



International Journal of Humanities & Social Science Studies (IJHSSS)

A Peer-Reviewed Bi-monthly Bi-lingual Research Journal

ISSN: 2349-6959 (Online), ISSN: 2349-6711 (Print)

ISJN: A4372-3142 (Online) ISJN: A4372-3143 (Print)

Volume-IX, Issue-I, January 2023, Page No.128-141

Published by Scholar Publications, Karimganj, Assam, India, 788711

Website: <http://www.ijhsss.com>

DOI: 10.29032/ijhsss.v9.i1.2023.128-141

Relationship between Employee's Attitude and Job Performance in Rural Electrification Board of Bangladesh- an Exploratory Study

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Abstract:

Workers attitude and job performance complement each other. Like any other institutions, Rural Electrification Board (REB) of Bangladesh has a short and long term goal. The attainment of the organizational goal of REB largely depends on those aforesaid factors. The primary attempt of this research is to determine the relationship between workers' attitude and their job performance in Rural Electrification Board of Bangladesh. This research paper fills the knowledge gap on whether the factors like psychological commitment & job satisfaction that contribute towards workers' attitude have an impact over job performance. Data was collected through convenience sampling. The samples in this study were employees of different hierarchy. A total of 85 questionnaires were sent to the employees and 15 Questionnaires to the directors. Of these, 79 valid questionnaires from the employees were received as well as 13 Questionnaires from the directors. The research results found a positive correlation between workers' attitude and job performance. The outcome of the research may be adopted by the policy-makers, directors of the REB and other service organizations to achieve and attain organizational goals.

Keywords: Workers' attitude, job performance, Rural Electrification Board, Psychological commitment, Job satisfaction.

Introduction: Workers or employees are the lifeline of an organization. Reputation and image of the company solely depend on workers' attitudes and job performance. The organizations' performance and productivity are tied to the performance of its employees (Shin and Konrad, 2017). Empirical evidence has shown that the value of employee job performance (i.e. the measurable actions, behaviours and outcomes that employee engages in or bring about) is linked with the organizational goals; (Viswesvaran and Ones, 2017) and has contribution to the organizational outcomes and success (Al Hammadi and Hussain, 2019; Shin and Konrad, 2017). This, in turn, has led scholars to seek and understand what drives employee performance. Personality traits (Tisu et al., 2020), job conditions and Organizational characteristics (Diamantidis and Chatzoglou, 2019) have all been identified as critical factors of employee job performance. If an employee is dedicated and engaged in

work, his work performance is expected to be good. Naturally, the positive attitude of the worker will give positive results in the work. On the contrary, the opposite is also true. Positivity or negativity towards working attitude depends on employee's job satisfaction and psychological commitment.

An employee's mental condition and sound health definitely have a good impact on his attitude and above all on his working performance. For years, plenty of research has examined the impact of employee's well-being on work outcomes (Karapinar et al., 2019; Turban and Yan, 2016). We seldom understand how employee's well-being impacts job performance. Evidence suggests that employee health and well-being are among the most critical factors for performance and organizational success (Bakker et al., 2019; Turban and Yan, 2016). Several studies have documented that employee's well-being leads to various individual and organizational outcomes such as increased organizational performance and productivity (Hewett et al., 2018), enhanced customer satisfaction (Sharma et al., 2016), employee engagement (Tisu et al., 2020) and organizational citizenship behaviour (OCB; Mousa et al., 2020). However, one important gap remains in current job performance research – namely, the role of psychological well-being in job performance (Hewett et al., 2018) and workers' attitude. Similarly, previous researchers have found happy workers to be more productive than less happy or unhappy workers (DiMaria et al. 2020).

