

THE IMPACT OF JOB SATISFACTION ON ORGANISATIONAL PERFORMANCE OF SMALL TO MEDIUM-SIZED ENTERPRISES IN WALES

Ebie, Samuel (Ph.D)^{*} and Alajemba, Joseph
University of Glamorgan, UK

* Author for correspondence: Mobile: +234-806-323-9146
Email: ebiesamuel@gmail.com

Abstract

The study is an attempt to critically examine the impact of job satisfaction on organisational performance in small to medium-sized enterprises (SMEs) in Wales. Fifty-two (52) SMEs were randomly sampled across South Wales. With an in-depth thematic analysis of relevant SME issues and statistical analysis of primary data collected, there was a significant relationship between job satisfaction of employees and owners of SMEs and the performance of the enterprises.

Key words: *SMEs, Organisational performance, Job satisfaction, Productivity*

Introduction

Job satisfaction has been measured to be one of the most important key drivers of quality, customer satisfaction and productivity (Matzler & Renzl, 2006). Many research experts (Matzler and Renzl, 2006; Lo and Ramayah, 2011; Saari and Judge, 2004 and Phillips, 2003) believe that job satisfaction trends can possibly affect labour market behaviour and impact on

employee productivity, absenteeism, job effort and staff turnover as stated by the (European foundation for improvement of living and working condition report, 2007). However, Roehling (2001) postulates that many Human resource experts suggested that the adoption of work/life policies would transmit into a more loyal committed workforce.

Nevertheless, a study carried out by the Department of Employment (1991), confirmed that SMEs are seen to play a vital role within the UK and other developed countries for some reasons: they are thought to be more reactive and flexible than Big corporations, more especially in the first exploitation of technical changes; Moreover, SMEs substitutes the activities of larger organisations, either as contractors or supplier and they also encourage an entrepreneurial climate (Boocock et al 2007). Nonetheless, employee loyalty is an incredible asset for an organisation (Herman & Franklin 1999), and has been noted to be a great concern to employers due to its link to behaviours such as attendance, organisational citizenship and turnover (Roehling 2001, cited Schalk & Freese, 1997).

Besides, it is not adequate for firms to be high performing over short-range or during good quality economic temperature. Flourishing corporations maintain their performance over time in the face of both external and internal difficulties (CIPD, 2011). In addition, employee Loyalty remains invaluable to every boss, often more than performance, but only few employees are able to demonstrate loyalty (Knippen &

Green, 1991). It has also been observed that most employers are interested in regaining their employee loyalty, the pride they believed workers once had in their organisation, along with a selfless devotion to their job (Herman & Franklin 1999). Moreover the loyalty of an employee is recognized to be a fundamental determinant of customer loyalty and success of a service firm. Numerous researches have maintained that employees develop different type of work commitment (Bloemer & Gaby, 2006, cited Heskett *et al*, 1994). The type of work commitment match with the potential benefits they seek to earn Carmeli & Gefen (2004, cited Ritzer and Trice, 1969). Furthermore Lai et al, (2011), also postulates that having the prerogative employees can extremely enhance the feasibility of success for any establishment, and that employee are one of the main components in the operation of any successful business, and principal drivers of organisations competitive advantages.

PURPOSE OF THE RESEARCH

The rationale behind this study is founded on the fact that the SMEs sector has generally been recognize to represent over 96 percent of all business enterprises

operating within Europe and the USA including most non-Western economies (Moss et al, 2003). Therefore it would be relevant in the field of Human Resource Management to critically understand the impact of these various constructs to boost performance in Wales SMEs.

Hence the aim of this research is as follows:

1. To critically examine the impact of job satisfaction to performance
2. To investigate the impact of Organisational commitment to performance, and
3. The impact of Employee loyalty on organisational performance in Wales SMEs.

Therefore a proposed theoretical model would be developed to test and investigate if there are actual any correlations between job satisfaction, employee loyalty, organisational commitment (OC) on performance.

IMPORTANCE OF THE RESEARCH

Job satisfaction has been noted to be one of the major remit of Human Resources Management (HRM). Activities taken by the HR division are intended to respond to employee job satisfaction. The background reclines within the aim of

attaining a sustainable and enlarged company management (acting-human, 2011). Besides, more importantly studies on SMEs tends to focus on factors such as economic performance of small commercial business sector as a whole, including particular subsectors, examining factors like employment and output trends (Moss et al, 2003). Therefore the worth of investigating job satisfaction amid employees of various organisations has been marked by numerous researchers. Nonetheless, the contribution of Spector (1997) is likely to be the most valuable one, and it's as follows:

1. The appraisal of employee satisfaction is critical in distinguishing the specific areas in need of improvement.
2. The behaviour and conduct of the organisation's employees influences on its operations/functioning, either negatively or positively.
3. The values of people are very important in orienting the organisation by showing regards and treating their employees fairly, which will however mirror positively

on their emotions and wellbeing.

SIGNIFICANCE OF THE STUDY

The significance to vitally investigate the influence of job satisfaction, Organisational commitment and Employee loyalty on organisational performance in small and medium enterprise sector (SME) equally in the UK and most other economies has been generally acknowledge. According to the Department of Trade and Industry (DTI) estimates, there were some 3.7 million SMEs operating in the UK in 2000, accounting for 65 per cent of all employment and 57 per cent of the UK's GDP. (Moss et al, 2003). Hence, the search for a more sustainable organisational performance is as a result significant across all sectors and organisation (CIPD, 2011). However in amplifying the significance of organisational commitment, Meyer & Allen (1997) consigned to Morrow & McElroy's (1993) assertion that organisational commitment is the most sensibly developed of all the job commitment construct.

OVERVIEW OF SMEs ORGANISATIONS

New business and SMEs are very essential to all economies. They frequently provide new service

opportunities within national economies where there may be a small number of large businesses (Gilmore, 2011). In addition acknowledging that small and medium enterprises (SMEs) are dependable for considerable levels of employment, innovation and efficiency, it is vital that advisers and policy makers are well knowledgeable about the determinants of SME development (Watson et al, 2009). Therefore, this informed the foundation for the researcher to choose the SME sector as a focus area for this explorative research. However, according to Verheugen (2003), he states that the EU Commission recent explanation of SMEs introduces three divergent sections of businesses. Each corresponds to a kind of correlation which a venture might have with another. This difference is essential in other to launch a clear representation of an enterprise's economic condition and to eliminate those that are not authentic SMEs. Nevertheless, in common most SMEs are independent since they are either wholly autonomous or have one or more alternative partnership (each less than 25percent) with other ventures, If that investment rises to no more than 50 percent, the rapport is deemed to be among associate enterprises (European Commission,

2005:16). The new definition of SME's focuses on three main things: (1) staff headcount, (2) annual turnover and (3) annual balance sheet. The classes of micro, small and medium-sized ventures are made up of enterprises which provide work for fewer than 250 employees and which have moreover an annual income not more than 50 million euro, or a yearly balance sheet sum not higher than 43 million euro.

Small enterprises can be described as business ventures which provide work for fewer than 50 employees and whose yearly revenue or yearly balance sheet total do not go beyond 10 million euro. Whilst lastly Micro business ventures are described as enterprises which provide work for fewer than 10 people and whose yearly proceeds or yearly balance sheet total does not go above 2 million euro. Hence within these categories the researcher focused more on the Micro SMEs in which are more predominantly found in every society the SMEs which participated in this study were drawn from sales and marketing, transport, hospitality, retail and manufacturing, while the major respondents of the survey came from the Sales and marketing SMEs division.

