



AN EMPIRICAL STUDY ON EMPLOYEE COMMITMENT AND JOB PERFORMANCE OF PRIVATE SECTOR EMPLOYEES

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ABSTRACT

The committed employees are able to contribute better to the organization and they perform well. This study shows that the success and failure depends on employee commitment. The aim of this study is to examine employee commitment and job performance of private sector employees. The role of employee commitment has been accepted as an active method for improving the employee performance. In this research job performance is taken as dependent variable and employee commitment is employed as an independent variable. The aim of this study is to investigate the effect of an employee commitment on job performance. Employee job satisfaction, organizational support, and employee engagement improve the employee performance. The finding of the study reveals that the committed employees have good leadership quality, increased productivity, high turnover, reduced absenteeism and job satisfaction.

Keywords: Employee Commitment, Job Performance, Organizational support

1. INTRODUCTION

The job performance assesses every employee whether they perform a job well. Job performance is a part of organizational psychology it also forms a part of HRM. The job performance is an important principle for organizational outcomes and its success. Allen and Myer (1990) stated that the result of employee commitment was effectiveness of leadership, job performance, and improvement in employee behavior, reduced turnover and reduced absenteeism. Most of the organizations have good understanding about the value of enhancing the employees' commitment towards the organization. Lantos and Craton, (2012) examined that the employees who are happy at their workplace find their occupation to be more meaningful, more interesting and more

attractive compared to other employees. Boles et al., (2007) ascertained that job satisfaction, job performance and some of other important factors are significant predictors of employee commitment. Generally some of other factors will also affect the employees' commitment towards the organization. All factors such as promotional opportunities, pay raises, recognitions and training programme could enhance the employees' commitment towards the organization.

Beheshtifar and Herat (2013) examined that human capital is one of the most important assets of every organization which increases the efficiency and effectiveness of the company. According to Rafiq Awan and Mahmood (2009), employee commitment shows that quality of leadership which exists within an organization. Through this

study it was ascertained that there is a significant relationship between employee commitment and job performance. Many research articles indicate that the relationship between the employee commitment and job performance is positive. The committed employees have good leadership quality, increased productivity, high turnover, reduced absenteeism and job satisfaction.

2. REVIEW OF LITERATURE

According to Dordevic (2004), Bishop & Scott (1997) leadership style will develop the organizational commitment, and it will contribute a lot to the employees those who are interested to provide information about the relationship between leadership styles and the organizational commitment.

Meyer & Allen (1997) analyzed that the employees' commitment towards the organization is an important issue, because it is used to predict the performance of employees, absenteeism and their behaviors. The employee's commitment towards the organization has been defined in different ways including the attitude or the orientation that connects the identity of the workers of organization.

According to Dordevic (2004) there are three types of organizational commitment namely normative, continuance and affective organizational commitment. If the employees are to be committed with their organizations, their expectation is their organization to be committed to them.

Markos & Sridevi (2009) stated that employee engagement is a strong predictor of positive organizational performance and it clearly shows the two way relationship between the employer and the employee. The employee job

performance is compared with employee commitment, job satisfaction and organizational citizenship behavior.

According to Abelson, (1976) in past the organizations provide job security to their employees to improve their commitment to the organization as well as to improve their productivity. Now a day's most of the organizations are concentrating to improve their productivity and not ready to give proper benefits to their employees.

Shore and Tetrick (1991) Hunt and Morgan (1994) stated that based on the past history and outcomes, the importance of employees' commitment is increasing as compared with the past thirty years as the committed employees will concentrate more on their work and they will perform better so that the productivity of the organization also will be increased.

John P. Campbell ascertained that job performance is an individual-level variable or about single person does. Job performance depends on the employee and designation. Some of the employees will concentrate on their work based on the benefits and some of them will work to show their performance.

