CHAPTER II
REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK OF THE STUDY

2.1 INTRODUCTION

In any research program it is essential that the literature relevant to the study need to be discussed so that it would be possible to determine whether there is any research gap. Further the studies that were conducted in the past can be brought to light for all those who are interested in continuing their studies.

2.2 REVIEW OF RELATED LITERATURE

Porter et al. (1974)\(^1\) conducted a study on organizational commitment, job satisfaction, and turnover among psychiatric technicians. They conducted the longitudinal study on a sample of psychiatric technician trainees. They found organization commitment was the clearly the most important variable in differentiating between stayers and leavers, and satisfaction with opportunities for promotion and work were next most important. They concluded that attitudes held by an individual are predictive of subsequent turnover behaviour and individual who ultimately leave the organization having less favourable attitude than individual who stay. And there is an

inverse relationship between favorable attitudes and turnover. The differential relationship between turnover and the two attitude constructs suggests that commitment and satisfaction are related yet distinguishable attitudes. Further added that greater level of time is required for an employee to determine his level of commitment to the organization than would be the case with his level of job satisfaction, and satisfaction is unstable and immediate affective reaction to work environment.

Steers (1977)² conducted a study on a sample of scientists and engineers to know antecedents and outcomes of organizational commitment. He found that antecedents to organizational commitment are personal characteristics; job characteristics and work experience are significantly related to organizational commitment where work experience is more closely related to organizational commitment. And other antecedent variables significantly associated with commitment are need for achievement, group attitudes towards the organizations, education (inversely), organizational dependability, personal importance to the organization and task identity, in addition to the above some other antecedent variables identified as opportunities for optional interaction, age, met expectation, and feedback. While studying the out-come variables it is found that commitment

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was closely related to desire to remain and intent to remain and actual turnover, the attendance commitment relationship was not significantly defined. He further concluded that there was no consistent relationship between job performance and organizational commitment. The above study was performed on two diverse samples of employees in separate organizations, first was employees of a major mid-western hospital and second was research scientists and engineers of an independent research laboratory.

**Bagozzi (1980)**[^3] studied that the relationship of performance and job satisfaction on industrial sales persons and found that sales performance has significance positive impact on job satisfaction. Whereas, role conflict has significance negative impact on job satisfaction.

**Srivastava and Srivastava (1983)**[^4] examined the extent of job satisfactionamong Indian blue-collar workers. Researchers found that most blue-collar workers were moderately satisfied with their work. They idealized work irrespective of its being monotonous or repetitive. Simultaneously, they also considered it as 'instrumental in need satisfaction and expected that it should provide them with a decent standard of living, security, promotion opportunities and other benefits.


Meyer and Allen (1984) conducted a study to test Side bet theory of Organizational commitment in two different samples of 64 male and female introductory psychology students and 130 full time employees at various job levels in four administrative departments in a large Canadian university. They found from the study that organization commitment is not only because of side bets but also because of emotional attachment with the organization. It is named as affective attachment. Here they proposed organization commitment as two dimensions – affective (AC) and continuous commitment (CC). They described that both, affective and continuous commitment, are different, and reflect a link between the employee and the organization that decreased the likelihood of turnover.

Bateman and Strasser (1984) identified from longitudinal data of 129 nursing department employees found that organizational commitment is antecedent of job satisfaction rather than outcome of it. Also studied other variables for establishing relationship between job satisfaction and organizational commitment, and found leadership punitive behaviour has negative causal impact on commitment, whereas, age and education have zero order correlation with commitment. They have suggested that improving the job or reducing the job tension may result in higher job satisfaction but not organizational commitment.

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Motowidlo (1984)\textsuperscript{7} examined job satisfaction and role of consideration and personal sensitivity on a sample of 134 managers registered that feelings of satisfaction are associated with pattern of behaviour at work that reflect interpersonal sensitivity and kindness- behaviour such as listening to others, showing awareness and concern for needs and feelings of others, tact, emotional control, and acceptance of criticism. He added that job satisfaction is not related to assertiveness, anti-sexism and self acceptance. Hence job satisfaction is related to positive affective states at work. There was no relationship between job satisfaction and assertiveness. Job satisfaction is more important determinant of effectiveness in those jobs were personal sensitivity and considerations are not necessary for success.

Norris and Niebuhr (1984)\textsuperscript{8} indicated that a significantly stronger relationship occurred between performance and satisfaction for individuals with internal orientations. Although levels of job performance (and job satisfaction) were relatively constant between internals and externals, the relationship between performance and satisfaction was significantly different for persons with greater internal orientations.

\textsuperscript{7} Motowidlo, S.J. Orientation toward the Job and Organization. In K.R. Murphy (Ed.), \textit{Individual Differences and Behavior in Organizations}.

Mendhi (1985) compared need satisfaction and job attitudes of 380 managers in public and private sector managers. The researcher found that private sector managers enjoy higher emoluments, less dissatisfied on the work as a whole and have more favourable attitudes towards their own job than public sector managers. Public sector managers were more dissatisfied on their work except for security and social needs and expressed more positive attitude towards the work in general. For public sector managers, compensations and working conditions were more important.

Reichers (1985)\(^9\) revealed that the review and reconceptualization of commitment considered commitment has multiple foci and commitment experience of one individual differ from experience of another individual. He proposed that a multiple commitment approach could aid organizational diagnosis and intervention procedures that could pinpoint the strength, presence, or absence of particular commitment. The knowledge of source and type of commitment of an individual may responsible for the investment in organizational membership may allow for the prediction of changes in commitment level. He has noted that there may be a potential conflict in different commitment, and turnover would result not only from decreased organizational commitment but also from conflicting organizational commitment and individual conflict resolution style plays important role in determining the commitment withdrawal relationship.

