2.1 INTRODUCTION:

For any research in any field of knowledge extensive use of the library and thorough investigation of related literature and references are essential. The study and investigation of related literature is a time consuming affair but it is a very fruitful phase of a research programme. Review of the literature is a very important aspect of research work. It provides not only information about the status of knowledge in the area one intends to study but also points out deficiencies in available research works and provides direction for the future research.

This chapter presented the review of studies pertaining to job satisfaction, job involvement, organizational commitment and their interrelationships in chronological order.

2.2 PREVIOUS RESEARCHES RELATING TO THE JOB SATISFACTION:

Okerlund, Jacson and Parsons (1994) found that Utah physicians were satisfied with their job. Respondents indicated the followings factors as the most important and having the greatest effect on their job satisfaction: assistance in skills development, salary, fringe benefits and working freedom. The research also showed that the key factors of doctors' willingness to leave their practice comprised such things as high patient expectations, big clerical workload, big clinical workload and dissatisfaction with reforms. Older doctors were mainly discontent with changes in the health care system and big clerical workload, while young doctors willing to leave practice mainly emphasised communication problems and big clinical workload. Differences between genders were insignificant. 1

Speakman, Pleasant and Sutton (1996) conducted a study of 106 Texas (USA) doctors' job satisfaction. According to the respondents, their work
was challenging and stimulating. It was found that doctors were given sufficient autonomy at work and independence in decision-making. However the doctors were dissatisfied with the clerical aspect of their work.²

Khan (1999) compared job satisfaction among teachers of government and private secondary schools in Karachi. This study showed that there was a significant difference between the government and private secondary school teachers of Karachi in their mean scores of job satisfaction. It was clear that the private secondary school teachers were more satisfied with their jobs than the government secondary school teachers in Karachi. The private secondary school teachers were more satisfied with their jobs relating to the physiological needs and social needs than the government secondary school teachers, whereas government secondary school teachers were more satisfied with their jobs relating to the professional needs, economical needs and esteem needs.³

Murray (1999) investigated job satisfaction of professional and paraprofessional library staff at the University of North Carolina at Chapel Hill. The results of this study indicated that employees at the Academic Affairs Library of the University of North Carolina at Chapel Hill are satisfied with their jobs. Professionals were significantly more satisfied than paraprofessionals in the areas of pay, promotion, enjoyment of the work itself, appreciation and recognition, coworkers and overall satisfaction.⁴

Brewer and Landers (2003) investigated job satisfaction among industrial and technical teacher educators. The researchers randomly selected a sample of 347 industrial and technical teacher educators. Results from the t-tests indicated that the sample from this study reported significantly more satisfaction (p < .001) with promotion and nature of work and significantly less satisfaction (p < .001) with operating conditions. No significant predictors were found for the job satisfaction facets of nature of work, communication, coworkers and supervision. Significant predictors were found for pay, benefits, contingent rewards, promotion, operating conditions and overall job satisfaction.⁵
Michalinos and Elena (2004) studied job satisfaction among school teachers in Cyprus. A sample of this study included 461 teachers and administrators. The findings of this study showed that Cypriot teachers chose this career because of the salary, the working hours and the holidays associated with this profession. The study analyzed how these motives influence the level of satisfaction held by the Cypriot teachers.\(^6\)

Worrell (2004) conducted a study on school psychologists’ job satisfaction. The purpose of this study was to examine the levels of job satisfaction and the relationship between the variables in a national sample of school psychologists belonging to the National Association of School Psychologists (NASP). Results indicated that 90% of school psychologists were satisfied or very satisfied with their jobs. Participants were more satisfied with their job security, creativity and independence. The intent to remain in current position and supervisor certification were significantly related with job satisfaction.\(^7\)

Castillo and Cano (2004) investigated factors explaining job satisfaction among faculty. A census for this study was conducted among faculty at the Ohio State University. The findings of this study were - female faculty members were less satisfied than male faculty members, work itself was the most motivating aspect and working conditions was the least motivating aspect for faculty. The demographic characteristics were negligibly related to overall job satisfaction, all of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction, the factors recognition, supervision and relationships explained the variability among faculty members’ overall level of job satisfaction.\(^8\)

Josias (2005) conducted a study on the relationship between job satisfaction and absenteeism in selected field services section within an electricity utility in the Western Cape. It was found that these six biographical characteristics significantly explained the variance in job satisfaction. Job level and tenure were the best predictors of job satisfaction in the selected sample.
There was a statistically significant inverse relationship between the frequency of absence, number of days absent and the job satisfaction levels.\(^9\)