3. EMPLOYEE COMMITMENT AND JOB PERFORMANCE

Every organizations should increase their employee's performance in order to improve their company ahead of their competitors. A high performance of the employees can make a dramatic contribution to the accomplishment of the organizational goals and success. The relationship between commitment and performance has been widely revealed in the domain of human resources management. The human resources activities like staffing, training, performance management, and retention of

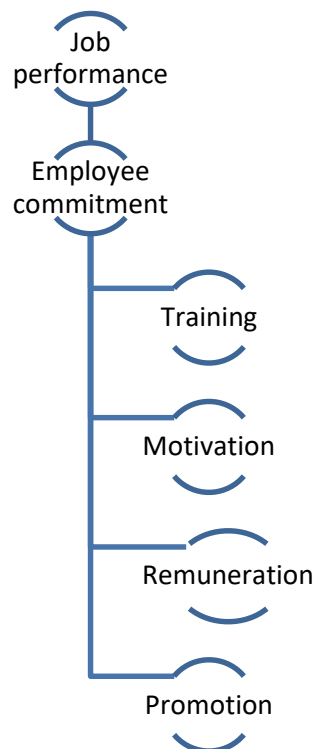
intellectual human capital. The employee's involvement helps to achieve the organizational goals and improve the productivity. The commitment reflecting the affective orientation toward the organization, moral obligation to remain with an organization and recognition of costs associated with leaving the organization.

The normal pressure of the organization is to induce the employees to perform better and motivate them to move to the next level. The result of high pressure is the commitment of employers towards the employees giving less output. Basis Mowday, Porter, & Steers (1982) examined that employee Commitment is necessary for every organization in order to have the outstanding performance on long term. Mowday et al., (1982) ascertained that the employees act like entrepreneurs when they work as a team also every member of the team tries their level best to prove one

the best amongst all the other members. High level of commitment of employees in the organization ultimately increases the performance of the employees.

The higher level of employee commitment with the organization for individual projects or to the organization is assumed as a main reason for better employee performance which will lead to organizational success. The performance of the employee also increases when the employees are more satisfied with their job and their duties. The employee's satisfaction may depend on the remuneration, rewards system, organizational culture and the knowledge sharing of the employee. The companies are doing the continuous investigation on employee commitment and its effect on employees' efficiency and the job performance.

4. THEORETICAL FRAMEWORK



5. STATEMENT OF THE PROBLEM

In this technological world, the organizations have a desire to find many ways to increase job performance. Hence, the organization needs to focus on their employee's knowledge management and the information system resources for recognizing their fundamental process for the success towards their competitor. Heavy work pressure and employees targets achievement are not aware of the existence of human resource management and affect the commitment of employees and job performance.

6. OBJECTIVES OF THE STUDY

- To analyse employee commitment and job performance of private sector employees.
- To study the strategy followed by the organization to improve the employee commitment
- To analyse whether employee's commitment determinesthe Job performance.

7. SCOPE OF THE STUDY

This research was undertaken by the researcher to assess the employee commitment towards the organization. This study will be useful to the employees to understand the strategies which is followed by the organizationsto improve the job performance.

8. LIMITATIONS OF THE STUDY

- ✓ This study is particularly based on Chennai city private ltd companies.
- ✓ This study is concentrated only on employee commitment and job performance.

9. HYPOTHESIS

H0: There is nosignificant relationship between age and job performance factors.

H1: Employee commitment can be enhanced through improvement of job performance factors.

10. METHODOLOGY

Sampling method used for data collection. Primary as well as secondary data has been used for this research. The researcher used 125 questionnaires to collect data from the respondents. But the usable questionnaire is 114. So the sample size is 114. KMO and Bartlett's test, T-test, one-way ANOVA and SEM is adopted to analyse the employee commitment and job performance of private sector employees.