Jain and Mehtani (1986) conducted a study to identify the factors involved in job satisfaction and dissatisfaction. They selected 50 supervisors and operators in a telephone exchange and 35 supervisors and workers in a plastic industry in Jaipur. All of the four groups showed satisfaction with pay and promotions. Similarly, except workers, all respondents attributed job satisfaction to internal controllable stable factors.

Chemiss and Kane (1987) studied job satisfaction of public sector professionals and blue-collar workers employed in a state Government in United States. They found from the study that there was no difference among the two groups with respect to job satisfaction. Professionals rated their job as significantly lower in skill variety, task identity, task significance, autonomy and knowledge of results. Professional also believed that their jobs should provide them intrinsic satisfaction than did the blue collar workers.

Glisson and Durick (1988) studied predictor of job satisfaction and organizational commitment in human service organization reported that job satisfaction and organizational commitment are significantly correlated since both are dependent variables. Organizational characteristics (consists variables viz. organization age, workgroup size, workgroup age, leadership,

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workgroup budget etc.) are the strongest predictors of commitment. Job characteristics are strong predictor of job satisfaction.

**Meyer and Allen (1988)**\(^{11}\) studied to link between work experience and organizational commitment during first year of employment. The study was conducted on a sample of 97 recent graduates with full time permanent jobs with number of different companies; the majority of participants were between ages of 21 and 25 and the study done for the period one, six and eleven months after employment. They suggested that work experience should be managed carefully in the first month of employment to set the process off in the desired location. The results as suggested: employees‘ experiences immediately following entry into an organization are instrumental in shaping their commitment to that organization. The starting salary had a positive effect on commitment after 6 months of employment, and marital status (being married) had a positive influence on commitment after 11 months. Education had strongest effect on commitment those with graduate degrees were less committed after 11 months with compare to non graduates in the same company. Probably those with higher levels of education experience ygreater conflict between professional / occupational and organizational values.

Arvey et al. (1989) in an attempt to investigate genetic influence on job attitudes as job satisfaction: environmental and genetic components. The sample taken for the study was monozygotic twins who reared apart from an early age. The study was done on a sample of monozygotic twins as 25 female pair and 9 male pairs. They found that there was significant relation of genetic component to intrinsic and general satisfaction whereas there was no significant relation observed with extrinsic job satisfaction.

Rice, McFarlin, and Bennett (1989) hypothesized that satisfaction with specific job facets is uniquely related with discrepancy between current job facet experiences and desired level of the same job facets. The researchers studied job facets such as pay, hours worked, commuting time, and promotion opportunities. The aspects of the job about which respondents experienced the greatest discrepancies were the ones with which they were most dissatisfied. Similarly, the aspects with which they experienced the smallest discrepancies were the ones with which they were most satisfied.

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Shore and Martin (1989)\textsuperscript{14} pointed out that the job satisfaction and organizational commitment in relation to work performance and turnover intention on a sample of bank tellers and hospital professionals found that organizational commitment was more strongly related to turnover than job satisfaction in bank tellers. Work attitude among professionals may be much less predictive of intention to remain in the organization than non-professionals. Since professionals remain in the organization for different reasons than non-professionals, and professionals have stronger commitment on occupation. They pointed that job satisfaction and organizational commitment may not be completely distinct attitudes but with some uniqueness these attitudes to account for distinct variance in same work outcome. Job satisfaction was related more strongly than organizational commitment with supervisory ratings of performance in both the professional. Job satisfaction accounted for more unique variance in performance ratings than organizational commitment. On measuring relationship with short term and long term performance and work attitude it is found that long-term performance, to be more closely related to global attitudes toward the organization, like organizational commitment, whereas job satisfaction has stronger relationship to performance in short term than organization commitment. The importance of multiple measures of performance is

\textsuperscript{14} Martin, C.L., & Shore. The role of Justice Judgments in explaining The relationship between Job Satisfaction and Organizational Commitment. \textit{Group & Organization Management}, 1989, 21(1), P.P 84-105.
different types of measures may be related to different types of attitudes. They suggested that job attitudes are more closely associated with task-related outcomes whereas organizational attitudes are associated more closely with organization-related outcomes. In both the samples, it is suggested that job satisfaction and organizational commitment were highly related but possess some uniqueness given the ability of these attitudes to account for distinct variance in the same work outcomes.

**Kacmar and Ferris (1989)**\(^{15}\) investigated the form and magnitude the relationship between age and job satisfaction of nurses. Result supported both a U-shaped relationship of age and job satisfaction on pay, promotion, supervision, and coworkers, and a linear relationship between age and job satisfaction for work itself.

**Rao (1989)**\(^{16}\) examined overall job satisfaction of 572 university lecturers in Delhi and tested the Herzberg's theory in teachers by applying Porters's need satisfaction questionnaire. The study found a wide spread dissatisfaction among university teachers and suggested that both intrinsic and extrinsic factors contribute to their job satisfaction. Multiple regression analysis suggested that variance in job satisfaction is explained largely by


gender of teachers, followed by their job involvement, locus of control, and general interest diversity. Central life interest and job specific interest diversity were not significantly related with overall job satisfaction. Age and job satisfaction were found correlated in the study. Differences in job satisfaction were found on the basis of gender and discipline of the teachers.

Cohen and Lowenberg (1990)\textsuperscript{17} made meta-analysis for side bet theory as applied to organizational commitment. The meta analysis was done considering 11 side bets viz. age, tenure, education, gender, marital status, number of children, level in the organization, number of jobs in the organization, skill level, perceived job alternatives and pay and result reported that meta analysis results do not support the side bet theory.