A good organization tries to keep its employees satisfied. Satisfied employees are people who are very loyal to their institution and obey it, do not work because of any coercion, but because they dream of bringing their organization to a better level. Employee satisfaction leads to a positive atmosphere in the workplace. The first benefit of employee satisfaction is that people hardly think of leaving their current job when they are happy about their workplace. Organizations need to retain decent and talented employees for long-term growth and ensure success. Satisfied employees tend to adjust more and handle pressure easily than those who are frustrated. Employees who are dissatisfied with their work will find problems in everything small and too rigid. On the other hand, employees who are happy with their work are willing to participate in training programs and are eager to learn new technologies, software that will ultimately help them in their professional careers. A satisfied employee receives a challenge with a big smile and tries even in the worst situations. Thus according to Robbins and Judges (2013), all that is related to job satisfaction have strong positive relation with employee behavior.

The concept of employee engagement is the involvement of individuals with satisfaction, and enthusiasm for the work that employees do. Employees who are very involved have passion in their work, and feel a deep relationship with the company, have the energy or deep focus on the work (Robbins, 2013). Employee performance is important for an organization both as a whole and for individuals who work at it (Sonnentag, 2001). The success of individual roles in contributing towards achieving organizational goals can be measured from the output produced as goods or services, and comparing of inputs with the outputs (productivity); such as achievement of time, speed, efficiency, performance, and so on depending on each benchmark of success. This assessment is to see whether input,

process, or output are correct according to expectations, whether there are obstacles or disturbances, or whether there are potential opportunities and so on. In a nutshell, individual performance is the foundation for organizational performance, and understanding employee behavior is important for the management to be effective (Gibson, Ivancevich, and Donnelly, 2012).

REB is a very important institution for Bangladesh. Their goal is to reach 100% electricity coverage all over the country. The image of Bangladesh government largely relies on the success of this institution. The employees are the lifeblood of this organization. Productivity or outcome of this organization solely depends on the workers; especially on their performances. According to Hasibuan (2011), HR (Human Resources) performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, passion and period. All these, especially, passion and skill vary depending on the attitude of an employee. So it can be said that performance is a product that depends on workers attitude. In an organization it's not always possible for someone to keep his attitude positive. It happens in REB also. The two main factors that influence workers attitude are job satisfaction and psychological commitment. If REB addresses those factors, its overall productivity and reputation will rise significantly.

Very few researchers in Bangladesh have done any kind of research on the employees of REB. Consequently it is totally a gray area in research. Any attempt in this regard may facilitate the organization and people of the country. A better workers attitude and higher job performance is a requirement to achieve the organizational goal of REB. This requirement becomes more challenging in the present reality of existing limitations. This limitation may be identified by a thorough research on the feedback of the REB workers, the managing committee and the general people. The findings will then guide to formulate a guideline to improve the performance.

The present research will operate and work with very important issue in REB. Definitely it will be an eye opener for all the employees in REB. In the context of exploring knowledge, the research will open new thoughts, review the existing academic as well as scholarly discussions.

Furthermore, the current research will address the working attitude and job performance relation issues in the context of REB. The outcome and lesson may be adopted into other sectors in Bangladesh as well.

Review of Literature and Hypotheses

Job Performance and Work attitude

The way workers perform their employment responsibilities and complete essential tasks is referred to as their performance. It speaks of the usefulness, excellence, and efficacy of their output. Performance is taken into consideration when determining an employee's worth to the company. According to Motowidlo (2003), employee job performance is the result of an employee's overall performance in carrying out their responsibilities in terms of

the superiority, viability, effectiveness, and the standards that have been chosen. Seneratne and Rasagopalasingam (2017) opined that employee job performance is one of the key factors influencing an organization's success. Furthermore, according to Graso and Probst (2012), quantity and quality are the most crucial indicators of work performance. It is to mention that according to Iddagoda et al. (2021), employee job performance is the employee's contribution to complete the activities and jobs in order to create a favorable work environment while reducing harmful or bad acts. In another viewpoint, according to Griffin et al. (2007) and Sanduni (2022), job performance in changing organizational situations, should represent not merely a worker's capacity to complete the duties of a job, but also the relationship between job activity and the job candidate's behavior and work attitude.

