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A study on employee attitude on organisational commitment in small and medium sized manufacturing industries at Bangalore

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Abstract

Bangalore's small and medium-sized manufacturing firms are a vital part of the city's economy, yet they face a persistent challenge: holding on to their best employees. This research explores the human side of this issue, examining the direct link between an employee's daily attitude and their long-term loyalty to the company. By synthesizing the findings from ten different academic studies focused specifically on this sector in Bangalore, this paper pulls together a comprehensive picture of what drives commitment. The findings are clear: there is a powerful and direct positive connection between an employee's job satisfaction and their organisational commitment. When employees feel good about their work, they are significantly more loyal and perform better. However, the research uncovers a critical 'satisfaction deficit.' Data shows that a majority of employees-over 55%-in these manufacturing SMEs are currently unsatisfied with their jobs. This dissatisfaction is strongly linked to a few key areas: a lack of recognition and rewards, inadequate pay, and limited promotion opportunities. Furthermore, the study confirms that personal factors like an employee's age, experience, and gender significantly influence their level of job satisfaction. Finally, this analysis highlights how many Bangalore MSMEs successfully build strong emotional loyalty through high-impact, often informal, welfare policies, demonstrating that commitment can be fostered even with limited resources.

Keywords: Organisational commitment, job satisfaction, MSMEs (micro, small, and medium enterprises), manufacturing industry, Bangalore (Bengaluru), employee retention, human resource management (HRM), recognition and rewards, employee motivation, employee attitude, workplace environment

Introduction

Forget the glittering skyscrapers and tech campuses for a second. The real industrial pulse of Bangalore beats in places like Peenya and Machohalli. It's here, in a massive network of small and medium-sized manufacturing firms (MSMEs), that so much of the city's "real" work gets done. These workshops and factories are the backbone of the economy, making everything from tiny machine parts to essential goods, and they give jobs to a huge number of people. But running one of these businesses isn't easy. Unlike the giant multinationals, these owners don't have sprawling HR departments or massive budgets for perks and pay. They're in a constant, tough fight to find good people-and an even tougher fight to keep them.

In a small firm, you can't just call a temp agency when a skilled welder or machine operator quits. That one person leaving can throw off an entire week's production. This is why, for these businesses, "employee retention" isn't just corporate-speak; it's a daily survival issue. That's what this research is really about. We're looking at the human side of the balance sheet. We start with a simple idea: how an employee *feels* about their job directly impacts how loyal they are to the company. We're exploring the link between their day-to-day attitude (Are they happy? Do they feel respected? Do they see a future for themselves?) and their organisational commitment (That gut feeling that makes them stay, work hard, and care about the company's success). What *really* makes someone stick around in a small manufacturing firm in Bangalore? Is it just the paycheck? Or is it the way their supervisor talks to them? Is it the feeling of being good at their job, or the hope of getting a small raise next year?

By pulling together the findings from ten different studies all focused on this exact world,

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we're trying to understand how these feelings and policies create the psychological "glue" that makes an employee want to stay. For a small business owner, figuring this out isn't just nice-it's necessary.

Literature Review

Self-Efficacy and Performance in Bangalore MSMEs

This study tackled a simple, psychological question: does confidence in your own skills actually make you a better employee? Researchers surveyed 83 people in Bangalore's small and medium-sized businesses (MSMEs) to find out. The answer is a clear "yes." They found a solid link between an employee's personal belief in their abilities and their actual job performance. Confident workers were more productive. Most studies on this topic ignore the unique pressures of MSMEs and focus on big corporations. This paper helps fill that gap, showing that for small businesses, building an employee's confidence through training or good feedback isn't just a "nice-to-have"-it's a direct path to better results.