Meyer, Allen and Gellatly (1989)\textsuperscript{18} analyzed the affective and continuous commitment to the organization on three different samples of employees in different time lag and concluded that continuous commitment scale to be divided into two sub-scales i.e. two dimensions. The additional dimensions added to continuous commitment scale were lack of alternatives and personal sacrifice (loss of side bets).


Saiyadain (1992)\textsuperscript{19} studied job satisfaction of supervisors, clerical staff and skilled workers. Ranks were calculated on the basis of average satisfaction scores of the three samples. Results suggested that as far as skilled workers and clerks are concerned, more or less the same kind of factors contributed to their satisfaction on the job. Similar results could be observed from the ranking of factors of clerks and supervisors. However, differences between skilled workers and supervisors were found on factors contributing to their feeling of happiness on the job. For supervisors, three most important factors were relationship with company employees, responsibility and relations with superiors. For skilled workers, they were independence, responsibility and working conditions. The study showed that what satisfies one group of employees cannot be uniformly attributed to all classes of employees as people at different levels in organizations value different factors for their satisfaction.

Cohen and Gattiker (1992)\textsuperscript{20} studied that the empirical assessment of organizational commitment using side bet theory approach on 463 white collar employees in Canada and the U.S.A.. They found that age and tenure had no correlation with organizational commitment and Gender was an important


variable for organizational commitment in Canada but in USA gender was not a significant determinant of commitment. They resulted that western conception of commitment may apply to similar cultures not to different cultures such as those of Japan and India.

Begley and Czajka (1993) in their attempt to understand the effects of organizational commitment on the stress outcomes relationship under adverse organizational conditions found moderating effect of commitment on job displeasure (job dissatisfaction, intent to quit and work related irritation) and stress increase job displeasure only when organizational commitment was low and no effect when high in organizational commitment. They have found when commitment is treated as a precursor to changes in job satisfaction its interactive effects with satisfaction should be accessed.

Meyer, Allen and Smith (1993) tested commitment to organization and occupation for three component conceptualization. They noted that there is positive correlation between affective and normative commitment since they have common antecedents e.g. positive work experience; continuous commitment increases as affective and normative commitment decreases. Job satisfaction is found to be positively correlated to affective commitment and

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normative commitment whereas negatively correlated to continuous commitment. And, normative commitment is positive correlated and continuous commitment to professional activities.

**Tett and Meyer (1993)**\(^{23}\) examined job satisfaction, organizational commitment, turnover intention and turnover and found that job satisfaction and organizational commitment are distinct concepts and contribute uniquely to turnover process. They further added that commitment does not correlate more strongly than satisfaction does with intention/cognitions, although difference identified was very small. Withdrawal cognition measures correlated more strongly with job satisfaction, whereas turnover intention measure correlates more strongly with turnover.

**Vandenberg and Self (1993)**\(^{24}\) found that the accessing newcomers’ changing commitment to the organization during the first six months in different periods as first day, third and sixth month and found that there is decline in levels of organizationally relevant attitudes over the periods; and concluded that initial work experience and socialization can affect organizational commitment of an employee.

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Dunham et al. (1994) conducted a study on a 9 series (N = 2734) on themembers of different organizations, job and individual characteristics represented by full time, part-time and volunteer organizational members to evaluate the construct definition, measurement, and validation of organizational commitment (OC) and wide range of antecedents of the various dimensions of OC. The result supports the existence of three dimensions – affective, continuous and normative, of organizational commitment with two sub dimensions (personal sacrifice and lack of alternatives).

Brett et al. (1995) examined impact of organizational commitment oneconomic dependency on a sample of sales persons found that there is strong relationship between performance and organizational commitment for employees with relatively with low financial requirement than for the employees with high financial requirement. Workers with low financial requirements may experience greater pressure to maintain cognitive balance between their attitude and behaviour than employee with high financial requirement. They have noted that role of financial requirement as a moderator of the relationship between attitudinal organizational commitment and performance.


Gupta (1995) investigated job satisfaction of chartered accountants in four major metropolitan cities of India. 341 chartered accountants from public and private sectors were sampled. Job involvement, central life interest, job stressors, and job specific interest diversity were examined for their relationship with job satisfaction of chartered accountants. The study found that in general the chartered accountants are dissatisfied from their profession and both intrinsic and extrinsic factors contribute to dissatisfaction among the respondents irrespective of sector and city. Highest dissatisfying factor was achievement though the subjects were dissatisfied on all job factors.

Allen and Meyer (1996) conducted the examination of construct validity of affective, continuous and normative commitment to the organization for the study they considered 40 employee samples, representing more than 16000 employees from a wide variety of organizations. From the study he conclude that three measures of commitment- affective, continuous and normative, are distinguishable from each other and continuous commitment comprises two highly related factors though practical implications was not cleared and stressed to conduct future research. Also addressed that affective commitment correlates with measure reflecting other foci (e.g. job satisfaction, job commitment (involvement), work values and


career commitment) whereas Normative and continuous commitment correlate weakly with other work attitudes. Affective commitment is positive correlated with positive dispositional affect and negatively correlated with negative dispositional affect. They identified affective commitment is correlated with work experience like fair treatment, challenging tasks, feedback and approachable management. As consequences of commitment they identified that absenteeism is negatively correlated with affective commitment, and continuous and normative commitment are not significantly related to absenteeism. In work performance affective commitment is positive related to supervisor’s rating is to overall performance.

Becker et al. (1996)²⁹ studied foci and bases of employee commitment and its implication on for job performance found that employee in many organizations distinguish between commitment to supervisor and organization and between identification and internalization as bases to these two foci. They have found that certain forms of commitment are related to job performance in predictable and meaningful way whereas overall commitment to organization was not related to performance; commitment to supervisor was strongly related to job performance than was commitment to organization. It was noted that commitment based on internalization rather than identification is more relevant to job performance.