It was discovered that the only aspects of the remote working attitude that have an impact on job and life happiness are skill development and organizational support. Additionally, job happiness somewhat mediates the relationship between job satisfaction and skill growth. According to Newstorm and Davis (1993), attitudes can be used to predict behaviors. They disclosed a lot about a person's driving forces and propensities for particular types of behaviors. While negative attitudes can predict undesirable behaviors, positive attitudes at work may help predict positive actions. What happens when individuals are disengaged at work, dissatisfied with their jobs, and less dedicated to the business? There are various potential outcomes. Dumo (2022) the risk of this result rises, in particular, if the emotions are strong and enduring. For instance, unsatisfied employees may withdraw psychologically or physically (for instance, daydreaming while working, or even overreacting aggressively and seeking retribution for perceived mistreatment).

H₁: Work attitude has a positive relationship with employees' job performance.

Psychological commitment and Work Attitude: According to Freedman (1964); Buchanan (1985); Crosby & Taylor (1983); and Pritchard et al. (1992) psychological commitment has been discussed in the context of cognitive consistency theories. Pritchard, Havitz, and Howard (1997) proposed that psychological commitment to a preference is best defined by a network where the construct's root tendency, resistance to change, is maximized by the extent to which people are: (1) motivated to seek informational complexity and consistency in the cognitive schema behind their preference, (2) capable of making free, meaningful choices, and (3) willing to identify the consequences of their choices.

Yoshi (2008) mentioned that the previously addressed personal antecedents of involvement are similar to several of the personal moderators, such as competence/skills, intrapersonal limitations, and personal rewards. These individual traits are probably going to moderate the associations suggested in this article as well as affect how participation develops. Another author Karen (1989) stated that psychological commitment is described as a non-instrumental attraction to and identification with the organization's goals and ideals, but not as a tendency to stay with the organization.

H₂: Work attitude has a positive relationship with psychological commitment.

Job Satisfaction and Work Attitude: The degree of enjoyment employees experience with their jobs is known as job satisfaction. Beyond their regular responsibilities, this includes their relationship with coworkers and bosses, their opinion on the organization's rules, and the effect their work has on their personal lives. According to Mowday, Porter, & Steers (1982), an attitude variable that captures how people feel about their occupations is job satisfaction. It highlights the particular task environment in which an employee performs his or her activities and arrests the quicker responses to certain concrete characteristics of the working environment. Furthermore, in accordance with Locke (1976); and Abilash (2021) job satisfaction is an emotional state that typically results from analyzing the experience of an employee's occupation. From the viewpoint of Smith (2008), job satisfaction is a beautiful, upbeat, and enthusiastic condition that results from the analysis of professional or worker personal experience. Smith (2009); and Atishree (2020) tell that job happiness is related to how well the workplace satisfies employees' unique demands.

An employee's or individual's level of happiness might be revealed by their attitude toward their work or by their level of job satisfaction (Abdulrahman, 2021). Important organizational outcomes like excellent performance, a conflict-free workplace, and a low turnover rate depend on how happy employees are with their jobs and their working environment. According to Robbins and Judge (2013), job happiness is not just influenced by work settings; personality also plays a significant role.

H₃: Work attitude has a positive relationship with job satisfaction.

Methodology Sample: In the current study, the sample size is 94 and respondents were the employees and directors of Bangladesh Rural Electrification Board (BREB) who are serving in different organizational rank and file including officers, senior officers, assistant managers, managers and directors. Such respondents were selected because they have more clear idea about the organizational goal and employees' attitudes. Judgmental sampling has been used as the respondents have been chosen based on two arguments: first, who are currently serving in the organization; second, who have at least five year of service experience. Data were collected using a printed copy of questionnaire through proper channel. The questionnaire was sent to BREB authority and they distributed it to the employees. After one week, the questionnaire was returned by the respondents. Total 100 questionnaires were distributed and 94 were returned with a response rate of 94%.