Reliability Statistics	
Cronbach's Alpha Value	No. of Items
.922	6

The researcher used Cronbach's Alpha test to measure the internal consistency for validating the survey questionnaire. The Cronbach's Alpha Value is 0.922

11. ANALYSIS AND RESULTS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.804
Bartlett's Test of Sphericity	Approx. Chi-Square	677.293
	df	15
	Sig.	.000

Kaiser-Meyer-Olkin Measure is an index which defines the sampling adequacy. KMO value = 0.804 which is more than 0.5 hence it can be considered acceptable.

Bartlett's Test of Sphericity has to help the researcher to decide whether the factor analysis results are worth considering for analyzing the research work. Bartlett's Test of Sphericity

significant at the level of 0.000 significance which shows that high level of correlation between the variables, so it is adequate for factor analysis.

a. ONE SAMPLE TEST

One-Sample Test							
FACTORS	Test Value = 3						
	N	Mean	Std. Deviation	Mean Difference	t	df	Sig.
Receiving proper training from the company	114	3.15	1.271	.149	1.253	113	.213
Receiving timely motivation from management	114	3.11	1.346	.105	.835	113	.405
Receiving good remuneration	114	2.85	1.214	-.149	-1.312	113	.192
Management following proper promotion policy	114	2.76	1.471	-.237	-1.719	113	.088

Interpretation

The p value of job performance factors such as Receiving proper training from the company (3.15), Receiving timely motivation from management (3.11), Receiving good remuneration (2.85) and Management following proper promotion policy (2.76) is more than 0.05 at 5% level of significance. Thus, null hypothesis accepted. It revealed that there

is no significant difference in receiving proper training from the company, receiving timely motivation from management, receiving good remuneration and Management following proper promotion policy among the respondents.

H0: There is no significant relationship between age and job performance factors.

b. ONE- WAY ANOVA- JOB PERFORMANCE FACTORS

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Receiving proper training from the company	Between Groups	6.451	3	2.150	1.344	.264
	Within Groups	176.014	110	1.600		
	Total	182.465	113			
Receiving timely motivation from management	Between Groups	2.823	3	.941	.513	.674
	Within Groups	201.914	110	1.836		
	Total	204.737	113			
Receiving good remuneration	Between Groups	5.186	3	1.729	1.179	.321
	Within Groups	161.279	110	1.466		
	Total	166.465	113			
Management following proper promotion policy	Between Groups	5.546	3	1.849	.851	.469
	Within Groups	239.059	110	2.173		
	Total	244.605	113			
Employee	Between Groups	8.366	3	2.789	1.663	.179

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Commitment	Within Groups	184.415	110	1.677		
	Total	192.781	113			
Job performance	Between Groups	4.563	3	1.521	1.046	.375
	Within Groups	160.007	110	1.455		
	Total	164.570	113			

Interpretation

The P value of the variables such as receiving proper training from the company, receiving timely motivation from management, receiving good remuneration and Management following proper promotion policy are more than 0.05 at 5% level of significance. Hence, the null hypothesis of the above variables

are accepted. It has been examined that there is no significant difference between receiving proper training from the company, receiving timely motivation from management, receiving good remuneration and Management following proper promotion policy of job performance factors.

**c. POST HOC –TUKEY HSD TEST-
JOB PERFORMANCE FACTORS**

Post Hoc –Tukey HSD Test- Job performance factors					
Dependent Variable	Age	Age	Mean Difference	Std. Error	Sig.
Receiving proper training from the company	Less than 30 years	30- 40 years	.248	.316	.861
		41- 50 years	-.351	.306	.662
		Above 50 years	-.070	.430	.998
	30- 40 years	Less than 30 years	-.248	.316	.861
		41- 50 years	-.599	.301	.198
		Above 50 years	-.318	.426	.878
	41- 50 years	Less than 30 years	.351	.306	.662
		30- 40 years	.599	.301	.198
		Above 50 years	.281	.419	.908
	Above 50 years	Less than 30 years	.070	.430	.998
		30- 40 years	.318	.426	.878
		41- 50 years	-.281	.419	.908
Receiving timely motivation from management	Less than 30 years	30- 40 years	.061	.339	.998
		41- 50 years	-.263	.328	.853
		Above 50 years	-.333	.461	.887
	30- 40 years	Less than 30 years	-.061	.339	.998
		41- 50 years	-.324	.322	.747
		Above 50 years	-.394	.457	.824
	41- 50 years	Less than 30 years	.263	.328	.853
		30- 40 years	.324	.322	.747
		Above 50 years	-.070	.449	.999
	Above 50 years	Less than 30 years	.333	.461	.887
		30- 40 years	.394	.457	.824
		41- 50 years	.070	.449	.999