Cohen (1996)\textsuperscript{30} studied the discriminate validity of Meyer and Allen scale and its relationship with different foci – work involvement, job involvement, career commitment and protestant work ethic. He found that affective commitment dimension scale has highest positive correlation with job involvement, career commitment and work commitment and there is no concept redundancy.

Clark, Oswald, and Warr (1996)\textsuperscript{31} investigated the relationship of age and job satisfaction in a sample of 5000 UK employees and found that job satisfaction started fairly high in a person's teens, then dipped in the 20s and 30s, then rose through the 40s (back to teenage level) and furthered in the 50s and 60s. After controlling for various factors, the researchers reckoned that, on average, job satisfaction bottomed out at age 36. The dip and subsequent rise was more marked for men than for women.

Ganguli (1996)\textsuperscript{32}, studied situational and demographic factors of job satisfaction and conditions for high and low satisfaction among workers employed in textile industry in West Bengal. He found that local, domicile workers with low income expectations are more satisfied. He also found


\textsuperscript{31} Clark, A. E. Job Satisfaction in Britain. \textit{British Journal of Industrial Relations}, 1996 Vol. 34(2), P.P. 189-217.

correlation being significant between job satisfaction and age, seniority, fresh entrants, high income, incentive pay, low expectations or discrepancies in income. Moreover, nature of job also affected the job satisfaction as craftsmen were found more satisfied than those operating on machines. The workers who were not member in trade unions or were members in trade unions that have no pronounced anti-company ideology or programme were also appeared as more satisfied significantly.

**Leung (1997)** studied the relationships among satisfaction, commitment and performance for the study he considered retail chains specializing in casual apparel in Hong Kong. He worked on a sample of 231 sales staff from 26 shops of a retail chain with 78.2% female and rest male of age group between 21 and 30 years and most of the staff worked for more than six months in the shop. He reported that general satisfaction is strongly correlated with organizational commitment; general satisfaction and organizational commitment correlated significantly with self reported with performance but the satisfaction showed a higher correlation than commitment did. He concluded that general satisfaction showed a much higher correlation with organization effectiveness. Organizational effectiveness is a useful as consequences of job satisfaction. The link of

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organizational commitment is not related to performance have several reasons as other variables such as work performance and productive norms have direct impact on work performance and these factors overwhelm the influence of commitment.

Bhatt (1998) examined the level of job satisfaction of LIC employees in relation to socio personal variables such as age, sex, marital status, education, length of service, and income. They found from the study that there exist significant differences between each of the socio personal variables and the level of job satisfaction.

Nazir (1998) studied overall job satisfaction of bank employees in a private bank. He studied determinants of job satisfaction and factors responsible for overall job satisfaction. The results of the study revealed that employees perceive various job factors as source of job satisfaction and dissatisfaction. Further, except income and level of education, no other background variable such as age, numbers of dependents, marital status were found to be associated with the overall job satisfaction. Hours of work, nature of work, relationships with coworkers, recognition for good performance, and working conditions were the most important factors for the respondents.

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Cohen (1999)\textsuperscript{36} conducted that empirical assessment for relationships among five forms commitment proposed that work commitment models organizational commitment is an endogenous variable and protestant work ethics (PWE – work value commitment) is an exogenous one, while job involvement mediates this relationship. The findings suggested first, career commitment is an endogenous variable in the interrelationships together with the two forms of organizational commitment, second, career commitment moderates the relationship between job involvement and organizational commitment, Employees who are highly involved in their job have more positive work experiences, attributed to organizational officials or their career decision, and will reciprocate with high commitment to these foci. Job involvement has significant relationships with gender, tenure, and job satisfaction and not related to perceived performance or to life satisfaction.

Currivan (1999)\textsuperscript{37} made an attempt to analyze the causal relationship between job satisfaction and organizational commitment in employee turnover noted that there is no significant relationship between job satisfaction and organization commitment and added that the causal relationship in job satisfaction and organizational commitment is spurious which is due to common determinants. In the study he considered 13


determinants, and on analysis of the determinants found that four of the propose determinants: routinisation, peer support, supervisor support and work load, significantly influence both job satisfaction and organizational commitment, whereas autonomy has a positive effect on satisfaction only. Role ambiguity, role conflict and pay have small or insignificant effects on the two employee orientations.

Yadav and Halyal (1999)\textsuperscript{38} investigated the influence of job involvement and family involvement on marital and job satisfaction. A sample of 500 male college teachers who had at least five years of married and teaching experience, at least one child, and unemployed wife were administered the questionnaire. Analysis of the data indicated that psychological identification with job and family were positively correlated with job and marital satisfaction. Job involvement and family involvement were positively correlated to each other, having an additive interactive influence on job satisfaction and marital satisfaction.

O’Driscoll and Randall (1999)\textsuperscript{39} studied perceived organizational support, satisfaction with rewards, and employees job involvement and organizational commitment on a sample 350 employees in four diary co-


operatives two in Ireland and two in New-Zealand. The sample had an average age 42 years, average association with the organization 8.3 years, non managerial 54%, first line managerial 22%, middle level manager 17% and 5% as senior managerial level. The results proposed as two attitudes job involvement and organizational commitment were substantially linked but not to the extent they are mutually redundant and these variables are virtually unrelated to continuous commitment, and proposed that emotional attachment to the organization is distinct from continuous commitment. Perceived organizational support and satisfaction with intrinsic rewards made significant positive contributions to job involvement and affective satisfaction, and reward satisfaction, intrinsic and extrinsic, was not linked with continuous commitment where perceived support reflected negative association with continuous commitment. Intrinsic reward satisfaction was related to both job involvement and organizational commitment whereas extrinsic reward satisfaction related to affective organizational commitment, that is intrinsic reward satisfaction plays stronger role than extrinsic reward satisfaction in the organization.

