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Relationship between HR Practices on Organizational Commitment and Job Satisfaction

Introduction

The previous chapter dealt with the profile of Public Sector Undertaking a case study of NTPC. The present chapter is devoted to the Relationship between HR Practices on Organizational Commitment & Job Satisfaction and focus on Organizational Commitment, The Factors That Influence Organizational Commitment, Consequences of Organizational Commitment, Human Resource Management Practices, Factors Affecting HRM Practices, HRM Challenges, Progressive HR Policies, Globalization, Internal Factors, Organizational Structure,

Even though ‘Human Resources’ is a relatively modern management term coined in the 1960s, but the importance of Human Resource Management can be traced back to Vedic ages. In The Bhagavad Gita, the Lord Krishna not only makes Arjuna spiritually enlightened, but also teaches him the art of self management, anger management, stress management, conflict management, transformational leadership, motivation, goal setting and many other aspects which are now essential parts of any HRM curriculum.

The outlook to Human Resource Management in India has witnessed sea-change in last two decades. Economic liberalization in 1991 created a hyper-competitive environment. As international firms entered the Indian market bringing with them innovative and fierce competitiveness, Indian companies were forced to adopt and implement innovative changes in their HR practices. Increasing demand for skilled performers forced the companies to shift focus on attracting and retaining high performing employees in a competitive marketplace (Bhattacharya, n. d.). The general attitudes of the employee toward the organization are considered as organizational commitment.

Organizational commitment has been defined as a psychological link between the employee and the employing organization that makes it less likely that the employee will voluntarily leave the organization. Commitment studies in the recent era have been conducted at an increasing pace for the past 35 years. Noted pioneers of commitment research in relation to organizational commitment and employee
Behavioral commitment focuses on the actions taken or significant contributions made by an individual that commits them to the organization. Attitudinal commitment on the other hand, is a psychological state where the individual identifies with a particular organization and its goals, and wishes to maintain membership in order to facilitate the goals. In 1974, Porter, Steers, Mowday, and Boulian, looked at the attitudinal construct of organizational commitment and subsequently, developed a 15-item measure of employee organizational commitment called the Organizational Commitment Questionnaire (OCQ). They proposed that organizational commitment could be categorized as (a) a strong belief in and acceptance of the organizations’ goals and values (b) willingness to exert considerable effort on behalf of the organization; (c) a definite desire to maintain organizational membership.

In recent literature, John Meyer and Natalie Allen are frequently referenced researchers in the field of organizational commitment. These researchers came on the scene in the mid 1980’s and early 1990’s and expanded the work of the previous researchers. They argued that commitment has three separate components which reflect; (a) a desire (affective commitment), (b) a need (continuance commitment), and (c) an obligation (normative commitment) to maintain employment in an organization. They believed that a better understanding of the employees’ relationship with the organization could be better understood if all three forms of commitment were considered together. As a result, they developed new measures for organizational commitment based upon the three components so that they could better assess commitment across multiple dimensions.

With a struggling economy and a national unemployment rate hovering around 10 percent, many employees are staying where they are. This phenomenon of commitment has been described as continuance commitment since the employee remains with the organization because they have to do so. However, as the economy improves and employment options become more readily available, employees who have endured pay cuts, organizational restructuring, and layoff will be looking elsewhere for employment. The affective commitment had the strongest correlation between both the employee intention to leave and the actual turnover. The OCQ can be utilized by researchers in interpreting affective commitment while measuring that component of organizational commitment. Because of this, the OCQ will be utilized in this study to measure the organizational commitment of employees in Cooperative Extension (Martin, M.J., 2011).
The Factors That Influence Organizational Commitment

1. **Personal Factors:** Research on person characteristics has found on two types of variables: demographic variables and dispositional variables (e.g. personality, values, interest). Demographic variables that relate to organizational commitment are stated to be gender, age, educational level, and race and personality traits. Overall relations between demographic variables and affective commitment are neither strong nor consistent.

2. **Role Related Factors:** Role related variables like role of ambiguity and role of conflict correlate negatively with organizational commitment. It can be concluded as those roles of ambiguities, conflicts and the stress caused by these uncertainties that influence the degree of organizational commitment.