Receiving good remuneration	Less than 30 years	30- 40 years	.200	.303	.911
		41- 50 years	-.141	.293	.963
		Above 50 years	-.527	.412	.578
	30- 40 years	Less than 30 years	-.200	.303	.911
		41- 50 years	-.341	.288	.638
		Above 50 years	-.727	.408	.288
	41- 50 years	Less than 30 years	.141	.293	.963
		30- 40 years	.341	.288	.638
		Above 50 years	-.386	.401	.771
	Above 50 years	Less than 30 years	.527	.412	.578
		30- 40 years	.727	.408	.288
		41- 50 years	.386	.401	.771
Management following proper promotion policy	Less than 30 years	30- 40 years	.225	.369	.929
		41- 50 years	-.211	.357	.934
		Above 50 years	-.457	.501	.799
	30- 40 years	Less than 30 years	-.225	.369	.929
		41- 50 years	-.436	.351	.601
		Above 50 years	-.682	.497	.520
	41- 50 years	Less than 30 years	.211	.357	.934
		30- 40 years	.436	.351	.601
		Above 50 years	-.246	.488	.958
	Above 50 years	Less than 30 years	.457	.501	.799
		30- 40 years	.682	.497	.520
		41- 50 years	.246	.488	.958
Employee Commitment	Less than 30 years	30- 40 years	-.018	.324	1.000
		41- 50 years	-.580	.313	.256
		Above 50 years	-.457	.440	.727
	30- 40 years	Less than 30 years	.018	.324	1.000
		41- 50 years	-.562	.308	.267
		Above 50 years	-.439	.436	.746
	41- 50 years	Less than 30 years	.580	.313	.256
		30- 40 years	.562	.308	.267
		Above 50 years	.123	.429	.992
	Above 50 years	Less than 30 years	.457	.440	.727
		30- 40 years	.439	.436	.746
		41- 50 years	-.123	.429	.992
Job performance	Less than 30 years	30- 40 years	.225	.302	.878
		41- 50 years	-.106	.292	.983
		Above 50 years	-.457	.410	.681
	30- 40 years	Less than 30 years	-.225	.302	.878
		41- 50 years	-.331	.287	.657
		Above 50 years	-.682	.407	.341

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	41- 50 years	Less than 30 years	.106	.292	.983
		30- 40 years	.331	.287	.657
		Above 50 years	-.351	.399	.816
	Above 50 years	Less than 30 years	.457	.410	.681
		30- 40 years	.682	.407	.341
		41- 50 years	.351	.399	.816