**Bajpai (2000)** measured job satisfaction and job involvement of professionals working in university and college libraries. The researchers investigated the extent and demographic differences in job satisfaction, and interrelationships between job satisfaction and job involvement. The results
showed that the male, aged, widowed and rural professionals are more satisfied than female, younger, unmarried or married and urban professionals. Significant differences were also diagnosed between groups according to the type of organization, income, length of service, and involvement as those working in college libraries, earning higher incomes, more experienced, or more involved in their jobs were found more satisfied. Level of education had no effect on level of job satisfaction.

Beck and Wilson (2000) made an attempt to know the development of affective organizational commitment in change with tenure on officers of police department in Australia noted that there was strong co-relationship between age and tenure and development difference in commitment may have resulted from either of these variables. They have registered that the relationship between age and organizational commitment is non significant keeping tenure effect controlled but tenure and commitment relationship is significant when age is controlled It is concluded that tenure is important index of development of commitment not age. They have also noted that potential importance of commitment norms to the development of newcomers’ commitment level in all organization.

Kumar (2000)\textsuperscript{41} conducted a field survey to investigate the job satisfaction of workers in Khadi and Village Industries (KVI) in two states - Tamilnadu and West Bengal in India. He found that most of the workers in Tamilnadu were satisfied with their work despite various dissatisfaction conditions in KVI. On the other hand, most of the workers in West Bengal were either just satisfied or dissatisfied and expressed their intent to change their jobs, which reconfirmed their job dissatisfaction. The study revealed that the association of workers with their organizations (alternative type of job, age and income) has more influence over job satisfaction than education has.

Bir (2000) studied job satisfaction among employees of commercial and cooperative banks and found that commercial bank employees have higher job satisfaction than cooperative bank employees. Significant relationships of job satisfaction with age and years of service were found in commercial banks. Among cooperative bank employees, job satisfaction was found significantly correlated with age only. All categories of employees, i.e. managers; officers and supervisors, have shown high job satisfaction. Similarly, both graduates and post-graduates showed high job satisfaction. Professionals did not show any significant difference in their job satisfaction. No significant difference was there between male and female bank employees in terms of job satisfaction. Commercial bank employees were also more satisfied on supervision and career growth than cooperative bank employees.

Hossain (2000)\(^{42}\) investigated the satisfaction of commercial bank employees and its consequences on related issues. A total of 440 employees working at different levels in both the public and private sectors in Bangladesh were 110 randomly selected for the study. The result revealed that public sector bank employees were in a better position in terms of job satisfaction than the private sector bank employees and the executives were more satisfied than the non-executives. Job satisfaction also appeared as the highest positive contributor to performance of bank employees. Also, the employees were dissatisfied on salary, lack of fair promotional opportunities, low job status and absence of recognition for good work.

Maier and Brunstein (2001)\(^{43}\) tested the role of personal work goals in newcomers’ job satisfaction and organizational commitment on a sample of 81 full time university degree holder employees of 14 companies in Germany in different time zones 20 weeks (T1) and subsequent period were 4 months (T2) and 8 months (T3) later. The study revealed that among newcomers who were strongly committed to their goals with favorable conditions for reaching goals displayed an increase in job satisfaction and organization commitment and in contrast, if poor condition for attaining personal goals at work with a


decline in job satisfaction and organization commitment. Further to that
gender accounted for a significance portion of variance in job satisfaction at
T2 and organization commitment at T3 where men scored higher than
women. They concluded that new comers will be likely to identify themselves
with their organization if they perceive it to be facilitative of personal goal
achievement.

Bradley and Cartwright (2002)\textsuperscript{44} explored the relationship between
perceived organizational support, job stress, and health and job satisfaction of
nurses in Northern England. Results indicated that perceived organizational
support was related to nurses' health and job satisfaction.

Wasti (2002)\textsuperscript{45} studied affective and continuance commitment to
the organization: test of an integrated model in the Turkish contest for the
work he conceptualized commitment as two dimensional – affective and
continuous. He hypothesized affective commitment develops from positive
work experiences and to predict desirable outcomes. Continuance
commitment, on the other hand, was argued to be culture-bound. The study in
two phases was conducted in Turkey. In phase one 916 private sector
employees 45.3\% females and rest males with modal age of 25-29 years and

\textsuperscript{44} Bradley, J.R., & Cartwright, S. (2002). Social support, job stress, health, and job satisfaction

\textsuperscript{45} Wasti, S. A. (2002). Commitment profiles: Combinations of organizational commitment forms
modal tenure 1-4 years taken for study to understand the nature of organizational commitment and in phase two 83 employees from various organizations (e.g. private, state-owned and family owned) of differ in hierarchical level, tenure in organization, gender, age, marital status, education and rural versus urban background were considered to find out emic( culture specific) organizational commitment and antecedent items. The study resulted that affective commitment develops because of positive work experiences- job satisfaction and organizational fairness and associated with higher level of outcomes, such as higher levels of organizational citizenship behaviors, and lower levels of withdrawal behaviors like absenteeism and tardiness i.e. Affective commitment is proposed to develop as a function of job satisfaction and organizational collectivism. Continuous commitment has two primary antecedents: lack of job alternatives and side-bets“, that is, anything that increases the cost of quitting, such as investments in the organization in terms of time, money, with others as in-group influence, norms for loyalty and informal recruitment. Continuance commitment as such, represents a need to stay with the organization and is not related to positive organizational or individual outcomes. Normative commitment to develop from organizational commitment norms,that develops either during pre-entry (through familial and cultural socialization) or post-entry (through organizational socialization) and appears to be predictive of positive outcomes, albeit not as strongly as affective commitment.
The study revealed that negative consequences of commitment are turnover intention and work withdrawal and positive consequence of commitment are organization citizenship and satisfaction with life; also confirms that affective commitment is function of positive work experiences, associated with desirable work and personal outcomes, and that these relationships were not different across individuals with differing endorsement of collectivist cultural values that confirmed the cross-cultural generalizability of the antecedents and consequences of affective commitment; also indicated that loyalty norms and in-group approval increased continuance commitment. The influence of norms and the in-group was stronger for allocentrics (Furthermore, for allocentrics, continuance commitment was related to more positive job outcomes. The results underline the importance of normative concerns in understanding employee attachment in collectivist contexts and also point to a need for a better measurement of calculative commitment.