3. **Work Experiences:** The vast majority of antecedent studies have focused on variables that fall into very broad category of work experiences. Moreover, with work experience, variables find the strongest and consistent correlations with affective commitment across studies. The commitment reciprocally related with satisfaction and the effect of satisfaction on commitment was more than reverse.

4. **Cultural Factors:** As culture deeply influences management ideas and practice, studies were conducted in different countries with different cultures. A meta-analysis of twenty seven studies given in different countries demonstrated that personal characteristics like age, tenure, gender and education were highly significant in determining organizational commitment in England, Israel, although they were insignificant in Canada. The relation of participation and peer cohesion with commitment was consistent in all countries studied.

Consequences of Organizational Commitment

1. **Performance at Work:** Many aspects of performance can be assessed (e.g. attendance at work, performance of assigned duties, organizational behavior). In addition, assessment of performance can be obtained from several sources (e.g. the employees themselves, their supervisors, output measures such as sales or production figures). Research on the links between commitment and work performance reflects the diversity.

2. **Inter-drawl Intentions:** Personnel retention has consistently been viewed as an important consequence of organizational commitment. When organizational commitment of personnel is low, they do not put any effort to do their jobs and don’t have any altruism for organizations that they work for and have low level of motivation.
3. **Absenteeism:** Researches show that there is a negative relationship between absenteeism and organizational commitment. In other words, personnel who have lower level of organizational commitment are likely to be absent.

4. **Turnover:** Researches in this area show that there is a negative relationship between turnover and organizational commitment (Aydogdu & Askgil, 2011).

**Human Resource Management Practices**

Human Resource Management (HRM) involves the policies and practices for dealing with human resource (HR) aspects of management such as HR planning, selection, recruitment, orientation, development, training, job analysis, compensation, labor relations and performance appraisal. The policies, systems and practices influencing attitude, behaviour and performance of employees compose the HRM. The Fombrun, Tichy and Devana HRM Model, the Harvard HRM Model, the Guest HRM Model and the Warwick HRM Model are the four main HRM models. (The Guest HRM Model is considered the best model among these four HRM models. This study chose the HR practices like HR planning, selection, recruitment, development, training, compensation, industrial relations and performance appraisal as they were incorporated by the Guest IIRM Model and the Society of Human Resource Management of USA. IIRM is a strategic approach for acquiring, managing, developing, motivating and gaining the dedication of employees and key resources of the organization.

HRM started with the development of HR accounting theory. Some consider HRM as the industrial relations and personnel management while others consider HRM as an approach for personnel management integration including organizational strategy. If HR practices are implemented in the organization, the employees can be more committed to their work in the organization and they show their extra role for organizations’ benefit. There is positive relationship of HRM practices with organizational commitment and organizational behavior.

HRM practices play the role of mediator between HRM and job satisfaction. HRM practices are focused into four groups which are work policies and employment skills, reinforcement and performance measurement, supportive environment and market organization.

All HRM strategies through HRM are used for the achievement of same organizational goal. The various HRM perspectives are verified as the concept of integration or fit. The various
types of HRM can be classified into two dimensions which are external fit and internal fit. Internal fit refers to ideal of HRM practices and external fit refers to HRM’s strategic integration. The external fit showed more particular fit between quality strategy and high performance HRM practices. The effective HRM is argued to be the main success factor for an organization.

The organization’s performance including organization flexibility, employee’s productivity and product quality is improved by the IHRM practices of business performance named as HR planning, development and training, employee security, teamwork inventive or compensation and performance appraisal.

There are number of HRM practices that could be tested in connection with employee performance and have studied eight HR practices and their relationship with perceived employee performance. This study examines the relationship between three HR practices i.e. compensation, promotion and performance, and evaluation and perceived employee performance. The developing country with very low per capita income and above three practices which have a relatively direct impact on financial earnings and social status of an individual may be considered as the major determinants of employee’s performance. A number of researchers have established the relationship between HR practices and employee performance but they mainly discussed developed countries. Little evidence is available about relationship between HR practices and employee performance from developing countries.