Limitation of the study

A relatively small number of SME organisations in South Wales were used, hence the generalizability of the result may be inadequate. However, further study could expand the amount of SME firms and to other regions of Wales. In addition the researcher also acknowledges that the outcome of the finding or claim would be limited, because Job satisfaction, loyalty and employee commitment are totally subjective, in brief, subjective "meaning" within an individual's constructed realities (Perry & Sobh, 2005). Therefore would acknowledge any counter opinion or relevant evidence, since loyalty and commitment are emotional and psychological, and researches on the impact of these constructs are still ongoing by different researchers. Furthermore the range of sources that was used to back this claims like the population and sampling questionnaire was not properly guided by a conceptual frame work, due to time constraints.

OPERATIONAL DEFINITION OF TERMS

Job satisfaction is described as "the measurement of one's entire feelings and posture towards one's job" (Graham, 1982: 68).

Employee loyalty can be described as employees being

obligated to the success of their organization, with confidence that working for their organization is their best choice. In addition not only do they seek to remain with the organization, but they see no reason to search for optional employment and are not interested in new offers (Loyalty Research, 2011).

Organisational commitment (OC) is "the extent to which a worker identifies with a particular organisation and its purpose, and wishes to remain in the organisation" (Robbins, 1998, p. 142).

Organisational performance refers to the efficiency of the

establishment in fulfilling its objective. Some organisations endeavour to operate profitably in order to return fiscal profit to shareholders, whereas others have non-financial purpose, for example "service to the community" (strategic-conversation, 2011).

Small and medium-sized enterprises (SMEs) comprises of businesses which provide work for less than 250 individuals and which have a yearly revenue not more than EUR 50 million, and/or a yearly balance sheet entirely not higher than EUR 43 million (European Union, 2003).

LITERATURE REVIEW AND PROPOSITIONS DEVELOPMENT

The study seeks to critically examine the "Impact of Job Satisfaction, Organisational Commitment and Employee Loyalty on Organisational Performance. A research by the International Survey Research displayed that British employees are the most dissatisfied in the EU (Nehmeh, 2009). Much research has also revealed that satisfied employees are favourably motivated, have good morale at work, and work more effectively and efficiently Matzler & Renzl (2006). Therefore, related literature review is essential while

undertaking any research (Berndtsson et al, 2002). It produces a concrete base and evolvement of theories (Webster and Watson, 2002). Hence, a crucial literature review of scholars' contribution will be adopted in this segment based upon the outline by Saunders et al (2005) and Taylor (2006). A wide range of theoretical approach would be examined in this study and the following would be explored: Content theories, Process theories, Situational theories of Job satisfaction, Organisational Commitment (OC

), Employee loyalty and Organisational Performance including their facets and then conclusion.

JOB SATISFACTION

The most accustomed research explanation of job satisfaction is by Locke (1976). He described it as pleasurable or optimistic emotional condition follow-on from the appraisal of a person job or work experiences (Saari & Judge, 2004). This definition was also supported by (Lo & Ramayah, 2011), they argued that job satisfaction can be defined as a positive passionate feeling, arising from a person's assessment towards his or her work experience by distinguishing amid what he or she expects from his or her work and what he or she in reality gets from it. Widely it has been acknowledged in the organisational behaviour field that job satisfaction is the most significant and regularly studied attitude (Mitchell and Lasan, 1987). This is why the most focal employee attitude in organisations is job satisfaction (Saari & Judge, 2004). In addition, from a hypothetical and managerial viewpoint it is also crucial to recognize the drivers of employee job satisfaction, to monitor satisfaction ceaselessly and to take the right action to promote satisfaction and loyalty

in organisations (Matzler & Renzl, 2006). Therefore job satisfaction could then be described as “the scope to which employees like “satisfaction” or dislike “dissatisfaction” in their job, (Spector, 1997, cited in Lo & Ramayah, 2011). Although his definition proposes that job satisfaction is a total or global emotional reaction that people hold about their job (Lo & Ramayah, 2011). Whilst Job dissatisfaction on the other hand also seem to be connected to other withdrawal conducts, comprising lateness, grievances, unionization and determination to retire (Saari & Judge, 2004). Staw and Ross (1985) describe job satisfaction as the positive or negative affective tendency of an employee towards his or her job (i.e. job satisfaction is prevalently founded on disposition). However a large number of research have attested to the fact that there are no indispensable connection between job satisfaction and the improvement in productivity, as job satisfaction is observed principally as a consequence of job experience (Phillips 2003). The causal effectiveness of job satisfaction is, then, problematic, rather than something to be assumed (Smith, 1964, P, 272). Nehmeh (2009) further claimed that Job satisfaction has the

largest impact on organisational commitment. Hence, this factor should be considered and enlarged to enhance an employee's commitment to an organisation. However, not a great deal has transpired in the field of job satisfaction with respect to building, standardized measuring methods (Eskildsen *et al* 2010). In addition, of late times, organisational commitment (OC) measures have complemented or substituted employee satisfaction measures, because (OC) measures goes beyond employee satisfaction and comprises of the scope to which the workers identify with their organisational purpose, task, philosophy, policies, value, and practices (Phillips, 2003). Moreover past studies have proved that an individual's job satisfaction scores have stability over time, even when employees change their jobs or organisations (Saari & Judge, 2004). Studies have also proved that when workers are not satisfied with their Jobs, they tend to seek for satisfaction elsewhere (Lo & Ramayah, 2011). As much research has revealed that dissatisfied employees are more seemingly to quit their jobs or be absent than satisfied employees (Saari & Judge, 2004). It has been widely acknowledged in the organisational behaviour field that job satisfaction is the most

significant and regularly studied attitude (Mitchell and Lasan, 1987). This is why the most focal employee attitude in organisations is job satisfaction (Saari & Judge, 2004). In addition, from a hypothetical and managerial viewpoint it is also crucial to recognize the drivers of employee job satisfaction, to monitor satisfaction ceaselessly and to take the right action to promote satisfaction and loyalty in organisations (Matzler & Renzl, 2006). Furthermore motivation must not be left in isolation when talking about job satisfaction (Tella, *et al* (2007). Therefore, Teck-Hong and Waheed (2011), postulates that the theories of motivation can be used to elucidate the attitude and behaviour of workers (Rowley, 1996; Weaver, 1998). These theories comprises of content theories, founded on the hypothesis that individuals have personal needs, which motivate their actions. Maslow (1954), Herzberg (1966), McClelland (1961), and Alderfer (1969) are prominent theorists for their contribution in this field of study. However, In contrast to content theories, process theories recognizes the correlation amid variables which make up motivation and includes studies from Heider (1958), Lawler (1973), Locke (1976), Vroom (1964) and Adams (1965).

Content theories relates to the impacts which are either intrinsic to a person or springs from inside the context in which the person lives (Patton and McMahon, 2006). Furthermore Content theories focus on those agents inside a person that leads to his/her motivation. There are various types of process theories such as: (1) Herzberg two factor theory (2) ERG theory (3) Maslow's hierarchy of need theory (4) Achievement motivation theory (answers.com, 2011). But only two of the theories would be reviewed in the literature. However, Patton and McMahon, (2006), stated that in resent time the relevance for theories to take into

consideration of both the content “characteristics of people and the context” and Process “their personal growth and the mutual actions among them” has been recognised. Furthermore, they argued that the study of theories concentrating on content is significant from two perspectives; firstly it presents a large number of key ideas fundamental to an understanding of development while secondly it gives an historical background of the development of the field of study. Nonetheless the process of the content theory ushered in the promotion of theories which addressed the challenges of process theories (Patton and McMahon, (2006).