Meyer et al. (2002) conducted a study entitled —Affective, Continuance and Normative commitment to the organization: A meta analysis of antecedents correlates and consequences within and outside North America to assess- (a) relations among affective, continuance, and normative commitment to the organization and (b) relations between the three forms of commitment and variables identified as their antecedents, correlates, and consequences in Meyer and Allen's (1991) Three-Component Model. They categorized antecedent variables considered for the purpose of the study into
four groups: demographic variables, individual differences, work experiences and alternative/investment. They found correlation with demographic was low whereas age and tenure (organization and position) was positive with all three components of commitment. Correlations with work experience variables were much stronger than those involving personal characteristics and correlated more strongly with affective commitment. Lastly, the relationship with availability of alternatives and investment variables more strongly related with continuous commitment than with affective commitment or normative commitment.

Chen and Francesco (2003)\textsuperscript{46}, found that the relationship between the three components of commitment and performance in China, on 253 superior and subordinate pairs in large pharmaceutical manufacturer in south China found that the three components of OC are related yet distinct factors in Chinese sample. There is significant effect of affective commitment on performance normative commitment had no effect on performance whereas however normative commitment plays a significant role in tempering relationship between affective commitment and performance. They suggest that managers can enhance employee performance by understanding and managing the nature of employee commitment to the organization.

Bowling et al. (2006) predicted that the five work-related attitudes—job satisfaction, job involvement, organizational commitment, career commitment and career satisfaction, would be more stable for individuals who remained with the same employer than for individuals who changed employers.

Arndt et al. (2006) studied the effects of polychronic-orientation upon retail employee satisfaction and turnover. The study was done on 313 retail employees all worked in pharmacies across the state of Washington. He derived that keeping front-line retail employees satisfied, and subsequently reducing their turnover, is important in retail management. This study introduces polychronic-orientation, or an employee’s preference for switching between multiple tasks within the same time-block, as an employee trait with important implications for retail employee turnover. A polychronic-orientation has both direct (employee fit) and indirect (through fairness perceptions) effects on retail employee satisfaction. Moreover, by exploring these effects across career stages, polychronicity is revealed to be a stable and enduring trait but one whose impact is magnified in early stages of the retail career. Implications for hiring and employee education are derived.


Vidal et al. (2007)\(^49\) conducted a study to know the antecedents of repatriates job satisfaction and its influence on turnover intention on Spanish managers. The sample used for the study was 81 repatriate managers of Spanish international companies. They found that repatriate managers job satisfaction is negatively and significantly related to their turnover intention and some organizational practices can enhance their job satisfaction. Therefore concluded antecedents of job satisfaction are job they occupied after repatriates and promotion after repatriates and meetings employees with accurate work expectation after repatriates.

Brown and Lam (2008)\(^50\) made an attempt to meta-analysis study on relationships linking employee satisfaction to customer responses indicated statistically significant and substantively important relationships linking employee satisfaction to customer satisfaction and perceived service quality. They found employee satisfaction to be a consistently important driver of customer responses.

Ishawara and Laxman (2008)\(^51\) examined job satisfaction on higher education in Karnataka, India reported that major determinant of job satisfaction are work itself, pay and professional growth.


Kakolisen (2008) examined that the relationship between Job Stress and Job Satisfaction amongst teachers and managers. Data was collected from 31 teachers and 34 managers in the NCR region. Results show no significant differences in Job Stress and Job Satisfaction of teachers and managers. However, teachers experience low job Satisfaction and they face Job Stress while in case of managers the two do not seem to associate. And observed there is negative relationship between Job satisfaction and stress among managers.

Rutherford et al. (2009) investigated the role of the seven dimensions of job satisfaction in salesperson’s attitudes and behaviour on a sample of 132 salespersons, average 32 years of age, 69% male and worked in the firm for 2 years. The seven dimensions considered for the study were supervision, overall job, company policy and support, promotion and advancement, pay, coworkers and customers. The result found that emotional exhaustion was positive related to five dimensions of job satisfaction – overall job, company policy and support, promotion and advancement, pay and supervision and was not related to co-worker and customers. Further found that organizational commitment was related to four of seven dimensions of

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job satisfaction - satisfaction with supervision, overall job, company policy and support and emotional exhaustion. Also found emotional exhaustion only has an indirect linkage with propensity to leave through organization commitment, satisfaction with overall job, satisfaction with promotion and advancement. They further found that three dimensions of job satisfaction were positive related to organizational commitment and satisfaction with overall job was related to both organizational commitment and propensity to leave. Also indicated that satisfaction with promotion and advancement is significantly and negative related to propensity to leave but not with organization commitment, and satisfaction with pay, coworkers, and customers were not related to either propensity to leave or organization commitment. They concluded that increase in global satisfaction may or may not reduce salesperson’s turnover.