This study includes University staff relationship between three HR practices i.e. compensation, promotion and performance, and evaluation and perceived employee performance among Universities. The result of the study indicates a positive relationship between compensation and promotion practices and employees perceived performance while performance evaluation practices are not significantly correlated with perceived employee performance. Universities need to revise Performance Evaluation process and define clear career paths to enhance the performance of employees. For improvement in staff system, it is important to enhance the performance of employees especially in higher education.

The crisis in the employee’s profession is threatening the ability of poor countries to reach internationally agreed targets to expand and improve education university staff. The HR practices on performance of employees are also related with the response of employee towards HR practices, because employees have their own perception regarding the HR practices.
The HR practices which are related with employee performance include recruitment and selection practices, placement practices, training practices, practices, promotion practices, grievance procedure and pension or social security.

The eleven HRM practices this study are personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. Compensation, promotion and performance evaluation and perceived employee performance explains that by adopting effecting HR practices in organization can produce the positive results in employee performance and can improve the organizational culture in a positive way (Bibi et al., 2012).

Here are some of the best HR practices that help in the creation of a highly satisfied and motivated work force.

❖ **Work Environment**

A safe and happy workplace makes the employees feel good about being there. Each one is given importance and provided the security that gives them the motivation and incentive to stay. This is usually achieved through internal surveys that find out whether they are satisfied and if not what they think needs to be changed.

❖ **Open Management**

Employees don’t like the feeling of being kept in the dark about what is happening in the company. They feel motivated and develop enthusiasm only when the management opens up to them and discusses the company policies, sales, clients, contracts, goals and objectives. This encourages participative management. Asking them for ideas on how to improve will get their creative juices flowing. Being open about everything related to the company will help in building trust and motivating the employees. This open management policy can be practiced using several tools.

❖ **Performance Incentives**

Every good performance is appreciated in the form of a pat on the back, bonuses or giving some other compensation for a job well done. Organizations that struggle to keep up with the attrition rate are mostly those that think employees are “just” doing their job. Even if it is the
employee’s job the completion in an appreciable manner calls for an incentive, and this goes a long way in boosting the staff morale. These incentives can be implemented at the individual as well as the team level and it has been seen that this work wonders in getting the best out of the employees. But it is important to keep in mind that these bonuses should not be given without a reason, unless it is a commitment for annual bonuses or some such thing. Doing so will only reduce the perceived value of the bonuses.

❖ Performance Feedback

This is one the methods that is being followed by many organizations. Feedback is not only taken from the boss, but also from other seniors and subordinates. Previously, appreciation was only sought from the immediate boss or the management, but now organizations understand the importance of collecting performance feedback from several quarters. The opinion of everyone matters, especially for someone who is in a leadership role at any level. Each person in the team is responsible for giving constructive feedback. This kind of system helps in identifying people who can perform well as leaders at higher levels in the organization. Even the senior level managers can use this system to their advantage, as a tool to improve themselves.

❖ Employee Evaluation

Every company has an employee evaluation system in place but a good system links individual performance to the goals and priorities of the organization. This works well when achievements are tracked over a year. For a fair review of each employee, the evaluation, apart from being done by the boss, should be done by another person at a higher level, for whom the employee’s contribution is important. Ratings can also be obtained by other employees. This ensures a fair and accurate rating of each and every employee.

❖ Sharing of Knowledge

Knowledge sharing is a wonderful strategy that helps in the betterment of the employees and their work. Keep all the knowledgeable information in central databases can be accessed by each and every employee. For example, if an employee is sent on some training, the knowledge that is acquired by that employee can be stored in these databases for others to learn from it. Even innovative ideas that the management deems fit for employees to see, can be stored here for all to see.

❖ Publicize Good Performances
Every company has some employees who outperform others. Such performances should be highlighted and displayed where other employees can look at them, such as on the display boards and intranet etc. This will encourage others to give their best. A proper system should be set up to make a list of high performances at specific times in a year.

❖ **Discussions**

Successful organizations nurture ideas and understand that employees who are actually working and know the business can provide the best ideas. The management should have discussions with employees to get these ideas out of them. There can also be suggestion boxes to capture these ideas. Through this system, managers can find talented employees and develop them.