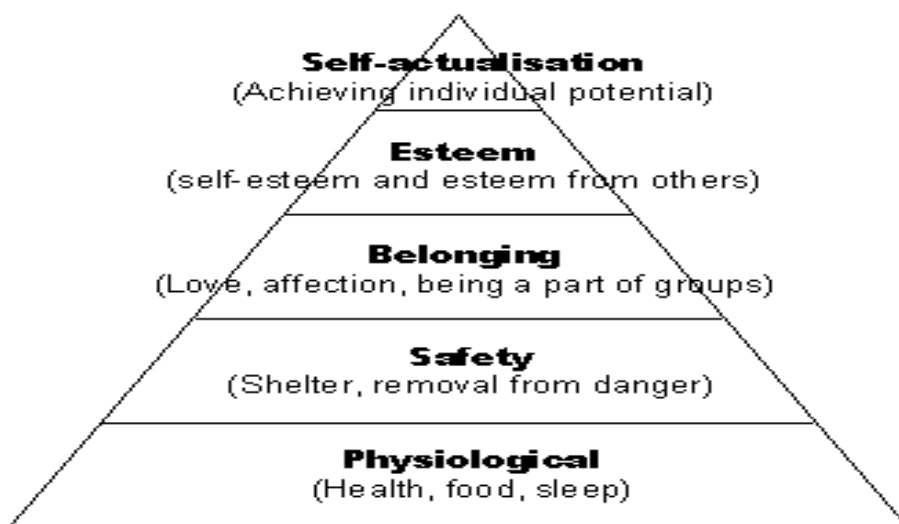


Figure 5.1: Maslow's Need Hierarchy Theory

(Adapted from *Changing Minds*, 2011)

As every human being endeavor to recognize their potential, a hierarchy of wants is displayed by Maslow as a ladder of one's attainment that has to be climbed (Trigg, 2004). The fundamental principle of Maslow's theory is that human beings compete to actualize, or understand, their personal potentials, that is, to develop and improve their self (Lea et al. 1987). Hence needs are objective, and has to be accomplished by individuals as they strive to be human (Berry 1999). Maslow's Hierarchy of Needs model was developed in 1940-50s USA, and the theory remains acceptable today for comprehending employee motivation and personal development. Thus, the Hierarchy of Needs is concerned with the duty of employers to provide a workplace surrounding that inspires and allows employees to gratify their own matchless potential (Business ball, 2011).

However, the main challenge with Maslow's approach is that personal needs are inherent, so that questions of social mutual actions and culture are solemnly downgraded (Trigg, 2004)

Maslow Hierarchy of Needs focuses on:

1. *Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep, etc.*

2. *Safety needs - protection from elements, security, order, law, limits, stability, etc.*

3. *Belongingness and Love needs - work group, family, affection, relationships, etc.*

4. *Esteem needs - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.*

5. *Self-Actualization needs - realising personal potential, self-fulfilment, seeking personal growth and peak experiences (Business ball, 2011).*

In addition according to Trigg (2004), a further critique of Maslow's hierarchy of needs, as a foundation for developing a theory of human behavior, is its inability to take into consideration learning in an evolutionary context (Trigg, 2004). This is pertinent because of the significance placed on learning in Pasinetti's (1981) adaptation of the hierarchy of needs, a support that represents an evolutionary fiber to the Post Keynesian synthesis. The rationale for this is that the post-Keynesian

theory gives a consistent set of macroeconomic theories, which are not established on full rationality models. However, most of the theoretical claims underpinning post-Keynesian theory are entirely alike to the claims used in evolutionary theory (Verspagen, 2002). Nehme (2009) further states that Job satisfaction has the largest impact on organisational commitment. Hence, this factor should be considered and enlarged to enhance an employee's commitment to an organisation.

As stated by Vroom (1964), the phrase "motivation" is depicted from the Latin word *moreover*, which its translation means "to move". Motivation is an inner force, which depends on the necessity that drives an individual to achieve (Teck-Hong & Waheed 2011). Nonetheless, Herzberg's theory is one of the several unequalled theories in the field of organizational psychology, and the theory has a broad implication for managers who want to use human resources effectively and efficiently (Manisera et al, 2005). Nevertheless any employees who lack capabilities to grasp motivation and implement it will not become or stay a leader (Chandrasekhar, 2011).

However Perry (2000) in his literature identified five weakness of the motivation theory which is as follows:

1. The motivation theory's personal prejudice. arguing that human beings are conceived to be reasonable maximizers. However, Vroom's (1964) expectancy theory exemplifies motivation an effective maximization methods, besides the expectancy theory itself has some analytical influence (van Eerde and Thierry,(1996) but the theory is multifaceted to analyse and validity (Landy & Becky, 1987)
2. The mode of testing and operationalization of the hypothesis and its failure to clarify to a large extent, the behaviours of employees as witnessed in organizations for staffing and retention and meeting performance principles (Brief and Motowidlo, 1986).
3. According to Shamir (1991) he argued about the crucial theory notion of basic motivation in mainly task particular hedonistic conditions, the possibility that a job might not lead to any compensation or bliss and nevertheless the task would be motivating due to its importance for the person.

4. Further claiming that ethics and proper obligations are not included in the concept of intrinsic motivation in contemporary models of job motivation
5. And lastly its weakness to stipulate the behaviour to which it applies (Landy and Becker, 1987).

However, Herzberg stated that Man has basically two desires; one as an animal to avoid being hurt and two as an individual to develop psychologically. The hypothesis was not formulated to be used as a 'tool for motivation' but merely to enhance organizational performance. But rather it was formulated essentially to clarify how to lead people correctly, for good and interest of every employee at work (Business ball, 2011). additionally it's vital to highlight that when hygiene factors are extremely low, employees are unhappy, but it's not true the other way round, but as soon as hygiene factors are pleased and the environment is fine, employees would not be dissatisfied nor unavoidably satisfied and they may not be motivated to higher performance (Manisera et al, 2005). For this reason to relate Herzberg's theory to real-world scenario, it's essential to commence with the hygiene issues. Though hygiene

issues are not the basis of satisfaction, the problems must be addressed, to produce an atmosphere in which workers happiness and motivation are even feasible (Aafp, 2011).

The disapproval of the Herzberg's theory recline within the reality that it neither doesn't utter anything on how to quantify hygiene and motivation cause, neither does it differentiate between the individuality of a person (acting-human, 2011).

Process theories

A process theory focuses mainly on how the motivation procedures develop and also on the dynamics of motivation. There are different types of process theories such as: (1) Goal setting theory (2) Adam's equity theory (3) Vroom's expectancy theory (4) Potter's performance satisfaction model (answers.com, 2011).

The Adams' Equity Theory

The Adams' Equity philosophical model moved beyond a person personality, and integrates both authority and evaluation of other people's position, therefore, for example co workers and associates - in forming a differentiative analysis and consciousness of Equity, which usually manifests as logic of what is reasonable.