Instrument: A structured questionnaire in a five-point Likert scale has been used ranging from 1=strongly disagree to 5= strongly agree to collect data. The questionnaire is comprised of two sections. The first section includes the major three independent variables including job performance, psychological commitment, and job performance and the second section covers the independent variable employee work attitude five items were adapted to measure job performance which was developed by Chami-Malaeb and Garavan (2013). Researchers have also adapted five items for psychological commitment which were developed by Bakker and Schaufeli (2003). The New General job satisfaction (NGJS) scale

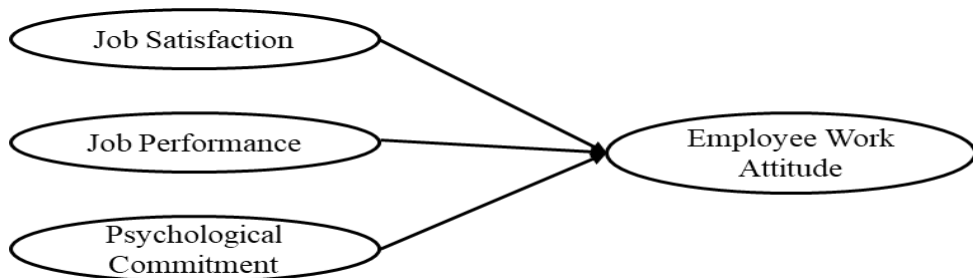
developed by Chen et al. (2001) has been adapted to measure self-efficacy which also includes five items.

Research Framework: Dependent Variable: *Employee Work attitude*

Independent Variables: *Psychological Commitment (PC)*, *Job Performance (JP)*, *Job Satisfaction (JS)*

Figure 1 Research Framework

Data Analysis Techniques and Tools: In the current study, three variables have been used among which Psychological commitment and Job satisfaction are considered as exogenous variable and job performance is endogenous variables. Descriptive statistics (mean score



and standard deviation) was used to measure the extent of agreement of the respondents for each of the item. Structural Equation Modeling (SEM) was employed to assess the relationship of the variables which covers measurement and structural model. SEM is a prominent technique to measure causal relation of the endogenous and exogenous variables and it serves to determine both direct and indirect effect of coefficients of variables (Choo&Mokhtarian, 2007). AVE, CR and α were used to measure the validity and reliability of the data. Factor analysis was performed to present the factors' loading and to measure the convergent validity. Under the structural model, path diagram was presented to show the direction and significance of relationship of the constructs. Smart PLS 4 were used to analyze the data.

Results: This study applied structural equation modeling (SEM) to empirically test the proposed research model. SEM is a very useful statistical procedure in surveys using cross-sectional data, combining multiple regression and factor analysis to evaluate the measurement instrument and test the hypotheses (Bagozzi& Yi, 2012). Table: 1 provides factors loading, AVE, CR, and Cronbach's alpha. These tests are done to verify the reliability of the conceptual framework. Factor loading indicates the correlation of the items chosen with the respective factors. Any value over 0.30 indicates a high level of correlation (Hair et al., 2014). All the selected items have values over 0.70 and thus verify the relevance of the items. Most of the communality values are closer to 1 (more than 0.50) and shows that the items are well explained by the factors.

To measure the convergent validity of each construct's factor loadings, the average variance extracted (AVE) and composite reliability (CR) were examined. According to Barclay et al. (1995), the value of AVE should be greater than 0.50. An AVE value that is

less than 0.50 suggests that, on average, more error remains in the items than the variance explained by the construct (Hair et al., 2014). As depicted in Table 1, the value of AVE for psychological satisfaction was 0.534. The AVE values for job satisfaction and job performance were 0.532 and 0.567, respectively. All the values are greater than the lower threshold of 0.50. The values of Cranach's α and CR were also well over the accepted threshold.