❖ **Rewards**

While recognition of talent is highly important, this recognition has to be made public and announcing to the whole world (the employees) the achievements of a fellow employee. There can be nothing better for an employee than the heady feeling from a resounding applause.

❖ **The Surprise Factor**

Surprise deserving employees means those who are least expecting surprise. It could be a gift certificate or a small reward of some sort. This surprise doesn’t have to be limited to the best performers, but it can be randomly given to others as a motivating factor too. Anyone can be given this surprise reward.

Healthy HR practices encourage the growth of the organization, as employees after all, play a major role in the well-being of a company. Making an employee feel like a million dollars pays in the form of the success of an organization (Hasan, 2009).

**Factors Affecting HRM Practices**

**External Factors**

The external factors affecting HR practices are those pressures on firms that cannot be controlled and changed in a favorable way in the short run.

**These factors include the following:**

**Economic Changes:**
As a result of development of the global economy, the international dimension of HR practices has become more and more significant. The focus of HR practices has shifted from traditional topics such as internal selection to concepts such as globalization and international competition.

**Technological Changes:**

Technology affects HRM to a greater extent because of high degree of interaction between technology and HR. Technology changes the way the employees work, the roles they undertake and the interactions through which work gets done. The technology facilitates the growth of a multinational enterprise but generates simultaneous problem of “unpluggedness” among a geographically dispersed workforce. The technology lies at the heart of manufacturing industry. It provides a series of business advantages. Technological developments alter the context of HR practices and the way they are implemented.

**National Culture**

The culture has crucial importance in organizations preferences in developing appropriate structure and methods for HR Practices affectivity.

**Industry or Sector Characteristics:**

Organizations can be classified into manufacturing and service organizations for the purpose of analyzing the HRM practices. The idea behind this classification is the fact that different production processes necessitates different HR practices.

**Legislations /Regulations**

Legislations and regulations are frequently cited as having a direct impact on HR practices. Every country has developed a set of regulations for the management of human resources. So, the HRM practices have to be designed or modified according to these regulations.

**Actions of Competitors**
There are many ways in which companies can gain a competitive edge or a lasting and sustained advantage over their competitors, among them, being the development of comprehensive human resource practices.

**Action of Unions**

The presence or absence of unions in organizations is a salient variable known to be associated with some HR.

**HRM Challenges**

One of the challenges HR managers face is issues of up gradation of the skill set through training and development in the face of high attrition. Indian companies are recognizing their responsibilities to enhance the employee’s opportunity to develop skills and abilities for full performance within the position and for career advancement.

**Progressive Human Resource Policies**

Today, most Indian companies are committed to providing equal employment opportunities for all. The employers are increasingly realizing the value of trained human resource, especially women in India. Some organizations are changing their HR policies to stick with their valuable employees. MNCs like PepsiCo are providing flexibility so that female employees at various life stages could benefit from these policies like working from a different city, sabbatical from corporate life, and extended maternity leave.

**Globalization**

As a result of globalization, the whole world has become a single market. The companies have crossed the boundaries of their country of origin and opened their operations in other countries. This has created a challenge for the organization in terms of management of human resources. Some companies have tried to transfer the HRM practices from one country to another but it has been found that some practices can be transferred across nations almost without any change but some must be modified to become workable in another setting and some are more deeply culture-specific and may not always be transferable. The findings of the study conducted support the argument that multinational companies’ HRM practices are more prone to
local cultural influences than their overall policies and strategies. Moreover, some of the practices which the company had imported from abroad had to be modified to make them workable and has given its local cultural and non-cultural contexts.

**Internal Factors**

The Internal environment of organizations strongly affects their HR practices. According to researchers internal factor have compiled a lengthy list of organizational characteristics related to HR practices.

**The Important Internal Factors are as follows:**

**Organizations Size:**

According to evidence, there is a large number of small firms that do not institute formal HR practices in large organizations and for each functional level, there may a need for a different HR department.

**Organizational Structure**

A firm’s strategy and structure are important in determining HR practices flexibility and integration. There are important structural differences among firms that affect the way in which HR practices are designed and implemented.