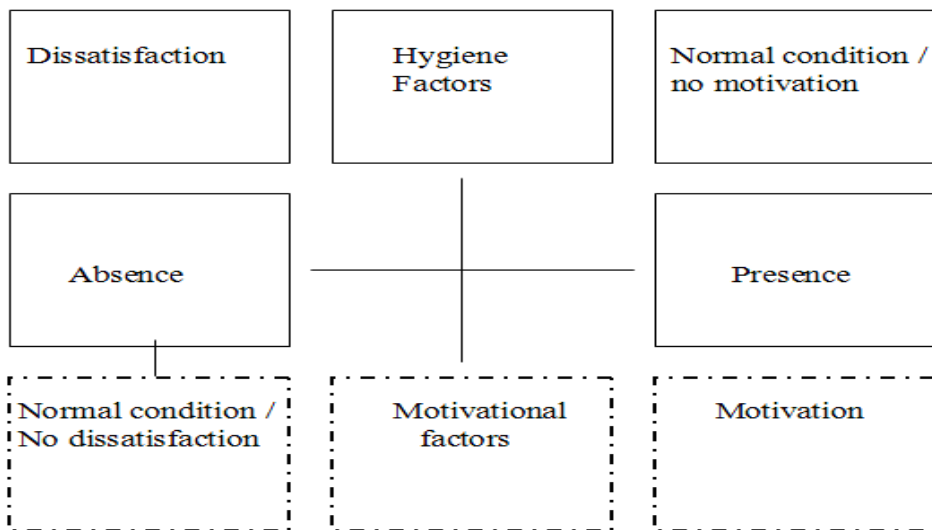


Figure 5.2: Vroom's Expectancy Theory

(Adopted from Ukessays, 2011)

Vroom's expectancy theory supports the notion that motivation is dependent on the ideals and values of individuals. In other words, motivation is relative to individual feelings and way of life (Vroom, 1964). Furthermore, Vroom theory affirms the notion that individuals are motivated when there is a positive link between the effort they give and the

rewards attached to their performance, with this in mind, Vroom states that $Motivation + Expectancy = instrumentality$. However (Perry, 2000) pointed out that despite the fact that the vroom theory has got some 'Prediction powers' within it on the attitude of employees, the theory is questionable, he went further to argue that the expectancy theory can only be

relative to industry sectors and the type of organization in context. Jackson (2004) also argued that employee behaviour and response to work is not predictable, as individuals come to work based on the events of their daily lives to work thereby influencing what motivates and what rewards they expect from the organization.

Consequence of Organisational commitment

Tenure in organisation has been recorded to be the most widely researched behavioural correlate of commitment. In view of this evidence, commitment has been integrated as a main variable in various models of the turnover procedure (Arnold & Feldman 1982).

Allen and Mayer (1991) further postulates that the growth of an employee to an organisation is a shared denominator in all three conceptualizations of attitudinal commitment. If reducing turnover is the only concern of the organisation, the difference among the conceptualizations becomes highly irrelevant, as one type of commitment may be as good as another. This focus on employee turnover, nonetheless, may be myopic. Organisational efficiency depends on more than simply developing and maintaining a fixed or lasting workforce, workers must be

ready to engage in activities that go beyond role requirements. Moreover alternatively, affective commitment could result to negative outcome for life beyond the organisation. However Meyer & Allen refuted this claim (Nehmeh, 2009). Allen and Mayer in their study attempted to examine how affective, continuance, and normative commitment may interact to impact behaviour, and discovered that the act of affective and continuance commitment did not contribute largely to the prediction of promotability and performance ratings (Allen and Mayer 1991). Moreover all employees differ in their propensity to become committed, due to their individual attribute, expectations or organisational choice variables (Nehmeh, 2009). Finally their research on the commitment behavioural connection depicts that the inclusion of the normative commitment interaction supplemented importantly to the prediction of sacrifice behaviours. Organisational commitment questionnaire (OCQ) has been the most prevalently used measures of employee affective connection to organisations. It's a fifteen item scale formed to estimate acceptance of organisational values, readiness to exercise effort, and desire to maintain

organisational membership (Allen & Meyer 1991).

Besides, organisational commitment is typically measured by items tapping participants, keenness to work hard to progress their organisations, the fit linking the organisation and the employee's values, lack of enthusiasm to leave, loyalty and engaged in working for their employers (Maume, 2006, p.164). And lastly psychological state (i.e., emotions and opinion regarding employee's relationship with their organisation) need not to be constrained to goals and value, but rather it can reflect a wish and indebtedness to sustain membership in organisation (Allen & Meyer 1991) especially during recruitment, selection and retention of new employee. Nonetheless, Silvestro (2002) noted that increasing employee loyalty in term of long years of service could possibly reduce cost, for example cost of training and recruitment. The aim of Bloemer & Gaby study was to examine the impact of employee correlation proneness (RP) on attitudinal and behavioral loyalty in the banking sector.

According to Bloemer & Gaby (2006) they observed Allen and Meyer 1990 study on organisational behavior, and distinguish between various

styles of attitudinal loyalty in terms of affective, calculative (continuance) and normative commitment (NC). The divergence within these various types of attitudinal loyalty displays the psychological state that binds the worker to the firm. Affective commitment (AC) relates to the employees emotional connection to a firm, whilst calculative commitment (CC) refers to the cost that employees correlate with leaving the company. Besides, the idea of proneness is centered on the inclination to take on associations as against to the assumption to conserve or increase relationships (Bloemer & Gaby, 2006). The design of their questionnaire was based upon on multiple-item measurement scales that have been tested and proved to be relevant in previous research, all constructs were examined on seven-point Likert scales ranging from completely disagree to completely agree.

ORGANISATIONAL PERFORMANCE

Organisational performance is almost certainly the most generally used dependent variable in organisational study today, still, at the same time it remains one of the most hazy and loosely defined constructs. Besides, the quest to establish a

generally acceptable meaning for performance has been ongoing for many years (Rogers & Wright, 1998). Moreover in the field of organisational theory, one of the most problematic issues is the measuring of performance (Lusthaus et al, 2002). Profitability, for instance, is frequently regarded as the decisive performance sign, but it is not the definite performance. The tangible performance happened several years back, foremost with the decisions and afterwards the activities that followed the decisions. Profit is hence a meter of prior performance. In this logic, performance is the result or ‘end’ (Strategic-conversation, 2011). Furthermore organisational performance has been argued to be multidimensional construct (Carton & Hofer, 2006). However, most research on organisational performance describes performance as a dependent variable and therefore searches to recognize those variables that produce variations in performance (March & Sutton, 1997). Performance in the 1950s was defined as the “scope to which an organisation as a social system accomplished its purpose” (Tannenbaum and Georgopoulos, 1957). In the 1960s and 1970s, performance was described as the “capacity of an organisation to exploit its

surroundings to access scarce resources” (Yuchtman and Seashore, 1967). In the 1980s and 1990s, as constructivist deliberating became more paramount in organisational theory, it was acknowledged that distinguishing organisational goals is more complex than first thought (Lusthaus et al, 2002). Organisations are prevalently described as instrument of purpose. They are viewed as matched by intentions and goals. Elucidating variation in performance or efficiency is also one of the more persisting topics in the study of organisations (March & Sutton, 1997).

There are comprehensive wide ranges of approaches to increase organisational performance such as:

1. The “Balance Score Card (BSC): Views organisational performance from four different angles, including customer outlook, internal-business procedure, learning and development and financials, to monitor and evaluate advancement toward organisation strategic goals (Hoque & James, 2011). It was developed by Robert Kaplan and David Norton as a performance measurement support that added design to achieve non-financial performance actions to

traditional financial metrics to give line managers and executives a more 'balanced' view of organisational performance (balance scorecard, 2011).

2. The “Total Quality Management” (TQM): is a set of management exercise in every part of the organisation to guarantee the organisation systematically meets or go beyond customer demand. Strong focus on process measurement and controls as means of continuous improvement. TQM is a quality enterprise (business ball, 2011).
3. Learning Organisation: Focuses on improving organisations process (including people) to augment a firm’s capacity for performance. It also comprises extensive use of tenet of systems theory. However its efficiency toward reaching overall results for the organisation depends on how well the enhanced ability to learn is applied in the organisation (business ball, 2011).

Lusthaus et al, (2002) ventured to integrate the different schools of thought and invented a multi-dimensional and extensive framework for comprehending organisational performance that

is functional in analyzing any organisation. Furthermore in their own word they believe that organisational performance has four main components: effectiveness, efficiency, relevance and financial viability.