Table: 1 Factors Loading with Communality and Redundancy, Convergent Validity, Reliability and Internal Composite Reliability

Construct	Item	Factor Loading	Communality	Redundancy (P-value)	Average variance Extracted (AVE)	Cronbach's α	Composite Reliability (Dillon-Goldstein's Rho)
PC					0.534	0.876	0.856
	PC1	0.7543	0.598724	0.0000			
	PC2	0.7251	0.601232	0.0000			
	PC3	0.7456	0.620385	0.0000			
	PC4	0.8234	0.562435	0.0000			
	PC5	0.7345	0.623452	0.0000			
JS					0.532	0.749	0.849
	JS1	0.7825	0.524377	0.0000			
	JS2	0.8221	0.652794	0.0000			
	JS3	0.7286	0.674882	0.0000			
	JS4	0.8014	0.765425	0.0000			
	JS5	0.7654	0.632456	0.0000			
JP					0.567	0.751	0.789
	JP1	0.7549	0.823531	0.0000			
	JP2	0.8231	0.714283	0.0000			
	JP3	0.7322	0.707142	0.0000			
	JP4	0.8123	0.791456	0.0000			
	JP5	0.7890	0.771322	0.0000			

Shows the results of the discriminant validity test. This test was done to see at what extent the variables differ from each other. The most accepted scale Fronell-Larcker criterion is adopted for this test (Hair et al., 2014). Results indicate that the variables moderately differ from one another and none has values more than 0.65.

Table: 2 HTMT ratios

	Psychological Commitment	Job Satisfaction	Employee Job Performance
Psychological Commitment	.	.	.
Job Satisfaction	0.825	.	.

Employee Job Performance	0.413	0.598	.
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The HTMT ratio between Psychological Commitment and Job Satisfaction is 0.825, which indicates that Psychological Commitment is strongly associated with Job Satisfaction. In addition, the HTMT ratio between Psychological Commitment and Employee Job Performance is 0.413, indicating that there is a moderate association between these two variables. Finally, the HTMT ratio between Job Satisfaction and Employee Job Performance is 0.598, indicating that there is a significant correlation between these two variables

Table: 3 Discriminant Validity (Fornell-Larcker Criterion: Correlation matrix of Constructs and Square Root of AVE)

	PC	JS	JP
PC	0.730		
JS	0.543	0.729	
JP	0.634	0.532	0.753

Table 4 Cross Loadings of Measurement Model (HTMT Test to Verify Validity)

	PC	JS	JP
PC			
PC1	0.64657	0.04527	0.03912
PC2	0.58511	0.07463	0.08039
PC3	0.32496	0.14376	0.15859
PC4	0.34123	0.21422	0.32451
PC5	0.56437	0.32414	0.32416
JS			
JS1	0.03484	0.56745	0.03485
JS2	0.02094	0.57451	0.07619
JS3	0.04568	0.67898	0.04597
JS4	0.07616	0.67937	0.06787
JS5	0.12432	0.56324	0.04256
JP			
JP1	0.00324	0.01375	0.51193
JP2	0.00232	0.01468	0.53509
JP3	0.01453	0.07529	0.43702
JP4	0.23461	0.03425	0.51234
JP5	0.76412	0.04512	0.58901

Table 3 illustrates the Cross Loading values adopted for the test. It was to see whether it is needed to drop any selected item from the analysis. Any items with values less than 0.32

should be dropped (Hair et al., 2014) but none of the values of this test were under the accepted threshold and thus not dropped.

Furthermore, goodness-of-fit indicators are adopted to evaluate the structural-fit of the indicators as is necessary. According the Hair et al. (2010), the recommended gfi value for the test was above 0.90. The value found in the test was 0.967. From **Error! Reference source not found.**, it is illustrated that all the values of fit indices were well within recommended threshold. Agfi value was 0.954 which is above the recommended level of 0.80; similarly nfi and cfi values were respectively 0.994 and 0.954, above the given threshold of 0.90 (Bentler and Paul, 1996). The rmsea value is accepted if under 0.08 (Hu and Bentler, 1999), where in this case it was 0.068, within the recommended range. Similarly, srmr value was also within given range ($0.059 < .07$).