**Business Strategy**

To gain competitive advantage, firms use different competitive strategies. These strategies are more productive when they are systematically liked with human resource practices that consistently support their chosen strategy.

**Human Resource Strategy**

HR strategy is an important determinant of both intensity and diversity of HR practices. As a rule, HR practices are shaped in accordance with HR strategy.

**History, Tradition and past practices**
A number of closely related factors, such as history, traditions and past practices tend to generate resistance and change in most organizations.

**Top Management**

The influence of top management on HR practices is acknowledged by most writers, to the extent of advising that top managements support should be present in designing and implementing HR policies.

**Line Management**

Line Management participation in designing and implementing HR activities is the key to organizational success. Since, line managers are responsible for creating value, they should integrate HR practices in their work.

**Power and Politics**

It is found that organizational power and politics as exercised by various constituencies are crucial determinants of HR practices.

**Academic and Professional influence on HR Practices:**

HR staffs are often involved in the decision making process about HR policies and practices. Their knowledge about alternative HR practices may represent important variables in their own right. (Tiwari, 2012).

**Job satisfaction**

The sense of fulfilment and pride felt by people who enjoy their work and do it well. Various factors influence job satisfaction, and the understanding of the significance of these stems in part from Frederick Herzberg. He called elements such as remuneration, working relationships, status, and job security "hygiene factors" because they concern the context in which somebody works. Hygiene factors do not in themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction. Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement, and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism, and high labour turnover.
One of the most used research definitions of job satisfaction was narrated by Locke in 1976, who defined it as “a pleasant or optimistic arousing state consequential from the evaluation of one’s job or job experiences”. Inherent in Locke’s definition was the significance of both affects, or emotion and cognition or thoughts. Whenever they imagine, they have belief about what they consider. On the contrary, when we feel, they assume about what they believe. Cognition and influence are thus inextricably related in psychology and even in biology. Thus, while evaluating the jobs most important factor was both thinking and feeling involved.

The foremost job satisfaction area was dependent on the nature of the job itself, which integrated job challenges, autonomy, skill variety job scope, best predicted overall job satisfaction, and other important outcomes like job retention. Thus, to comprehend what made people to be satisfied with their jobs, nature of job itself was one of the first places for researchers to spotlighting. There was an emerging interest amongst the human resource researchers and professionals to find a degree to which employees were satisfied with their jobs, and more usually in comfort at job. Marks, discussed a positive linkage between employees’ happiness and productivity. It has studied this interest in employee happiness which reflected in other fields, especially within the new ‘economics of happiness’ literature.

In order to explore the association between HR practices and job satisfaction, there has been extensive debate in the literature over the sound effects of HR practices on job satisfaction. The job satisfaction as a key variable mediates or intervene any positive link between human resources (HR) practices and organizational performance. In disparity, researchers suggested that in UK, the implementation of human resources practices has been related with higher levels of job intensity that resultantly lowered the levels of job satisfaction. It is noted that human resource practices were adopted as part of a high performance work system that were not mainly premeditated to increase job satisfaction, in practice they might or might not have such effect.

It might be the case that human resource practices have impact on job satisfaction such as satisfaction with sense of achievement or satisfaction with salary. Hence, future research is required to assess the actual effects of human resource practices on individual’s job satisfaction and overall job satisfaction. Human resource practices were not the only factors influencing job satisfaction. Job effort, for example, could be seen as one other important factor, hence, higher work intensity might be expected to lower reported job satisfaction, other things being equal. The higher work effort in Britain, in conjunction with decreasing task discretion, was a key factor
behind the fall in reported job satisfaction among British workers over the 1990s. In addition, job security has been viewed as an important influence on satisfaction with work, with higher job security positively related to higher satisfaction with work. (Rehman, 2012).

**Relationships and Practical Implications of Job Satisfaction:**

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account.

An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work related constructs and the notion that a happy worker is a productive worker should not be the foundation of organizational decision making. With regard to job performance, employee personality may be more important than job satisfaction. The link between job satisfaction and performance is thought to be a spurious relationship instead, both satisfaction and performance are the result of personality.