Performance in relation to effectiveness

The definition of effectiveness is basically inlaid in the understanding of the word organisation. Organisations are prevalently defined as instruments of objective, applying the timeless definition of organisation (Lusthaus et al, 2002, cited in Etzioni, 1964). In addition every organisation is established for a specific function that is explained through its purpose. The goals are made explicit through the outcomes of the corporations work and activities in pursuit of these goals, therefore organisational effectiveness could be defined as the scope to which an organisation is able to fulfil its purpose (Lusthaus et al, 2002). Nonetheless, Brown (1994) argued that explaining and measuring effectiveness presents difficulty, as it’s vague to decide on a single set of aim or, come to general agreement about a multiple set of goals for an organisation.

Performance management is about producing a culture that supports the uninterrupted improvement of business procedure and One's skills, contribution and behaviour (CIPD, 2011). There are no shared measurements of effectiveness upon all organisations. In examining the effectiveness of an organisation, it is fundamental to first grasp the meaning of the organisations practical purpose (Lusthaus et al, 2002).

Performance in relation to efficiency

In examining efficiency, it is widely more tedious to assess outputs than inputs, particularly in service firm, where outputs tend to be qualitative rather than quantitative, therefore efficiency and effectiveness are customary idea used by organisational professionals to evaluate performance, and moreover effectiveness does not necessarily signify efficiency. Nonetheless, organisations could be greatly effective without being efficient, and can attain significant high levels of efficiency without being effective (March and Sutton, 1997).

Performance in relation to ongoing relevance

Organisations take time to develop and evolve in any society, for them to remain relevant to their stakeholders they must devise means to renew themselves overtime. While all corporations generally face internal and external challenges, those that adapts fast to change management becomes the survivors, From a system viewpoint, the survival of an organisation depends on the support from its environment (Lusthaus et al, 2002). However in the private sector, the organisational study explains the idea of relevance through innovation and adaptation organisations that survive are those that constantly learn, and use the learning acquired to improve and perform (Senge *et al.*1999). Lastly there are two fundamental dimensions for examining ongoing organisational relevance. The first links to the capacity of an organisation to keep its major stakeholders satisfied, the second perspective of ongoing relevance, is the capacity to innovate and develop new and more effective and efficient situations as an outcome of insight and new knowledge (Lusthaus et al, 2002).

RESEARCH STRATEGIES

This study is marked by prior formulation of research questions. Some of the questions on employee loyalty in this study were adopted from a designed questionnaire which was based on multiple-item measurement scales that have been validated and noted to be consistent in prior research (Bloemer &, Schroder, 2006). Furthermore the questions on the Job satisfaction scale was also adopted from an example of a multi-facet job satisfaction question suggested by (European Foundation for the Improvement of Living and Working Conditions). In addition Organisational commitment questions, was adopted from (OCQ) which has been the most prevalently used measures of employee affective connection to organisations (Allen & Meyer 1991; Shore and Martin, 1989). Furthermore, Poter, Steers, Mowday and Boulian (1974) developed exactly another-named questionnaire which has been reasonably considered as an alternative good measure of organisational commitment, however, it was noted that the OCQ does not itemize clear indications among the types of organisational commitment (Porter, Steers, Mowday, & Boulian 1974). While lastly the organisational performance

questionnaire was devised from the Organisational performance survey (OPS). The questionnaire was pre-tested, and study was carried out among employees of a retail company that was not integrated in the finished sample. Just to make sure the questions in the survey was well understood and suitable for sampling.

Questionnaire Response Rate

A total of about 150 questionnaires were sent out while a total of 52 questionnaires was returned back within the time allotted for the data collection, the data collection shows a response rate of about 34.7percent.

Job status

The below table shows the job levels of the respondents, first there is a close graphical difference from the supervisory level and middle management level, although the supervisory level represents about 50percent of the data whilst middle management level represented about 42percent of the respondents, while the top management (CEO) and senior management staffs status remain very flat with about 1percent and 5percent. This graph clearly show that getting into senior management positions in SMEs may be quite difficult, again from the definition of the

SMEs, they are small business that might not require much people at the apex level, but may

need more hands from the other level.

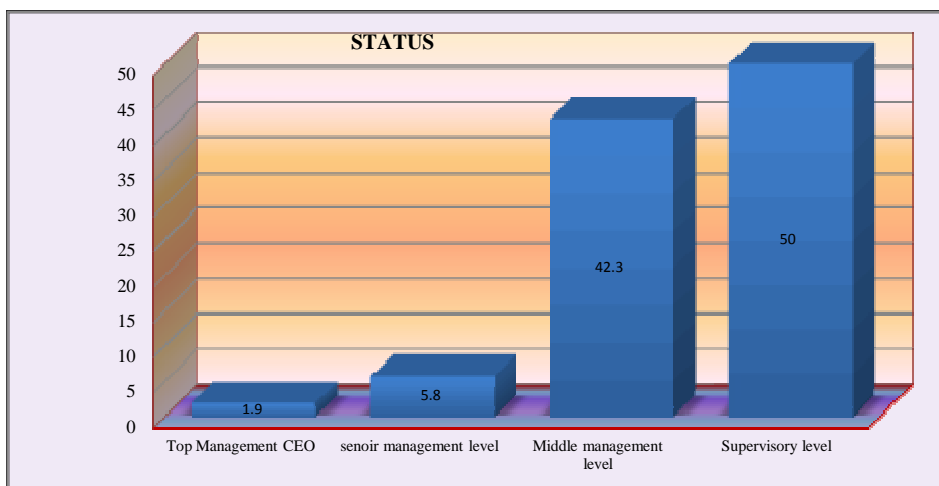


Figure5.1: Status

Age group

Respondents were asked to specify their age within the specified age grouping in the questionnaire, the table below shows that the age categories of 25- 29 had the highest responses rate which represents a total of 40.4percent validity percent, while the age group of 40- 49 represented the lowest response rate, totalling a 1.9percent validity percent. Again this data outcome reflects the normal age sharing of employees in the sales and marketing sector. However 25-29 years is the median age for most of the people in the sales

and marketing sector, due to their high energy and drive to make more money, as there is no limit to ones earning in the sales and marketing sector, this is solely because sales is based on commission. Hence, if you do not make a sale you will not get any commission, the age of 40-49 which constitutes about 1.9percent, could be as a result of the fact that worker have started thinking of retirement and do not have the energy and drive to really on a sells commission as a means of survival and there are looking for a more regular paid job.

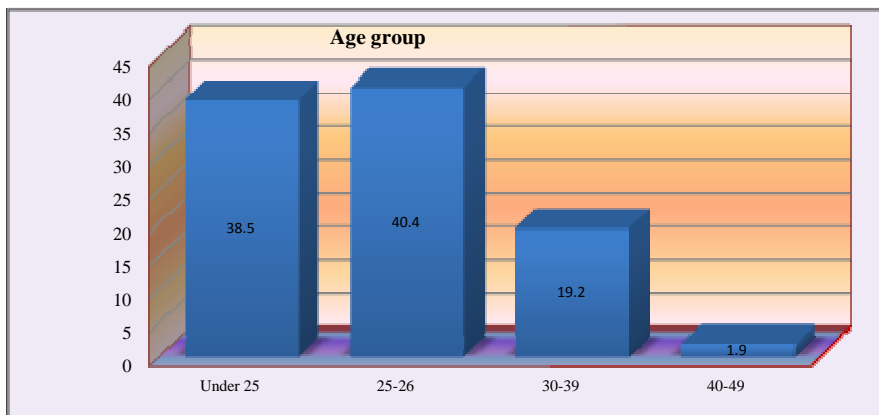


Figure 5.2: Age group

Gender

As can be depicted from table and graphs below the females represented the bulk of the survey respondents numbering a total of (55.8 percent), while Male respondents represented (44.2 percent) of the surveyed respondents. These figures clearly signify that there are less male employee participants in the

survey as compared to the female employees. This could be credited to the nature of sales and marketing, as it shows from the graph below in the main business activity that sales and marketing had the highest respondents, as females are found to fancy working under job atmosphere that have less risk and need less shift work.