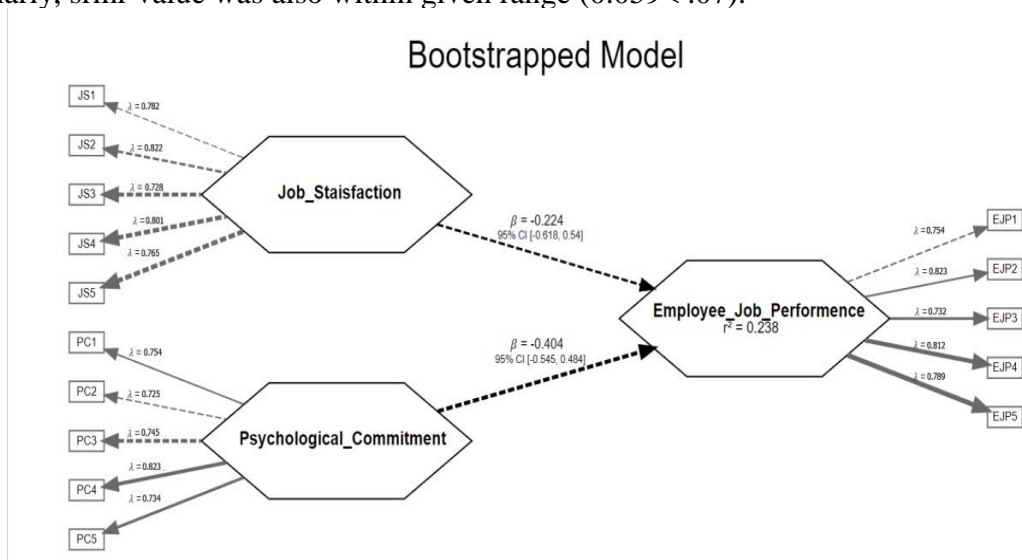


Figure 2 Bootstrapped Models

Table: 5 Goodness-of-fit indicators for the structural model

Fit indices	Structural model value	Recommended value	References
gfi	0.967	> .90	Hair et al. (2010)
agfi	0.954	> .80	Hu and Bentler (1999)
nfi	0.994	> .90	Bentler and Paul (1996)
cfi	0.954	> .90	Bentler and Paul (1996)
rmsea	0.068	< .08	Hu and Bentler (1999)
srmr	0.059	< .07	Hu and Bentler' (1999)

Finally the hypotheses were tested to find the relationship between the dependent and independent variables. If the p value is equal to or lower than 0.05 then the hypotheses is not rejected. Here the p value for Psychological commitment, job satisfaction and job performance were 0.040265 (<0.05), 0.000802(<0.05), and 0.000732(<0.05) respectively. It indicates that all the independent variables have significant positive relationship with the dependent variable and none of the hypotheses were rejected.

Table: 6 Hypothesis Testing and Structural Model Evaluation

	Estimate	Std. Error	t value	Pr(> t)
Intercept	5.06e-17	0.0688	7.36e-16	0.664324
PC	4.04e-01	0.0695	5.82e+00	0.040265
JS	2.24e-01	0.0695	3.22e+00	0.000802
JP	4.55e-01	0.0690	4.97e+00	0.000732

In 7, the findings of the research are summarized.

Table: 7 Summary of the Hypothesis Testing:

No.	Hypothesis	Findings
H ₁	There is a positive relationship between JP and work attitude	Accepted
H ₂	There is a positive relationship between PC and work attitude	Accepted
H ₃	There is a positive relationship between JS and work attitude	Accepted

Discussion: The present study investigates the relationship between the work attitudes and job performance of the employees. The hypothesized relationship of the constructs was tested using SEM and the results demonstrate that work attitudes of employee have significant positive impact on job performance. Similar outcome was also found by past studies (Bümen, 2009; Islam et al., 2020; Song et al., 2018). This result asserts that when an organization ensures the proper development of the employees, it leads to improve the current level of employees work attitude as well as job performance by increasing a sense of positive feelings of self-worth into the employees which remarkably boost their level of confidence. This research also found relation between work attitude and job satisfaction. A satisfied worker who is dedicated to the organization demonstrates a positive work attitude that in terms boost the performance of the worker. Better individual work performance contributes in attaining the overall organizational goal (Strickland-Davis et al., 2020).