Employee Attitude and Commitment in Bangalore MSMEs

This research set out to find hard evidence for something many managers just assume: does a good attitude actually make an employee more loyal? Based on a survey of 160 employees in Bangalore's MSMEs, the connection is definitely real. Positive employees are far more committed, even when the job isn't perfect. The study dug into *what* creates that good attitude. Unsurprisingly, salary came in at number one (34% of respondents), followed by the work environment. One of the most interesting findings was that gender plays a major, statistically significant role in how satisfied an employee is. While many have talked about the attitude-loyalty link, this paper provides the data to back it up.

Job Satisfaction Levels in Bangalore Manufacturing SMEs

This study acts as a crucial reality check for Bangalore's manufacturing sector. Instead of just looking for connections, it asked a more basic question: are employees in small and medium fabrication firms actually happy? The answer is a resounding "no." Researchers surveyed 163 employees and found that a clear majority-nearly 56%-are officially *unsatisfied* with their jobs. The study then pinpointed the exact cause. The number one complaint, with 60% of employees unhappy about it, was a lack of recognition and rewards. Poor work-life balance was also a major issue. This paper concludes that the sector has a serious satisfaction problem, driven not by vague feelings but by a concrete failure to make employees feel valued.

Attitude and Performance in Bangalore's IT Industry

This study broadens the lens from the individual worker to the entire team. It asked if a positive collective attitude across a company can actually improve the bottom line. Surveying 310 employees in Bangalore's IT industry, the findings show a clear link between how employees feel and how the company performs. Better attitudes were statistically linked to higher profitability, stronger sales growth, and a better company reputation. It also found that a positive environment leads to more loyalty, with employees more willing to "go the extra mile." Most research gets

stuck on the single "happy worker." This paper's value is in showing that a positive culture isn't just a perk; it's a tangible business asset that scales up.

Attitudes and Commitment in Bangalore MSMEs

This paper pulls together existing research to build a clear picture of what makes employees in Bangalore's MSMEs *want* to stay. By analyzing previous studies, it confirms that employee motivation is the single strongest predictor of "affective commitment"-that's the genuine, emotional loyalty that makes an employee care about the company. It highlights that this motivation isn't a mystery; it's most often a direct result of supportive leadership and fair recognition. The authors point out a major blind spot in Bangalore-based research: everyone studies the big IT firms, while the equally important MSME sector is left "relatively underexplored." This review brings them into focus.

Job Satisfaction and Performance in Bangalore's Manufacturing Sector

This study tackled the classic "chicken-or-the-egg" question of the workplace: are happy workers more productive, or do productive workers just end up being happier? By surveying 155 employees in Bangalore's manufacturing sector, the research provides a clear answer. The connection between satisfaction and performance is strong, but it's not a two-way street. The data shows that employee happiness has a *greater impact on* business success than success has on happiness. This means satisfaction is a *cause*, not just an effect. For managers, this is a critical insight. It proves that investing in employee well-being (through pay, recognition, and growth) isn't just a reward for good performance; it's a prerequisite *for* it.

Employee Engagement and the Manufacturing Industry

This study shows that "employee engagement"-the level of passion and enthusiasm people have for their work-is a massive performance multiplier. Surveying employees at major manufacturing firms like Bosch and Siemens, the research found that engagement isn't just a small factor; it's *the* factor. The data showed that engagement levels could explain a staggering 78% of the variance in organisational performance. Engaged employees were also found to be dramatically more satisfied (a very strong 0.82 correlation) and more committed (0.75 correlation). With today's manufacturing jobs being transformed by automation and AI, this paper highlights that the human element of engagement has become one of the most powerful and predictable drivers of business success.

Job Satisfaction and Performance in Karnataka's Manufacturing Industry:

This study provides a clear and direct verdict on the satisfaction-performance debate within Karnataka's manufacturing industry. Based on a survey of 155 employees, it confirms a "strong positive relationship" between how satisfied an employee is and how well the organization performs. The research then digs deeper to find *what* truly matters most to these employees, and the answer is unambiguous: the two "crucial" factors driving satisfaction are remuneration and promotion. The study also noted that older, more experienced employees tended to be more satisfied than their younger colleagues. While past research has been mixed, this paper concludes that the link is real and provides a clear roadmap for managers: focus on

pay and career paths.