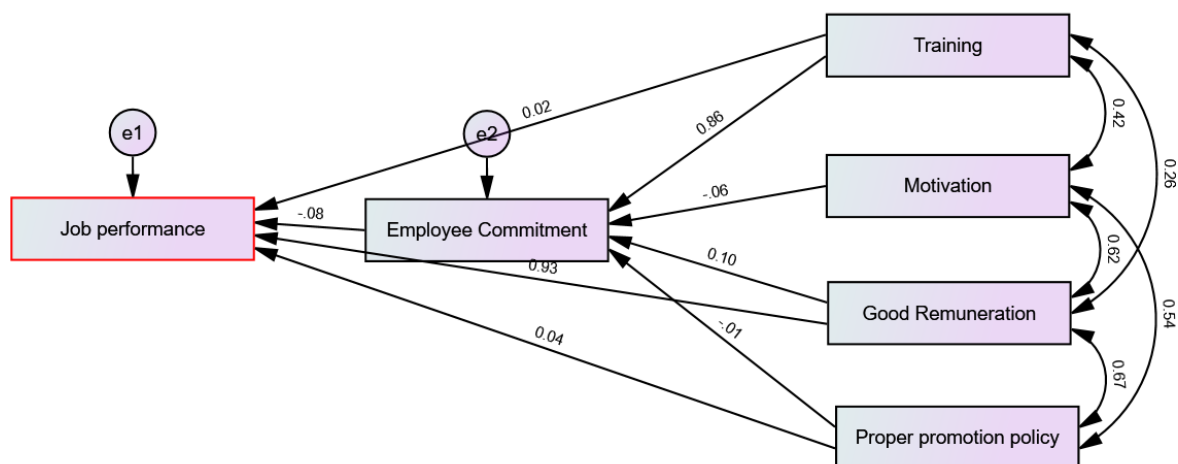
Interpretation

The Post Hoc- Tukey HSD test is used to test the significant difference between groups based mean difference. Above 50 age group employees are receiving proper training, receiving timely motivation from management, receiving good remuneration from their organization as compared with other age group. The above 50 age group respondents stated that the management of the organization are following proper

promotion policy but other age group such as less than 30 age group, 30-40 age group and 41 – 50 age group examined that their organizations are not following proper promotion policy.

The employee commitment is more under the age group of 41- 50 as compared with other age group and the employee job performance is higher for above 50 age group as compared with other age group respondents.

d. STRUCTURAL EQUATION MODEL



Interpretation

As per the suggestion of modification indices the researcher make some correction to improve the model fit.

GOODNESS OF FIT TEST

GFI	AGFI	NFI	CFI	RFI	IFI
.999	.976	.999	1.00	.992	1.001

It is clear that the model fitness has improved after the modification like GFI=.999, AGFI=.976, NFI = .999, CFI =1.00, RFI = .992, IFI = 1.001.it shows

that good model fit achieved after modification.

Regression Weights

			Estimate	S.E.	C.R.	P
Employee Commitment	<---	Management following proper promotion policy	-.012	.070	-.176	.860
Employee Commitment	<---	Receiving timely motivation from management	-.070	.075	-.933	.351
Employee Commitment	<---	Receiving good remuneration	.121	.084	1.438	.150
Employee Commitment	<---	Receiving proper training from the company	.874	.069	12.753	***
Job performance	<---	Receiving proper training from the company	.015	.058	.263	.792
Job performance	<---	Management following proper promotion policy	.031	.038	.826	.409
Job performance	<---	Employee Commitment	-.071	.053	-1.356	.175
Job performance	<---	Receiving good remuneration	.951	.045	20.944	***

The relationship between different variables are measured through standardized regression coefficient. From the above table the standardized regression coefficient shows that when exogenous variables goes up by 1 unit the endogenous variable goes up by the units of its respective estimates.

H1: Employee commitment can be enhanced through improvement of job performance factors.

The regression coefficient, critical ratio and p value of path from employee Commitment to proper promotion policy is -.012, -.176 and 0.860 respectively. P value is more than 0.05, null hypothesis is accepted. It ascertained that there is no significant difference between employee commitment and proper promotion policy. When the management following proper promotion policy goes up by 1, Employee Commitment goes down by 0.012.

The regression coefficient, critical ratio and p value of path from employee Commitment to Receiving timely motivation from management is -.070, -.933 and 0.351 respectively. P value is more than 0.05, hence, null hypothesis is accepted. It ascertained that there is no significant difference between employee commitment and Receiving timely motivation from management. When receiving timely motivation from management goes up by 1, Employee Commitment goes down by 0.07. The regression coefficient, critical ratio and p value of path from employee Commitment to receiving good remuneration is .121, 1.438 and 0.150 respectively. P value is more than 0.05, hence, null hypothesis is accepted. It ascertained that there is no significant difference between employee commitment and receiving good remuneration. When

receiving good remuneration goes up by 1, Employee Commitment goes up by 0.121.