Consistent with the previous studies (Anand, 2011; Pandita & Ray, 2018) the current study also supports that employee job performance has significant positive impact on work attitude of employees. Following the results, it is evident that work attitude not only increase capacity of the employees but also develop a positive attitude of employees towards organization. Psychological commitment is also to be found as a driving force in ensuring positive work attitude. If the worker is committed to the task he or she will feel happy and satisfied for the position and will try to work better to keep the position. Previous studies have also shown similar outcomes where psychological commitment has relationship with worker attitude (Green et al., 2006; Lim and Teo, 2009; Solnet, Kralj and

Kandampully, 2012). So in the context of BREB, all the factors such as job satisfaction, job performance and psychological commitment influence an employee's work attitude.

Theoretical and Managerial Implications: The first implication of this study is the systematic attempt to find out relationship between work attitudes and job performance in the context of the BREB for the first time. Second, the study presents a new framework of relationship between work attitudes, follower's job satisfaction and psychological commitment. It is an obvious contribution to job performance literature. The findings of the study are important to identify the crucial factors to improve the workplace attitude of the employees and their productivity. It also provides basis to the measurement standards of job satisfaction and psychological commitment on the perspective of employee job performance. Thus, it will help the directors of the BREB to devise new strategies to achieve better organizational performance. Strong leadership is necessary for every employee to make the best version of themselves with consistency in performance and innovativeness. Moreover, psychological commitment and job satisfaction also increases employee participation and employee morale. When these factors are taken into consideration, it enhances the viability by keeping employees motivated, empowered and updated within organization which eventually increases sustainability and productivity.

In the context of Bangladesh, a significant number of people are not happy with their job and feels negatively towards the job they do. It severely hampers their productivity and the productivity of the whole organization suffers. This research paper has shown a way for the policymakers to understand some factors behind this phenomenon and take necessary steps to counter the situation. Moreover, it will also help the top leaders of the organization to handle the employees more accurately. Since government has many policies and targets in the electricity sector this paper will also help the policymakers to device policies that will improve employees' job satisfaction and workplace attitude.

The research will also contribute into academia because not much research has been conducted on the employees of BREB. The paper is a pioneer in the context of Bangladesh Rural Electrification Board. The theories and relationship drawn in the paper will open new avenues for the future scholars to pursue.

Limitations and Future Research Direction: Though the current study is designed very carefully, it has some limitations. First, the study covered a limited number of samples and the background of the respondents is highly specific. More research should be done on different organizations or from diversified pool to see if similar results are yielded or not. Second, only three independent constructs have been used to determine the impact of work attitude of employee whereas more constructs (decision making, communication, and ethical competency) could be included. In this field, more research can be conducted relating transactional and transformational leadership with leadership development. Besides, the current research can be continued to determine the association between work attitudes development, employee commitments and employee's knowledge sharing behavior. Future research can also be performed focusing on the relationship of development programs,

emotional intelligence and job performance. Finally, the research does not clarify the nature of the relationship among the factors. Interested researchers can examine the cause and effect relationship among the variables or can even expand the framework with more variables.

Conclusion: The aim of the study has been to identify the effect of work attitudes on employee engagement, job performance, and psychological commitment in the organization. The current study incorporated SEM where work attitudes have been found to have significant association with job performance, job satisfaction and psychological commitment. Previous studies were supported by the findings of this research filling the existing gap in the literature and this study emphasizes to shift employees' focus on the issues of engaging psychological commitment and job satisfaction in work attitude and how it affects the job performance. The outcome of the study will encourage the leaders to understand the importance of psychological commitment and work attitude of the workers to ensure better organizational performances.

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