Commitment and Quality of Work Life

This paper explores the simple idea that to earn an employee's loyalty, you must first provide a good quality of life at work. It reviews the research on "Quality of Work Life" (QWL)-a big-picture concept that includes everything from pay and job security to the work environment and company culture. It then connects this to the three types of employee commitment:

emotional, financial (cost-of-leaving), and moral. The review confirms that the link is powerful and direct. Companies that invest in a higher QWL see a direct payoff in higher organisational commitment. This, in turn, leads to the business outcomes every manager wants: lower turnover, less absenteeism, and higher productivity.

Best HR Practices in Bangalore MSMEs

This study offers a fascinating, real-world peek into how small and medium businesses in Bangalore's industrial parks *really* manage their people. Through 40 interviews, the research found that these firms don't bother trying to copy the formal HR practices of giant corporations. Instead, they build loyalty through creative, high-touch, and community-focused strategies. For instance, their number one recruitment tool is employee referrals. Many provide free lunches where the owner eats with the staff. And most powerfully, some build incredible loyalty by sponsoring an employee's girl child's education. This paper brilliantly fills a gap in HR research, which almost always ignores MSMEs, to show that these firms succeed by building genuine, personal bonds.

Table 1: Summary of literature reviews

Paper's Focus	AIM	Findings	Research gap
1. Employee Confidence (Self-Efficacy)	To see if an employee's personal confidence in their own skills actually makes them a better worker in a small business setting.	Yes, it does. They found a solid link: the more confident employees felt, the better their job performance was.	Most research on confidence is done at big companies, not in the unique, high-pressure world of small and medium businesses (MSMEs).
2. Attitudes & Loyalty	To find real proof of the link between a good attitude and company loyalty. They also wanted to know if gender made a difference in how happy employees were.	The link is real. A good attitude (driven by pay and the work environment) makes employees more loyal. And yes, gender has a major, measurable impact on job satisfaction.	Everyone assumes attitude and loyalty are linked, but this study provided the hard data to prove it in this specific sector.
3. The "Happiness Report Card"	Stop analyzing happiness for a second and just measure it. Are employees in Bangalore's small manufacturing companies really happy now?	Nope. A big majority (over 55%) are officially unsatisfied. The main reasons? A lack of recognition for their work and a poor work-life balance.	This study wasn't looking for a "link," it was just trying to get a baseline measurement of the problem, which no one had really done.
4. Attitude & Company Profits	To see if a positive attitude across a whole team (not just one person) could actually make the company more money.	Absolutely. Better team attitudes were directly linked to higher profits, better sales, and a stronger company reputation. Happy teams are also more loyal.	Almost all attitude research focuses on the individual. This study showed that a positive culture across the group is a real business asset.
5. Why Employees Stay	To pull together all the research on employee attitude and figure out what really makes	The first thing that builds emotional loyalty is motivation. And that motivation comes from	Most Bangalore research is obsessed with the big IT firms, while the equally important MSME sector
	people stay loyal to Bangalore's MSMEs.	two places: supportive bosses and feeling recognized for your work.	has been "relatively underexplored."
6. The "Happy Worker" Debate	To settle the old chicken-or-the-egg question: Are happy workers productive? Or are productive workers just happy?	They found a clear answer: happiness comes first. An employee's job satisfaction has a bigger impact on the company's success than the company's success has on the employee's happiness.	The idea that "happy workers are productive" is a popular slogan, but there was very little scientific proof for it. This study provided that proof.
7. Employee Engagement (The "Passion" Factor)	To measure the business impact of "engagement"-the passion and enthusiasm people have for their jobs-at big manufacturing firms.	Engagement is a powerhouse. It explained a massive 78% of why some teams performed better than others. It's also strongly linked to satisfaction and loyalty.	It answers the current challenge of how to keep people engaged when automation and new tech (Industry 4.0) are changing their jobs.
8. The "Show Me the Money" Study	To find the specific factors that make manufacturing employees in Karnataka satisfied and, in turn, make the company perform better.	The answer was crystal clear: the two "crucial" things employees care about most are pay and promotions. When those are good, satisfaction and company performance go up.	Past research on the "happy worker" idea gave "mixed results." This study cleared it up by finding the specific (and very tangible) reasons.
9. Quality of Life at Work (A Review)	To review all the research on "Quality of Work Life" (QWL)-a big-picture idea that includes pay, culture, and safety-to see if it builds loyalty.	Yes. The better the QWL, the more loyal the employees are. This directly leads to what every manager wants: fewer people quitting and less absenteeism.	It tackles the huge, expensive problem of high employee turnover by showing managers a practical way to fix it: improve the overall quality of the job.
10. The "Real-World" HR Study	To find out what small business owners in Bangalore's industrial parks actually do to keep their staff, since they can't copy big	They use creative, personal, high-touch strategies. Things like: giving free lunches, sponsoring an employee's child's	HR research always focuses on big companies. This study looked at what small firms with "lesser resources" do instead, and found they
	corporations.	education, or paying for a family holiday.	build loyalty through personal bonds.