**The Factors influencing Job Satisfaction**

1. **Pay:** Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction. A study of 2000 managers demonstrated that the amount of wages received was very positively related to satisfaction, even with managerial level held constant.

2. **Work Itself:** “The Motivation to Work” was published in 1959, evidence has been accumulated that the work itself plays a significant role in attaining job satisfaction.
3. **Supervision**: The behavior of the supervisor plays an important role with regard to employees’ reactions to a problematic event. It was showed that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concern.

4. **Promotion Possibilities**: Promotion possibilities involve the availability of advancement opportunities. If people think that they will not have much promotion possibilities, they may be affected adversely. The most well known study on the subject was done by Sirato who found a negative relationship between measures of promotional frustration and measures of attitudes toward the company.

5. **Peers**: Interaction with peers is an important factor in job satisfaction. A study in an automobile industry demonstrated that isolated workers disliked their jobs. Similarly, it was found that only 43% of the “isolates” in work groups were highly satisfied with their jobs.

6. **Working Conditions**: Providing good physical working conditions (e.g. cleanliness of the working place, lightening, adequate tools and equipment) enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter workweeks are quite valued by employees because they can facilitate valued off the job activities such as pursuing hobbies.

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**The Factors Related to Individual**

1. **Individual’s Loyalty To Company**: If individuals are satisfied with their job, they remain in their profession longer. Some individuals want to stay in the organization due to their normative commitment, referring to an employee’s desire to stay with the organization based on a sense of duty, loyalty or more obligations. Hackett, Bycio and Hausdorf found that job satisfaction had a positive influence on normative commitment.

2. **Experience**: According to Lawler work, experiences have profound effects on the individual employee. Individual’s responded favorably or unfavorably toward many things and work, for example, their response stems from a number of factors like work experiences.

3. **Age and Gender**: Age is one of the individual factors affecting job satisfaction. It is concluded that elder workers are more satisfied. It is founded that there is a meaningful relation between age and job satisfaction. Gender is one of the individual factors affecting
Consequences of Job Dissatisfaction

1 **Absenteeism**: Failure to report to work absenteeism appears to be associated with job dissatisfaction. A review of the literature on factors associated with job attendance concluded that job satisfaction was one of the major influences on attendance, although it is only one of the major factors. Job satisfaction has effect the determination of staying in or leaving the organization. If personnel are dissatisfied with their work, they are likely to leave from the organization. If personnel believe that they are treated fairly and getting rewards they are unlikely to leave the organization. There are some factors with the relationship between satisfaction and turnover. These are commitment and general economy. The personnel who are committed to the organization and believe that they can do an empirical Study of the Relationship among Job Satisfaction and Organizational Commitment and don’t find any other job because of bad general economy prefer to stay in the organization. The personnel who believe that economy is going well and there is little unemployment and can have better opportunities likely prefer to leave the organization.

2 **Low Productivity**: Most people believe that satisfied personnel are more productive. But the available evidence suggests that the relationship between job satisfaction and productivity is very weak.

3 **Early Retirement**: Another interest is the relationship between job satisfaction and the decision to take early retirement. Studies in this area shows that personnel who have positive attitudes toward their jobs do not prefer early retirement.

4 **Low Organizational Commitment**: Dissatisfaction is also a major cause of declining organizational commitment. Commitment implies a willingness to put effort on the organization’s behalf and an intention to stay with the organization for a long time.
5 **Mental and Physical Health**: Researches in this area report that personnel who are highly satisfied tend to have better mental and physical health. Personnel who have better mental and physical health can learn new job-related tasks more quickly, have fewer on the job accidents and file fewer grievances.

6 **Life Satisfaction**: Another issue concerns the contribution of job satisfaction to overall life satisfaction. Life satisfaction means how personnel are satisfied with their life. Recent studies have found that there is a positive correlation between Life satisfaction and Job satisfaction. (Aydogdu & Askgil, 2011).

*This chapter deals with the relationship between HR Practices on Organizational Commitment and Job Satisfaction. The next chapter is devoted to the recruitment practices in Public Sector Undertakings- A comparative study of BHEL and NTPC.*

**References**