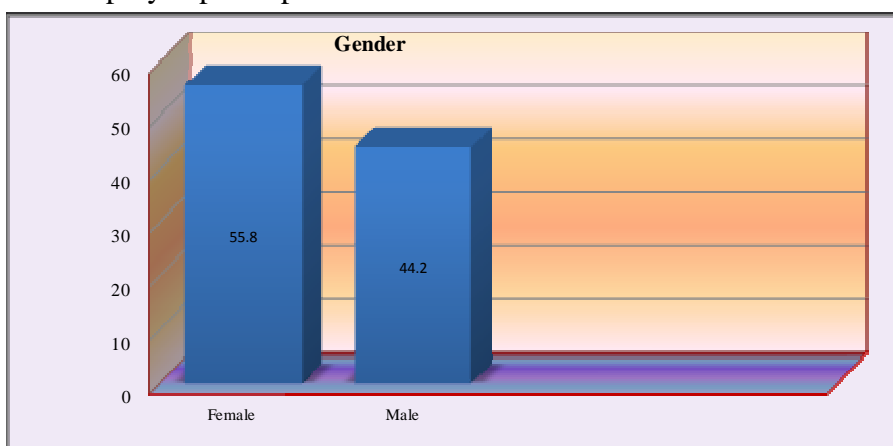


Figure 5.3: Gender

Educational level

The table below explicitly shows that almost half of the respondents were first degree university certificate holders representing 48.1percent of the total respondents, while 23.1percent had a masters degree, however respondents with other form of qualifications were not left out in the data

statistical representation numbering a total of 28.8percent. This shows the high level of education among employees in the SME sector in Wales. Therefore managements in these sectors should make it a prime priority to optimize all facets of organisational performance in other to get the best inputs of their employees.

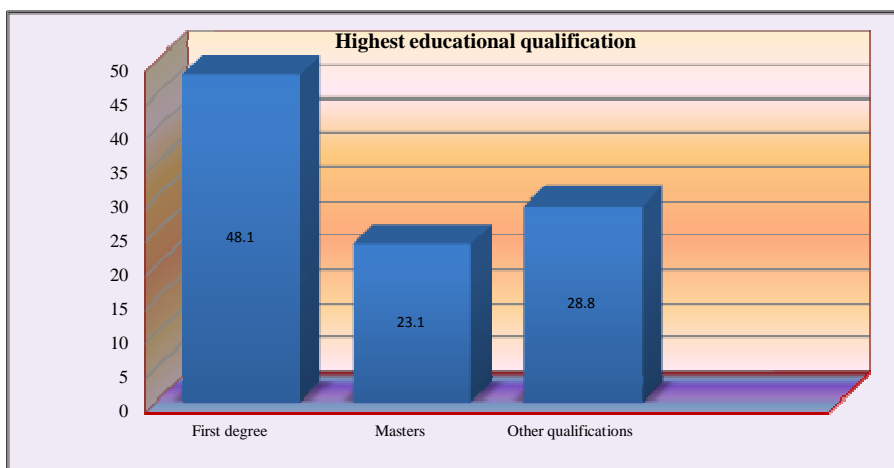


Figure 5.4 Highest educational qualification

Business activity

The main business activity in this category with the highest number of respondents came from the marketing and sales division, which had a total of about 30percent with a frequency of 16, while the next was from the food, hotel and catering section with a

frequency of 8.6 and a response rate of 23percent. While the lowest respondents which participated came from the transport and communication division with a response rate of 2.1percent on a frequency of 3, while the health and beauty section was slightly ahead of it with a response rate of 2.9percent

and a frequency of 4. This is a clear attestation to prove that most of the result on the analysis is hence wordy of thorough scrutiny and therefore, cannot be totally relied upon as a valid

outcome, when assessing the strength of relationship and impact of job satisfaction, organisational commitment (OC) and employee loyalty on organisational performance.

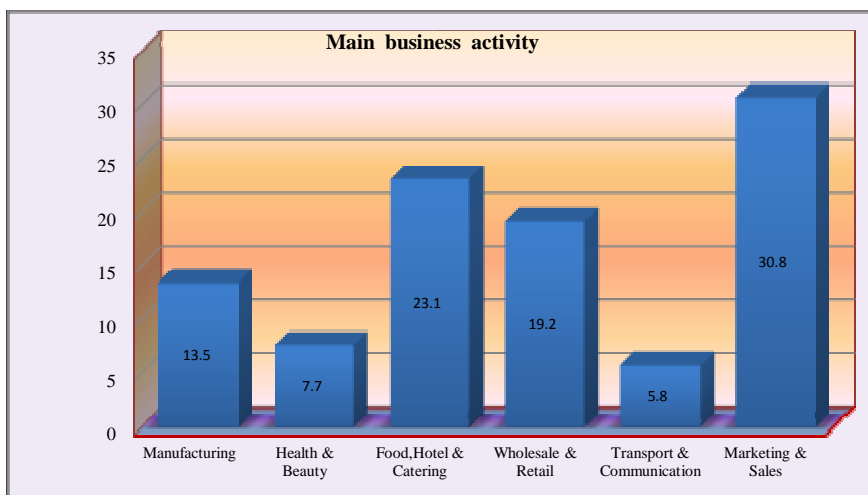


Figure 5.5: Business activity

Organisational employee size

This table also displays that SMEs with employees numbering from 11 to 50 members of staff participated more in the survey with a total response rate of about 16.4 percent and a valid response percent of 44.2percent, while SMEs with 101 to 249 staffs

were the list represented in the survey with a response rate of 4.3percent and a valid percent of 11.5percent. This analysis could be interpreted as a prove that there are more numbers of SMEs with employees numbering 11 to 50 in Wales, while the macro SMEs operating with about 101 and above are relatively few in the Wales SME sector.

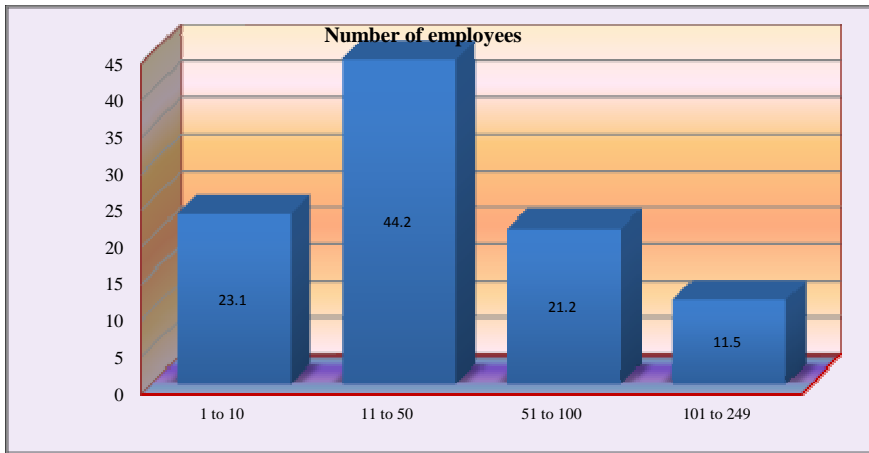


Figure 5.6: Number of employees

Business sector

In the business segment the private sectors had a total of 19.3percentpercent of the total response rate with a 51.9percent valid response at frequency rate of 27, followed by the voluntary sector which had a total of 14.3percent. While the least was the public sector which constituted a total of 3.6percent and a valid percent of 9.6percent

at a frequency rate of 5. The representation hence is no bad because the purpose of the study was to target SMEs which the private sector predominantly controlled. However the voluntary sector is a business but is labelled as a non for profit enterprise. Therefore the study can analyse the data of the private sector to test for hypothesis. The table below clearly shows the analysis.