Objectives

- To examine how employee attitudes influence their level of organisational commitment in small and medium-sized manufacturing industries located in Bangalore.
- To identify the key factors shaping employee attitudes, such as job satisfaction, leadership style, workplace environment, and opportunities for growth.
- To analyse how organisational policies and management practices affect employees' emotional attachment and loyalty towards their organisation.

Research Methodology

This study was designed as a qualitative, secondary data analysis. Instead of conducting new surveys or interviews, our approach was to act as synthesizers, pulling together the threads from existing, high-quality research.

Data Collection

Quantitative Findings: We gathered all relevant statistical data, such as survey results, correlation coefficients, and demographic details from sample sizes ranging from 40 to over 300 employees.

Qualitative & Contextual Data: We extracted real-world examples and "on-the-ground" insights, such as the specific, informal HR practices used in Peenya's industrial area.

By collecting this diverse information, we were able to build a comprehensive dataset that allowed us to identify significant patterns and draw evidence-based conclusions without gathering new primary data.

Data Analysis

Our analysis of the 10 foundational studies revealed clear, recurring themes that directly answer our research objectives. The data provides a robust picture of what employees in Bangalore's MSMEs are thinking, what drives those feelings, and how their employers' actions shape their loyalty.

The Link Between Attitude and Commitment

We found overwhelming evidence that an employee's attitude is not a "soft" metric; it's a powerful predictor of their loyalty and performance. The data shows a direct, positive, and measurable link between how employees feel and how they behave at work. This connection is confirmed statistically; one study of Bangalore's IT sector found a significant positive correlation ($r=0.141$) between an employee's general attitude and their "Discretionary Effort & Loyalty".

This idea is further reinforced by a study of major manufacturing firms, which found that "employee engagement"-a concept built on attitude and enthusiasm-explained a staggering 78% of the variance in organisational performance. In that same study, engagement also showed a very strong correlation with "work commitment" ($r=0.75$). However, while this positive link is clear, the current situation is concerning. A major study of manufacturing SMEs in and around

Bangalore found that a majority of employees-55.8%-are actively unsatisfied with their jobs. This satisfaction deficit represents a significant, tangible risk to commitment and retention for these firms.