**Somers (2009)**[^54] made an attempt to know the combined influence of affective, continuance and normative commitment on employee withdrawal noted that there exists different commitment profile which is combination of different commitment and found that sample characteristics (e.g. industry and profession) are obvious factors affecting commitment profile of an individual or group, since the population of the study was nurses and there is strong service element associated with nursing practices leads to affective (AC) and

normative (NC) dominant profile. In their study the sample taken was nurses of 288 staff nurses from a large hospital in southern region of United States.

**Biswas (2010)**\(^{55}\) conducted a study on 357 executives/managers from different organizations where 180 from manufacturing sector companies and 177 from service sector companies with average of 36.9 years and average length of work experience was 10.7 years reported that greater the job satisfaction of an employee extrinsically, intrinsically and socially, higher the level of organization identification and commitment. Such attitude encourages the individual to continue with the organization and restrain his/her turnover intention.

**Thekedam (2010)**\(^{56}\) tested factors that influence job satisfaction in Kerla, India reported that individual characteristics is important predictor of job satisfaction which is not limited to demographic variable but include psychological and attitudinal characteristics as well, and also mentioned attainable goals will result greater job satisfaction. He has reported lower job satisfaction among females probably because of their attempt to cope with work and family responsibility.

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Ziauddin et al. (2010)\textsuperscript{57} studied impact of employees job stress on organizational commitment on 151 private and public sector employees of oil and gas sector in Pakistan they found there is a positive relationship between job stress and organizational commitment, they have added that relationship between affective commitment and job stress, and continuous commitment with job stress is found positive related. They have observed that age below 25 years have relatively low commitment and with age 35-46 have relatively higher commitment.

Bakan et al. (2011)\textsuperscript{58} made an empirical study for relationship of education level and organizational commitment found that by the increase in their education level employees‘ commitment to the organizations become more and more strong.

Singh and Mohanty (2011) examined role of employee’s cultural values, participation satisfaction (PS) and organizational commitment (OC) in India reported that participation satisfaction (PS) is directly related to organizational commitment (OC) and is moderated by employee’s cultural values at individual level.


2.3 Research Gap

There have been a lot of studies relating to job satisfaction of employees in various industries. But in aviation industry such studies are quite uncommon and the present study fills up the research gap by identifying the variable that lead to job satisfaction of employees in aviation industry.

2.4 Theoretical frame work

The Job Demand-Control (JDC) Model was introduced by the sociologist Karasek (1979), who drew attention upon two research directions of life, namely the job dissatisfaction directions (e.g., Caplan, Cobb, French, van Harrison, &Pineau, 1976; Kahn, 1981) and the job redesign convention (e.g., Hackman & Oldham, 1980). In both research studies, attempts were made to relate psychosocial job characteristics to employee health. The job dissatisfaction tradition focused on “stressors” at work, such as high workload, work pace, role conflict, and role ambiguity (e.g., French & Kahn, 1962). The job redesign tradition focused mainly on job control, as it’s primarily aim was to inform the (re)design of jobs in order to increase the effectiveness, motivation, satisfaction, and performance at workplace. According to Karasek (1979), the relations between job demands placed on the discretion available to the employee to decide how to meet these job demands (i.e., job requirements) contributes importantly to the prediction of job satisfaction and active learning.
In this model, psychological job demands refer to a task’s mental workload and the mental alertness or arousal needed to carry job under the given circumstances (Karasek & Theorell, 1990). Job control or decision latitude is a compound of the employee’s autonomy to make decisions on the job and the extent of skills used by the employee on the job (skill discretion: Karasek, 1989). Theoretically, in the JDC model an interaction effect has been described as a joint effect of job demands and decision latitude (Karasek, 1989). Two perspectives, also known as the dissatisfaction and buffer theory (van der Doef & Maes, 1998, 1999), can be distinguished. According to the first perspective, the most adverse performance effects are expected in a high demands – low control work situation. The second perspective proclaims that (high) control can act as a buffer and thus minimize the potentially negative impact of high demands on employee’s performance. While these perspectives are not mutually exclusive, they have different statistical implications. But the first perspective implies that the nature of the interaction is additive, the second perspective assumes an interaction over and above the main effects. Originally, Karasek (1979) found an interactive effect between job demand and job control. However, a decade later Karasek (1989) stated that: “for the Demand-Control Model, the existence of a multiplications interaction term is not the primary issue” (p. 144). Opinions differ on this matter, as can be seen in the diversity of operationalizations of demand-
control interactions in empirical research (e.g., Landsbergis & Theorell, 2000).