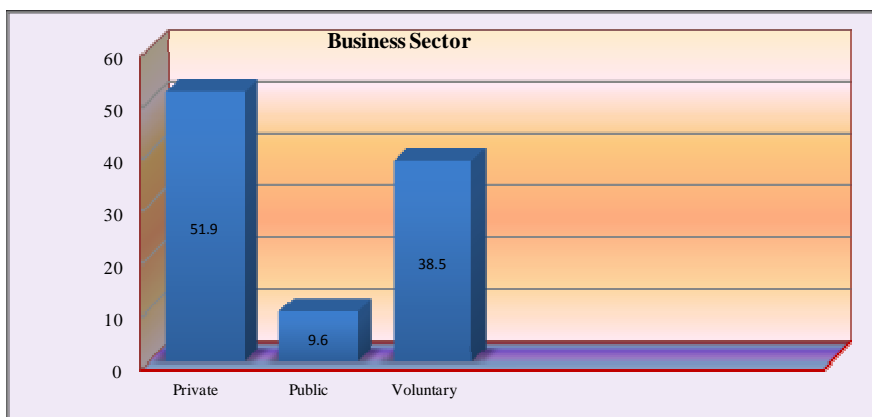


Figure 5.7: Business Sector

Job satisfaction

The table below was to show how many employees within the SMEs in Wales are satisfied with their currently earnings, 28 percent of the respondents represented by number 1 are those that strongly agree that they a happy with their current earnings, while 7.7 represents the number of those who slightly disagree and are not happy with their current

earnings. Therefore, if below 7.7 percent are not happy with their current earning and over 28 percent are thus happy with their wages, consequently the mean would clearly show that there is a relationship between job satisfaction and performance which would be further explained when analysing the values of the correlation coefficient in this paper.

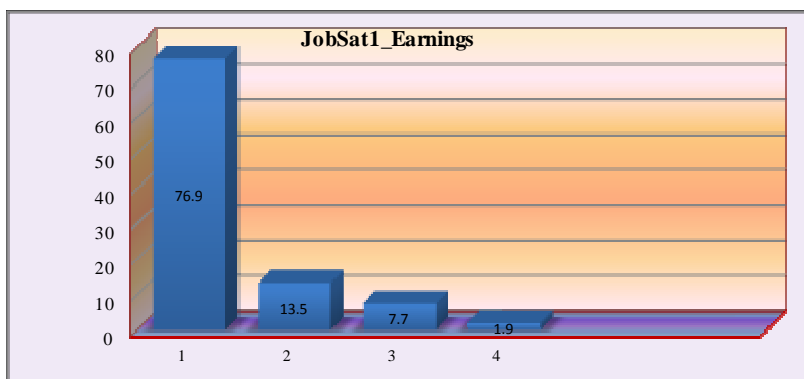


Figure 5.8 : Satisfied with earnings

Job security

Figure 9 shows that 73.1 percent of the respondents who participated in the survey strongly agreed that they have job security why also 17.3 percent agree that their jobs are secured as against 9.6 percent who slightly agree that their jobs are secured. Again this high level of job security can only be guaranteed in sales and marketing firm since the workers are only

paid on commission; therefore the organisation has nothing to lose by keeping staffs since they are not on any payroll. Thus, a mixture of the security of a fixed wage and motivation for the variable component of it may make the salesperson completely increase his performance in the job, getting better result and making the organisation more efficient successful (Kuster & Canales, 2011).

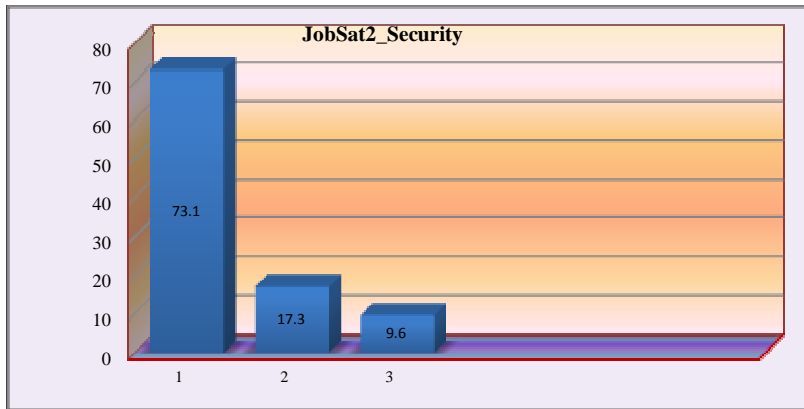


Figure 5.9: Job security

Sense of commitment

The employee sense of commitment table indicates that 22 percent of the respondents strongly agree they are committed to their organisation with a valid response rate of 59.6 percent and at a frequency of 31, while also respondents who ticked the I slightly agree, represented by number 3

indicates that only 1.4 percent of the respondents don't have a sense of commitment to their organisation, hence in interpreting this table 22 percent is relatively too small to generalize the result, hence to confidently say that there is a close relationship with the employee sense of commitment to organisational performance.

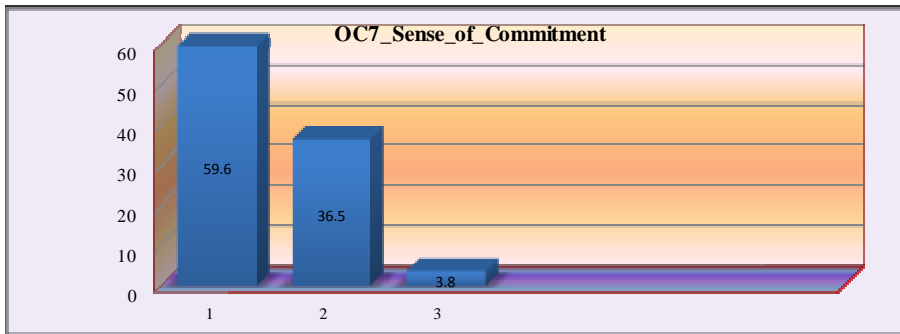


Figure 5.10: Sense of organisational commitment

Organisational attachment

The table displayed below shows how emotionally attached employees feel about their organisation, the overall result clearly showed that 24 percent of the total respondents feel emotional attached to their

organisation, while point 7 percent, slightly disagreed with not been attached to their organisation. Besides employees who are not psychologically attached to their organisation simply means that they are not engaged with their organisation.

