organization and is willing to work hard to achieve organizational goals. If an employee gets what he desires from the organization, his work motivation will increase, and employee discomfort will result unless the work they do is boring and the compensation provided is insufficient for their needs.

According to Konya, Matic, and Pavlovi (2016, p. 120), employee commitment to their job and their organization is regarded as one of the most significant aspects of effective organizational behavior. Employees with higher levels of commitment are fully committed to their career fields and the organization, have high expectations of themselves, achieve excellent performance, and demonstrate superior work performance. Additionally, employee commitment is extremely valuable. According to research, commitment has a huge impact on an organization's successful performance. This occurs because a highly committed employee will recognize with the organization's goals and values, has a bigger and more powerful desire to feel connected to the organization, and is willing to demonstrate greater organizational citizenship behavior, i.e., willingness to go above and beyond their required job duties. If human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage (Bandula, & Jayatilake, 2016, p. 9).

Therefore, employee commitment is critical because excessive commitment leads to a few significant hierarchical outcomes. It reflects the degree to which employees relate to the organization and their commitment to its goals (Mahfouz, Awang, and Muda, 2019, p. 154). In other words, per the Manetje and Martins (2009), as cited by Fabiene and Kachchhap (2016, p. 46), it is a psychological bond defined by members' attachment, obligation, and loyalty to a given organization. Employee commitment also refers to their acceptance of the organization's goals and their willingness to work toward these goals.

This study aimed to determine the job contentment and employee commitment among selected employees in Dole Stanfilco. Specifically, it sought answers to the following questions: (1) What is the profile of the respondents in terms of; 1.1 age, 1.2 gender, and 1.3 length of service (2) What is the level of job contentment of the respondents in terms of; 2.1 income, 2.2 promotion; and 2.3 recognition. (3) What is the level of commitment of the respondent? Lastly, (4) Is there a significant relationship between the level of job contentment and the level of commitment of the respondents? This study tested the null hypothesis at 0.05 significance that stated no significant relationship exists between job contentment and employee's commitment among Dole Stanfilco DRZ Panabo employees.

2. Method

Research Design – The researchers used descriptive-correlation method in investigating the research problem of this study. According to Creswell (2012), descriptive-correlation method determines the relationship among two or more variables and seeks to investigate the extent which one or more relationship or type existed. This research study used the descriptive correlation method. According to Sekaran (2003), as cited by Bolanio, Miranda, and Barcial (2021, p.18), a descriptive analysis is performed to determine and define the properties of the variables of interest in a scenario. Descriptive studies are now being conducted to understand the organizations' nature better. The correlation is frequently used throughout the study to identify relevant variables related to the problem. This study was conducted in Dole Panabo City, particularly among the employees of Dole DRZ, this research employs a description method. It aimed to ascertain if there were significant relationships between two variables.

Research Subject –The target population for this research is defined to include the selected employees in Dole Stanfilco DRZ Panabo regarding their age, gender, and length of service. The elements making up this sample are those that are studied. A total of 31 selected employees in Dole Stanfilco DRZ Panabo participated in the study. Those respondents who met the criteria of being Dole Stanfilco employees and were designated in Panabo City are eligible to participate in the study. On the other hand, those who did not meet these criteria are ineligible to participate. Using the method of purposive sampling, the researcher picks a sample that will yield the data they require based on prior knowledge. To select the volunteers, the researcher listed all the employees of Dole Stanfilco DRZ Panabo.

Research Instrument – The researcher used survey questionnaires to collect data with the sets of questions

that the respondents answered. The survey questionnaires consist of general and specific questions that determine the job contentment and employee commitment among selected employees in Dole Stanfilco DRZ Panabo. The researcher created the survey questionnaire using Microsoft Word for the target respondents in Dole Stanfilco. Moreover, these survey forms were used as the basis of the result of this study. The questionnaire is adapted from a previous study or research from Schmidt (2004, p.4) and Aziz, Othman, Gardi, Ahmed, Sabir, Burhan, Nechirwan, Hamza, Sorguli, Ali, and Anwar, (2021, p. 60).

3. Results or finding

3.1 Profile of the Respondents

This research presents the profiles of the respondents. As shown in Table 1, the age, gender, and length of service of the respondents. The first part is the age of the respondents. There are 7 respondents who are 24–30 years old. Five of the respondents are 31–37 years old. While there are 8 respondents aged 38-42 years old, 8 respondents aged 43-49 years old, and 3 respondents aged 50-56 years old.

Table 1

Profile of the Respondents

	Categories	Frequency	Percent
Gender	Male	10	32%
	Female	21	68%
		31	100.0
Age	24-30	7	23%
	31-37	5	16%
	38-42	8	26%
	43-49	8	26%
	50-56	3	10%
Length of Service (in terms of years)	5-9	19	61%
	10-14	5	16%
	15-19	5	16%
	20-24	2	6%

Legend: 4.21- 5.00: Very High, 3.41- 4.20: High, 2.61- 3.40: Neutral, 1.81- 2.60: Low, 1.00- 1.80: Very Low.