Karasek 1979; Karasek & Theorell, 1990 extended his three-dimensional job demands control support (JDCS) model that focuses on three job characteristics: job demands (stressors), job control (decision latitude) and social support (colleagues + supervisors) at workplace. De Jonge & Kompier, (1997) pointed out the theory of JDCS model is based on two central assumptions: the first one is psychological dissatisfaction or dissatisfaction which results particularly in work characterized by high job demands in combination with low job control and low social support, the second one standard work performance will occur in work characterized by high job demands, high job control and high social support. A number of studies have experienced the JDCS model in nursing (Landsbergis 1988, de Jonge & Landeweer 1993, de Jonge 1995). The outcomes of these research studies normally point out that job control or autonomy seems predominantly to be associated to job satisfaction and productivity, whereas job demands and social support seem particularly to be associated with health complaints and absenteeism (Landeweer, 2004). Therefore, Karasek’s (1979) job demands–job control model has been an powerful theoretical base for various studies of job dissatisfaction (e.g. Cooper, 2000; Van Yperen and Hagedoorn, 2003).
The hypothetical argument necessary in this model is that individual physiological dissatisfaction results from the interactive effects of one’s job demands and the amount of job control available at workplace. Particularly, Karasek’s theory posits that in order to minimize physiological dissatisfaction, job demands should be coordinate to job control so that wherever job demands are high, job control should match the requirement. High job control enables participants to handle the job demands by developing appropriate behavioral response patterns to improve the job performance. Accumulated evidences indicate that a large amount of research on the job demands–job control model has focused on the job of nurses (Fox et al., 1993; Schaubboeck and Merritt, 2003) and production workers in manufacturing industry (e.g. Wall et al., 1996). Some research studies have supported the proposed interaction effect of three variables (e.g. Fox et al., 1993), and others have demonstrated no such effect on job dissatisfaction (e.g. Landsbergis, 1988). Similarly, some researchers in this area have developed a contingency approach by investigating the extent to which the job demands–job control connection is moderated by individual-level characteristics such as locus of job control and social support. In addition, research on Karasek’s model has largely focused on job demands such as workload and work pace (Fox et al., 1993; Van Yperen and Hagedoorn, 2003). Moreover, there have been a few studies that have applied the job demands–job control model to the social nature of work job demands, that is, job challenges arising from
managing interdependencies with other people in the workplace (S. S. Wong et al., 2007).

Karasek and Theorell (1990) stated that their three models take up important position between two large bodies of literature, which associated with job dissatisfaction and to job description. The significant determinants of job dissatisfaction and active learning are the amount of decision latitude structured into job description. Karasek’s highlighting leading to objective job characteristics as determinants of job dissatisfaction stands in predominantly sharp contrast to Lazarus and Folkman’s (1984) whose point of view on the worker’s judgment and locus of job control, and Caplan et al. (1975), and other members of the Michigan school’s approaches on the fit between the job and the worker’s capabilities or values of job. Siegrist (2000) noted that Karasek’s models have not been accurately adjusted in providing a necessary corrective to these earlier ideas. In doing so, he advocated a clear picture for achieving the high levels of worker productivity, on the one hand, and high levels of worker independence, support and personal development, on the other side. Nelson & Simmons, (2003) stated that Karasek’s ideas have concerned with interest relates to their fundamental positive human values or standards. In this way his ideas are well-matched with, and may even have contributed to the current popularity of, the constructive psychology movement of working force. In spite of these constructive ideas, the theory is
normally documented as being over or under simplified. Karasek’s theory highlighted a few variance in job dissatisfaction by variables (Schreurs&Taris, 1998), mostly as it includes few predictors or mediators and moderators, at the same time as trying to clarify many outcomes associated factors. Karasek and Theorell (1990) protected the simplicity of the theory by suggesting that this is “essential for practical interdisciplinary applications and for the first stages of scientific research” (p. 56-57) (for a new researcher). They admitted that the effects of job demands and job control upon strain can be reduced to minimum level by adding a large number of other predictor variables to the equation job dissatisfaction. Bradley, (2004) pointed out that before attempting to draw conclusions concerning the extent to which the models have been supported empirically, there is need to an agreement as to what constitutes a appropriate and acceptable test of the main hypotheses. Because of that there is lack of precision and consistency in Karasek’s written work. Operationalised job demands broadly to include such stressors as role ambiguity or responsibility for others are faced into an overall evaluation of empirical status of Karasek’s model. There should be studies of use separate outcomes such as job performance and life satisfaction be considered genuine tests of the theory. Model should be statistical job controls enough the negative affectivity and duration of work experience. Furthermore, model is basically tested by evidence of additive (e.g., job demands + job control + support) effects, but is it necessary also to test for
and find interactive (job demands x job control x support) effects (Bradley, 2004)? After reviewing accumulated research evidence, Van der Doef and Maes (1999) drew conclusions that “the literature gives considerable support for the dissatisfaction hypotheses, but support for the moderating influence of job control and social support is less consistent with each other” (p. 86) Bradley, (2004) further stated that if insufficient tests of the hypotheses are excluded, and those studies that meet at least minimum criteria are weighted in proportion to the quality of the methods used, it may be included on the ground that: (a) firstly, empirical support for the independent effects of job demands, job control and social support upon dissatisfaction is strong, (b) secondly, support for the additive effects of these three variables on dissatisfaction is mixed at various different combinations, (c) thirdly, support for the two-way interactions on dissatisfaction is relatively weak, (d) fourthly, support for the three-way interaction (job demands x job control x support) on dissatisfaction is, at best, marginal, but most promising in relation to the prediction of somatic complaints, (e) fifthly, support for the active-learning hypothesis is quite strong in respect of the role played by job control, but the evidence is weak and indirect concerning further contributions made to active learning by job demands and the job demands x job control interaction, and (f) finally, support for the extended personality-environmental model is limited. Therefore, it is cleared to greater extend that Karasek’s fundamental theory is based on sound footing and supportive of empirical studies. On the
other hand, a critic (Sauter, 1989) has claimed that the practical implications of what are often quite small effects; Frese (1985) has noted that the effects may be considerable for the extreme in the inhabitants. According to the above views of authors, authentication of Karasek’s hypothesis mostly came from studies of large blue-collar samples that used cross-sectional designs of specific descriptive jobs. Social support for Karasek’s models also vary with the type of statistical analyses performed with other variables.

**Figure 2.1 Impacts of Karasek’s Demands and Control Scale on Employees’ Job Dissatisfaction**
2.5 Conclusion

The literature that has been reviewed in this chapter has given a comprehensive idea regarding various studies conducted by eminent scholars in the field of human resource management. It has given enough insight into the problems for the study and helps the researcher in formulating hypothesis to have the study a meaningful one.