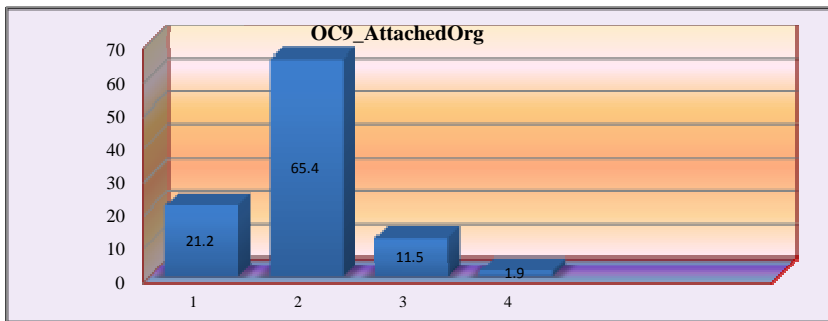


Figure 5.11: Organisational attachment

Employee retention

This table tends to report the level of employee loyalty to their organisation and their likely hood to remain with their current employer within the next few years, moreover the table shows that only 23 percent of employees in the sample within

the SMEs are willing to stay with their current employer by ticking the strongly agree box provided in the questionnaire, while 1.4 percent of the respondents representing a valid percent of about 3.8 percent ticked the Colum on slightly agree to remain with their organisation.

Just as one of the purpose of this study is to examine the impact of employee loyalty on performance, therefore SMEs within the region needs to pay more attention to their human resource management strategies

as employees who have little or no intention to stay with their organisation can't be loyal or committed to their job, which will in turn lead to low organisational performance.

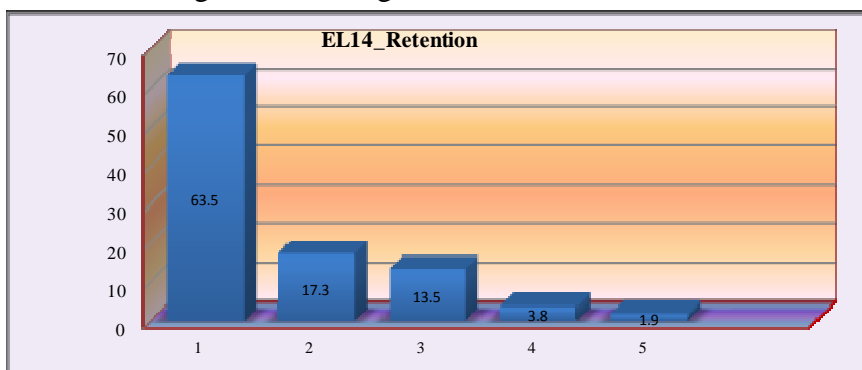


Figure 5.12 : Employee retention

Performance and teamwork

The teamwork table also reports that there are levels of cooperation among staffs in the SMEs in Wales with a response rate of 24.3 percent as represented by those who strongly agree, also those who slightly agree are 5.0 percent,

depicting that there are really low level of correlation among staffs in terms of organisational performance. However organisations need higher levels of team work in other to flourish and gain a competitive edge among their competitors in the same business arena.

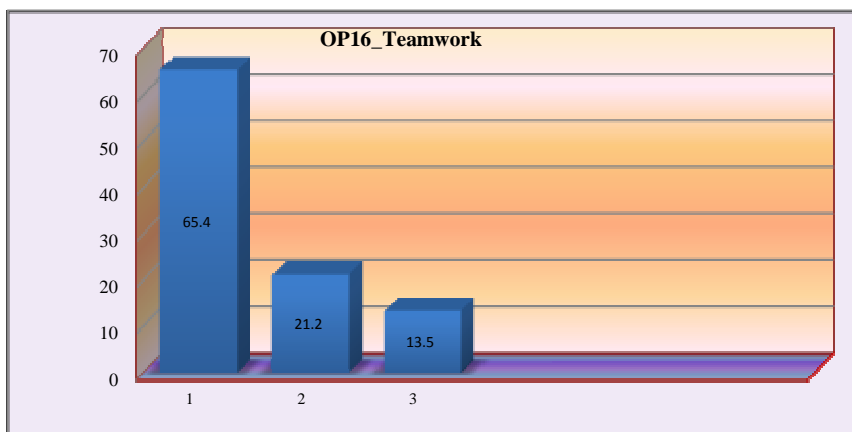


Figure 5.13: Teamwork

Reliability Analysis for Job Satisfaction

Table 5.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.606	.616	6

Descriptive Statistics and Correlation

A correlation matrix is the benchmark form for reporting practical correlations between multiple variables. Though any amount of variables can be displayed in a relationship matrix, every entry represents the bivariate correlation among a pair of variables (Saunders et al. 2007).

Table 5.2: Descriptive Statistics

	Mean	Std. Deviation	N
JOB_SATISFACTION	8.1538	2.40412	52
Organisational_Performance_OP	7.2500	1.96912	52

Regression analysis

Regression study is an additional method for measuring the linear relationship connecting a dependent and an independent

variable. Even though straightforward regression and correction are mathematically corresponding in most compliments, regression is a dependence method where

correction is an interdependence procedure. An interdependence technique does not make this variation, however merely because it is apprehensive with how variables communicate to one another. Thus with easy regression, a dependent or

“criterion variable”, *Y*, linked to an independent or “predictor variable”, *X*, Regression study attempts to forecast the principles of the uninterrupted interval-Scale variable from specific ethics of the independent variable (Zikmund et al, 2010).

Table 0-1: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	58.635	3	19.545	6.744	.001 ^a
Residual	139.115	48	2.898		
Total	197.750	51			

a. Predictors: (Constant), Organisational_Commitment_OC, JOB_SATISFACTION, Employee_Loyalty

b. Dependent Variable: Organisational_Performance_OP

The explanation of an n-way ANOVA representation follows directly from the regression outcome.

CONCLUSION

According to Resnick et al (2011), It may be possibly to argue that SMEs pay less interest to marketing as a significant purpose of a business since marketing is often alleged as a large establishment activity (Stokes and Blackburn, 1999) and besides, marketing is seen as a “*difficult and problematic task for SMEs*” (Krake, 2005:229). The Research findings are not necessary vague considering the impact that an employee’s status inside the firm and on the level of commitment (Meyer & Allen, 1997). And conditions within the

organisation may take part in a large role in the intensity of commitment of employees within the establishment. In addition, there was a statistically important correlation linking the biographical features of job satisfaction and organisational commitment, correspondingly, with the exclusion of the level of education of survey participants However (Perry, 2000) pointed out that despite the fact that the vroom theory has got some ‘Prediction powers’ within it on the attitude of employees, the theory is questionable, he went

further to argue that the expectancy theory can only be relative to industry sectors and the type of organisation in context. Jackson (2004) also argued that employee behaviour and response to work is not predictable, as individuals come to work based on the events of their daily lives to work thereby influencing what motivates and what rewards they expect from the organisation.

However, Gabris and Simon (1995) tested differences in attributes across samples of individuals who are in

employment in diverse sectors and found no variation among the private, public and voluntary sector member of staff in professed need for helping, service, or job security or pay unlike other research. Nevertheless March and Olsen (1989) discovered two universal models of motivation, one linked with logic of consequence the other with logic of appropriateness. This sequence is indicative of the behaviours we view in private, public and nonprofits firms which are difficult to explain by reason of consequence.

RECOMMENDATIONS

Although the study result reported in this research did not formulate a precious contribution to complete consideration of the influence of job satisfaction, employee loyalty, organisational commitment on organisational performance in the Wales SMEs, therefore indeed extra research is required for more in enquiry into the possible relationship and basis of other variables on organisational a performance as it is seen as a dormant construct linking multiple indicators (Fosam *et al*, 1998).

Notwithstanding the boundaries of recent research, a number of recommendations for future

research are recommended. A priority for further research comprises of control for inappropriate and confounding variables which would at the same time improve the interior validity of the study. Hence a more thorough research approach could facilitate this. Preferably a bigger data, based on a stratified casual design could be adopted. This is because stratified random sampling is claimed to reduce data errors and improve the exterior validity of research result (Sekaran, 2003). Therefore, it makes it possible for results to be extrapolated from the sample to the population with larger assurance.

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