The second part is the gender of the respondents. There are 10 male respondents and 21 female respondents. The last part of the profile of the respondents is their length of service. The 19 respondents are between their fifth and ninth years of employment. While there are five respondents, they are all between the ages of 10 and 14. In addition, 5 respondents are between the ages of 15 and 19. Finally, there are two respondents who are in their early twenties or early twenties at work.

3.2 Level of Job Contentment

This research study shows the level of job contentment as measured by income, promotion, and recognition. The ratings are based on a 4-5-item question in an indicator relating to job contentment among Dole Stanfilco DRZ Panabo employees. As shown in table 2, job contentment has a grand mean of 3.44, which is considered high. It means that the level of job contentment was often achieved. According to Ashima, (2016, p. 1), job contentment is related to employee commitment, productivity, and participation. It refers to how happy an employee is with their job. Employees' feelings of contentment and discontent with their jobs are called job contentment. Job contentment results from cognitive and affective reactions to differences in perceptions of what an employee wants versus what they receive.

The level of job satisfaction among Dole Stanfilco DRZ Panabo employees is shown in Table 2. The participants' responses to each indicator are presented, analyzed, and thoroughly debated below. The indicator got the highest mean of 3.65 is promotion, which describe as high. This means that the level of job contentment in terms of promotion was often achieved. Under the promotion part, it is notable that the item 2 got the highest

mean of 4.10, describe as very high in “*Those who do well on the job stand a fair chance of being promoted*”. This means that the level of job contentment in terms of promotion was often achieved. However, item 1 got the lowest mean of 2.81, which describe as moderate in “*There is really too little chance for promotion on my job*”. This means that the level of job contentment in terms of promotion was sometimes achieved. This is also supported by the theory of According to Kinicki and Fugate (2017), as cited by Haryono, Supardi, and Udin (2020, p.2108), promotion takes place when an employee moves from one job to another that pays more, has more responsibility, and is of a higher level. Job advancement is one method of motivating employees to work. It is usually given as a reward for previous efforts and achievements.

Table 2

Level of Job Contentment

Variable	Mean	Description
Income	3.41	High
Promotion	3.65	High
Recognition	3.29	Moderate
Grand Mean	3.44	High

Legend: 4.21- 5.00: Very High, 3.41- 4.20: High, 2.61- 3.40: Neutral, 1.81- 2.60: Low, 1.00- 1.80: Very Low.

On the other hand, second highest indicator is income got 3.41, which describe as high. This means that the level of job contentment in terms of income was often achieved. Under this indicator, the item 1 got the highest mean of 4.39, describe as very high in “*Dole employees feel they are being paid a fair amount for the work they do*”. This means that the level of job contentment in terms of income was always achieved. However, item 2 got the lowest mean of 1.74, which describe as very low in “*Dole employees is not satisfied with the benefits they receive*”. This means that the level of job contentment in terms of income was not achieved. This is also evident in the study of O'Donnell (2015, p. 1), higher income leads to greater job contentment. Many people go to college in the hopes of landing a well-paying job. Many college graduates dislike their jobs after they get them for a variety of reasons.

Lastly, the indicator who got the lowest mean of 3.29 is recognition, which described as moderate. This means that the level of job contentment in terms of recognition was sometimes achieved. Under this indicator, item 5, “*The department provides learning/training opportunities to meet the changing needs of the workplace*” got the highest mean of 4.52, which describe as very high. This means that the level of job contentment in terms of recognition was always achieved. However, item 4 got the lowest mean of 2.42, described as low. This means that the level of job contentment in terms of recognition was less achieved. This is also supported by the theory of Tessema, Ready, and Embaye, (2013, p.3) employees are more likely to be motivated to improve their performance when they receive nonmonetary rewards such as employee recognition. The acknowledgement, appreciation, or approval of a one’s or team’s positive accomplishments or behaviors is known as recognition.

3.3 Level of Employees Commitment

Presented in the table 3 is the overall mean of the employee’s commitment. Employee’s commitment in Dole Stanfilco DRZ Panabo was evaluated using a 15-item questionnaire, and overall mean was 3.76, with the descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo was satisfactory. Under this variable it is notably that item 5, “*This organization has a ‘sentimental value to me’*”, got the highest mean of 4.29 with a descriptive equivalent of very high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo was very satisfactory.

While item 9, “*Dole employees would be disrupted if they decided/ wanted to leave this organization*” got the lowest mean of 3.19, which describe as moderate. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo was fair. This finding is related to the study of Messner (2013), as cited by Ramdhani, A., Ramdhani, M.A, and Ainsiyifa (2017, p. 829), employee’s commitment is concerned with an employee’s faithfulness to the organization, willingness to exert effort on behalf of the organization, the degree of goal and

value between the employee and the organization, and the employee's desire to remain hired by the organization.