The Key Factors That Shape Attitudes

If attitude drives commitment, what drives attitude? The data shows a clear set of factors. "Extrinsic" drivers-those related to rewards and value-emerged as the most crucial. One study of Karnataka's manufacturing sector identified "remuneration" and "promotion" as the two most critical factors for job satisfaction. This is powerfully supported by a separate study of Bangalore SMEs, where "Recognition/Rewards" was found to have the highest correlation ($r=0.925$) with overall job satisfaction. Tellingly, this was also the area of *highest dissatisfaction*, with 60% of employees reporting they were unhappy with the recognition they receive. This dissatisfaction epidemic extends to other tangible areas as well. Studies show 60% of SME employees are unsatisfied with their work-life balance and 57% are unsatisfied with their benefits. When MSME employees in Bangalore were directly asked what their satisfaction depends on, their answers were unambiguous: Salary (34%), Work Environment (26%), Incentives (21%), and Work Timings (19%).

Attitude isn't just about external rewards; it's also shaped by an employee's internal beliefs and personal background. An employee's "occupational self-efficacy"-their personal confidence that they can do their job well-was found to have a moderate positive correlation ($r=0.5631$) with their actual work performance. Furthermore, an employee's attitude is not one-size-fits-all. Multiple studies confirmed that demographic factors have a major impact. An employee's age and experience have a statistically significant relationship with their job satisfaction, and, most notably, their gender has a "pronounced" and significant influence on their satisfaction levels.

How Policies and Practices Create Loyalty

Our analysis uncovered the specific, practical ways Bangalore's MSMEs build emotional loyalty, often without the big budgets of larger corporations. This is where the "how" becomes clear. The most compelling finding was the power of informal, high-touch welfare policies. These firms build "affective commitment," or genuine emotional loyalty, through creative, personal perks. Examples from the research include providing free or subsidized lunches where owners and managers eat at the same table as the staff, offering a small joining bonus on day one as a simple gesture of goodwill, and-most powerfully-sponsoring an employee's girl child's education, including school, bus, and computer fees. Another highly effective practice is giving a paid holiday tour for the employee and two family members after they complete three years of service.

These high-touch cultural practices are supported by more formal, structural policies. To address the critical need for recognition and growth, firms use systems like an "Internal skill matrix" or practical quarterly appraisals to track and reward performance. They invest in their employees' confidence and skills by providing frequent safety training and other programs to "avoid skill obsolescence". Finally, while one study noted that "communication" had the *least* correlation with satisfaction (suggesting it's a common weakness), successful firms combat this with simple, direct channels. They use suggestion boxes for anonymous feedback and hold monthly all-hands meetings where employees can raise issues directly with supervisors and management.

Findings

Our analysis of the 10 foundational studies revealed a clear and compelling story. We found that the connection between an employee's attitude and their loyalty is not just a theory; it's a measurable reality in Bangalore's MSMEs, but it's a reality that is currently in a high-risk state.

The Good News: The Attitude-Commitment Link is Real

The data confirms the "human element" is a powerful business metric. We found overwhelming evidence of a direct, positive, and statistically significant link between an employee's attitude and their commitment to the organisation. One study of major manufacturing firms found that employee engagement—a direct result of a positive attitude—could explain a staggering 78% of the variance in organisational performance. This engagement was also found to be strongly correlated with an employee's "work commitment" ($r=0.75$). In simpler terms, when employees are engaged and feel positive about their work, they are dramatically more loyal and the company performs better.

The Bad News: A Widespread "Satisfaction Deficit"

This is the most critical finding from our analysis. While the link is positive, the *current state* of employee attitude is not. A large-scale study of manufacturing SMEs in and around Bangalore delivered a stark warning: a clear majority of employees, 55.8%, are actively unsatisfied with their jobs. This means that over half the workforce in this vital sector lacks the positive attitude needed to build strong organisational commitment, putting these firms at a constant risk of high turnover and low productivity.

Pinpointing the Problem: What's Driving the Unhappiness?

This dissatisfaction isn't vague; the data points to very specific, tangible failures. When MSME employees in Bangalore were asked what their satisfaction depends on, their answers were clear:

Salary (34%), Work Environment (26%), Incentives (21%), and Work Timings (19%).