The regression coefficient, critical ratio and p value of path from employee Commitment to Receiving proper training from the company is .874, 12.753 and 0.000 respectively. P value is less than 0.05, hence, null hypothesis is rejected. It is ascertained that there is a significant difference between employee commitment and training. When receiving proper training from company it goes up by 1, Employee Commitment goes up by 0.874.

The regression coefficient, critical ratio and p value of path from job performance to Receiving proper training from the company is .015, .263 and 0.792. P value is more than 0.05, therefore, null hypothesis is accepted. It is ascertained that there is no significant difference between job performance and training. When receiving proper training from the company it goes up by 1, Job performance goes up by 0.015. The regression coefficient, critical ratio and p value of path from job performance to proper promotion policy is 0.031, 0.826 and 0.409. P value is more than 0.05, null hypothesis is accepted. It is ascertained that there is no significant difference between job performance and proper promotion policy.

When Management following proper promotion policy goes up by 1, Job performance goes up by 0.031.

The regression coefficient, critical ratio and p value of path from job performance to employee commitment is -0.071, -1.356 and 0.175. P value is more than 0.05, null hypothesis is accepted. It is ascertained that there is no significant difference between job performance and employee commitment. When Employee Commitment goes up by 1,

Job performance goes down by 0.071. The regression coefficient, critical ratio and p value of path from job performance to employee commitment is 0.951, 20.944 and 0.000. P value is less than 0.05, hence, null hypothesis is rejected. It is ascertained that there is a significant difference between job performance and good remuneration.

When receiving good remuneration goes up by 1, Job performance goes up by 0.951.

12. SUGGESTION AND FINDINGS

This study reveals the employee commitments and job performance factors. There is a bond between training, motivation, promotion, remuneration with job performance and employee commitment. Thus, hypothesis was tested. The greater commitment of employees will maximize the job performance. Hence the training, motivation, promotion, remuneration will lead to the work efficiency, improve employee commitment and increases the productivity of the organization. The organization needs to understand the value of the employee's and provide necessary arrangements to improve their skills, knowledge and behavior. It would help them to improve their productivity.

Findings based on objective 1

According to one sample test it was ascertained that there is no significant difference in receiving proper training from the company, receiving timely motivation from management, receiving good remuneration and Management following proper promotion policy among the respondents. It was ascertained that most of the companies do not provide proper benefits to their employees. Training, good remuneration, promotion

and motivation will help the employees as well as the organization.

Findings based on objective 2

One – way ANOVA was used to measure the strategies followed by the organization to improve the employee commitment. It revealed that there is no significant difference between receiving proper training from the company, receiving timely motivation from management, receiving good remuneration and Management following proper promotion policy of job performance factors.

Findings based on objective 3

Structural equation model was used to analyze whether employee's commitment determines the Job performance. The regression coefficient, critical ratio and p value of path from job performance to receiving good remuneration is 0.951, 20.944 and 0.000. P value is less than 0.05, hence, null hypothesis is rejected. It is ascertained that there is a significant difference between job performance and good remuneration. When receiving good remuneration goes up by 1, Job performance goes up by 0.951.

13. CONCLUSION

According to this study, the researcher concludes that, there is a significant relationship between job performance, job performance factors and employees' commitment. Moreover the researcher analyzed that training, motivation, proper promotion policy and good remuneration will motivate every employee to be more committed with the organization. It concludes that every organization should follow good human resource policies to improve the skill of their employees. This study reveals that some of the organizations are following

good HR policies for their employees as well as their families. It is ascertained that lack of employee benefits will affect the employees' commitment and job performance.

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