Table 3

Level of Employees Commitment

Variable	Mean	Description
Employee Commitment	3.76	High

Furthermore, the remaining item 4, “*I do feel like 'part of the family' of this organization*” got the mean of 4.10, with a descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo very satisfactory. While items 6, “*I do feel a strong sense of belonging to this organization.*” got the mean of 4.06, with a descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo very satisfactory. Also, both items 1, “*I would be happy to spend the rest of my career with this organization*” and item 15, “*One of the major reasons I continue to work for this organization is that leaving would require considerate personal sacrifice-(another organization may not match the overall benefit I have here)*” got a mean of 4.00, with a descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo very satisfactory and both item 12, “*Dole employees was taught to believe in the value of remaining loyal to one organization.*” and item 14, “*Dole employees do believe that a person must always be loyal to his/her organization.*” got a mean of 3.94, with a descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo very satisfactory. Item 2, “*Dole employees enjoy discussing their organization with people outside It.*”, item 10, “*Right now, staying with organization is a matter of necessity as much as desire.*” item 8, “*It would be very hard for the employees to leave organization right now, even if they wanted to.*” Item 3, “*Dole employees really feel as if the organization's problems are their own.*” Item 7, “*If Dole employees got another offer for a better job elsewhere, they would not feel it was right to leave the organization.*” got the mean of 3.90, 3.74, 3.61, 3.58, and 3.45 respectively, with a descriptive equivalent of high. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo very satisfactory.

Lastly, item 13, “*Dole employees think people these days move from company to company too often.*” and item 11, “*Dole employees feel that they have a few options to consider leaving this organization.*” got the mean of 3.35 and 2.29, which describe as moderate. It means that the level of employee’s commitment in Dole Stanfilco DRZ Panabo was fair.

3.4 Significant Relationship between Levels of Job Contentment and Employee’s Commitment

In the Table 4, it presents the significant relationship between job contentment and employee’s commitment among Dole Stanfilco DRZ Panabo employees. Based on the data, the r-value is 0.736 with a p-value of 0.000, indicating a level of significance less than 0.05. The null hypothesis is thus rejected. As a result, there is a significant relationship between job contentment and employee’s commitment among Dole Stanfilco DRZ Panabo employees.

Table 4

Significant Relationship between Levels of Job Contentment and Employee’s Commitment

Variables	SD	Mean	Description	r-value	P-value	Decision on Ho @ 0.05 level
Job Contentment	0.81	3.44	High	0.736	0.000	Ho is rejected
Commitment	0.73	3.76	High			

It means that there is a significant relationship between job contentment and employee’s commitment among Dole Stanfilco DRZ Panabo employees. This result is related to the theory of Mohammed & Eleswed, (2013, p.43), which found that job contentment is a significant predictor of employee commitment. Additionally, as per Qureshi, M., Qureshi, J., Thebo, Shaikh, Brohi and Qaiser (2019, p. 2) job contentment is link to employee commitment, which leads to improved job performance. Every company has developed strategies to retain and

attract top performers.

4. Conclusion

As a result of the findings of this study and the preceding conclusions, it is recommended that employees in Dole Stanfilco DRZ Panabo are somehow satisfied with job contentment and commitment by involving personnel with training and learning competencies. The Implications of this study is drawn according to the researchers' lowest mean score of 1.74 in the level of job contentment in terms of income, it is recommended that management asks for employee suggestions about benefits, give enough training (on-the-job), listen to employee concerns, increase employee engagement, (enabling them to cooperate in any training that is beneficial to them) have a suggestion box in the company because some employees may not feel comfortable openly expressing their concerns or opinions, and lastly, ask for reviews and employee feedback in meetings regularly.

The management should make an effort to train its personnel and think of better ways and plan good benefits for their employees, according to the researcher's lowest mean score for the first indicator in job contentment, which is 2.55. The management should try to see things from the employees' perspective; educating them well with proper guidance on management that should recognize employee's hard work—and reward them. If the benefits are good, the employees must be satisfied with their performance. On the other hand, the result of the other indicator obtained the lowest mean score of 2.8. Suggest that the management should focus and plan thing with regards to work promotion. They have been given fairly recommendations for promotion which is most probably depends on their performance.

The last indicator of job contentment, shows a result with 2.42. This suggest that the manager should recognize employee's effort with praise and awards. The recognition process passes through formal or unstructured programs. When done right, employee recognition motivates staff, contributes to team capacity building, and aligns employees with company objectives. On the other hand, the result of commitment obtained the lowest mean score of 3.19, indicating that top management should create a more positive and happier environment for the employees. It is also recommended that top management should recognize and reward employee achievement through effective feedback and praise so that employees feel comfortable to participate, increase employee commitment and perform better.

The management can have activities/training by giving educational motivation that boost employees' confidence by providing fair compensation by appreciating staff effort with praise and awards. The recognition process passes through formal or unstructured programs. When done right, employee recognition motivates staff, contributes to team capacity building, and aligns employees with company objectives. Or even celebrating every success could increase a more engaging work environment.

Finally, because the findings of this study indicate that job contentment affects the employee's commitment, this will be useful for future researchers that aim to comprehend why employees are unable to feel happiness in their job and can't commit. Its implication for learning is that, Happy employees feel good about their work environment and responsibilities. Employee feel content in their career and consistently arrive at work with a positive attitude and motivation. The management can keep an eye on their staff to be resilient in the workplace.

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