The single most important factor for driving job satisfaction was found to be "Recognition/Rewards", which had the highest correlation ($r=0.925$) with an employee's happiness. Alarming, this was also the area of highest dissatisfaction, with 60% of employees reporting they were unhappy with the recognition they receive. This problem was echoed across the board, as shown in the chart below.

Key Areas of Employee Dissatisfaction in Bangalore SMEs

The Human Factor: Not All Employees Are the Same.

Our analysis also showed that a one-size-fits-all approach to building a positive attitude is guaranteed to fail. The data from multiple studies confirmed that an employee's personal background has a major, statistically significant impact on their satisfaction. We found that factors like an employee's age and experience and, most notably, their gender, all have a "pronounced" influence on their job satisfaction levels. This means that what motivates a 25-year-old new hire may be completely different from what motivates a 45-year-old senior operator, and a manager must be able to see and respond to those differences.

The "MSME Secret": How Smart Firms Build Loyalty Anyway

If most employees are so unsatisfied with pay and recognition, how do these firms keep *any* staff? Our analysis of the "best practices" study uncovered the unique, non-corporate toolkit that successful MSMEs use. They build powerful *affective* (emotional) commitment through high-

touch, personal, and informal policies. We found that these firms often provide free or subsidized lunches where the owner eats at the same table as the staff. The most effective policies were welfare-based: sponsoring an employee's girl child's education, or giving a paid holiday tour for the employee and their family after three years of service. These personal gestures build a level of loyalty that a simple paycheck can't, showing a deep, practical understanding of the human element.

Conclusion

This study began with a simple question: in the high-pressure, resource-tight world of Bangalore's small and medium-sized manufacturing firms, does an employee's attitude truly impact their loyalty? After synthesizing the findings from 10 different academic studies, the answer is a clear and resounding "yes." We found that the link between a positive employee attitude and their organisational commitment is not just a "soft" HR theory; it's a direct, measurable, and powerful business reality in this sector. When employees feel good about their jobs, they are demonstrably more loyal, more productive, and more willing to put in that "extra-mile" effort that is so critical to an MSME's success.

But this is where our findings present a crucial, large-scale problem. Just because this positive link exists does not mean these firms are successfully using it. In fact, our most alarming finding is the discovery of a massive "satisfaction deficit." The data shows that a clear majority—55.8% of employees in this sector—are actively unsatisfied with their jobs. This means that over half the workforce in these vital firms is at a high risk of low commitment, poor performance, and walking out the door. This unhappiness isn't a vague feeling; our analysis pinpointed its exact source. The dissatisfaction is overwhelmingly driven by a failure to meet tangible, extrinsic needs. Employees reported being most unhappy with a lack of recognition for their work (60% unsatisfied), poor work-life balance (60% unsatisfied), and inadequate benefits (57% unsatisfied). These, combined with "remuneration" and "promotion," are the "crucial" factors that are currently broken.

This finding creates a paradox: if so many employees are so unhappy with their pay and recognition, how are these firms not collapsing from 100% turnover? The answer, we found, is the "MSME secret weapon." Our analysis of their real-world practices shows that successful MSMEs in Bangalore build loyalty in a way large corporations can't. They create powerful *affective* (emotional) commitment through high-touch, deeply personal, and informal welfare policies. They aren't just employers; they are part of the social fabric. They do things like sponsoring an employee's girl child's education, providing free lunches where the owner eats at the same table as the staff, or paying for a family holiday after three years of service.

Ultimately, our conclusion is that for an MSME owner in Bangalore, building a committed workforce is a two-part mission. First, they must address the widespread dissatisfaction by fixing the basics: creating clear, fair systems for recognition and promotion. But second, and just as importantly, they must lean into their unique strength. They must continue to build the genuine, personal bonds that make an employee feel like a valued member of a family, not just a number on a payroll.

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