**Luddy (2005)** conducted a study on job satisfaction amongst employees at a public health institution in the Western Cape. The primary objective of this study was to ascertain the levels of job satisfaction experienced amongst employees at a public health institution in the Western Cape. Results indicated that employees at the public health institution in the Western Cape expressed satisfaction with the supervision they receive, their co-workers and nature of the work, whereas employees were dissatisfied with pay and promotional opportunities. The relationship between age, gender, race, educational level, tenure, income, occupational class and job status with job satisfaction was found to be significant. It was recommended that a proportionate stratified random sample should be utilised for future research.\(^{10}\)

**Rama Devi (2006)** investigated job satisfaction of the teaching staff in the universities. Data were collected from 200 teaching staff - 100 members from University of Hyderabad, a Central University and 100 members from Sri Krishnadevaraya University, a State University. The results showed that teaching staff in the University of Hyderabad were highly satisfied with their jobs when compared to the teaching staff in Sri Krishnadevaraya University. The teaching staff in both the universities was more satisfied with nature of their job dimension and least satisfied with the facilities provided to them.\(^{11}\)

**Gautam, Mandal and Dalal (2006)** conducted a study to measure the level of job satisfaction and to explore the variation in the job satisfaction level of the faculty members of Sher-e-Kashmir University of Agricultural Sciences and Technology of Jammu. The overall job satisfaction of the faculty members was moderate. The younger faculty members were more satisfied as compared to those with a longer service period although the relationship was not linear. There was insignificant difference between those holding masters degree and those who have attained Ph. D.\(^{12}\)
Siripak (2006) investigated job satisfaction of academic staff in Mahidol University. The results indicated the highest level of job satisfaction was academic satisfaction and then cultural support satisfaction, administrative satisfaction and academic service satisfaction. There was a significant difference in the level of job satisfaction based on the demographic variables like marital status, age, educational level, income, academic position and duration of work. Gender was the only exception to it. The overall job satisfaction level of Mahidol University’s academic staffs was moderate.\(^\text{13}\)

Chimanikire et al. (2007) investigated the factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe. The sample of this study consisted of eighty respondents which were selected randomly from departmental lists. The data was collected through structured questionnaire. The findings of the study showed that a greater proportion of the academic staff was not satisfied with their jobs. Inadequate salaries, allowances and high volume of work were the reasons for dissatisfaction.\(^\text{14}\)

Rahman and Parveen (2009) investigated the factors contributing to the satisfaction and dissatisfaction of the public and private university teachers of Bangladesh. It was found that there was a significant difference between public and private university teachers regarding job satisfaction on different factors. It also compared the overall job satisfaction level and the nature of satisfaction among the public and private university teachers. The result revealed that teachers’ age and job experience do not have any significant influence on job satisfaction though gender disparities were profound among their responses.\(^\text{15}\)

Howard (2009) conducted a study the purpose of which was to investigate the job satisfaction of men and women administrators in higher education in four-year public institutions in Alabama. He found that administrators were satisfied in terms of pay, present job duties, supervision and opportunities for promotion. They were dissatisfied with their co-workers and their job in general. There was no statistically significant difference in overall job satisfaction, work climate, and job structure between the male and
female administrators. The results showed that male administrators were more satisfied with their work climate than the female administrators.\textsuperscript{16}

\textbf{Amiri, Khosravi and Mokhtari (2010)} conducted a study on job satisfaction and its influential factors. They found a significant relationship between overall satisfaction and the job facets. There was no significant relationship between overall satisfaction and age, gender, degree, type of employment and job experience. Analysis of variance showed a significant difference in overall satisfaction based on organizational units.\textsuperscript{17}

\textbf{Ch’ng, Chong and Nakesvari (2010)} examined the satisfaction level of Penang private college lecturers. This research was mainly undertaken to investigate on the significance of factors such as salary, promotion opportunities and management support affecting the job satisfaction of private college lecturers in Penang. The findings from this research showed that salary, promotion opportunities and management support are significant in determining the job satisfaction.\textsuperscript{18}

\textbf{Ghazi et al. (2010)} investigated university teachers’ job satisfaction in the North West Frontier Province of Pakistan. The result of this study showed that university teachers were generally satisfied with their jobs. However teachers were neutral with dimensions: promotion opportunities, recognition, working conditions, supervision technical and organizational policies and practices. The teachers were satisfied with compensation, work variety, work itself, colleagues’ cooperation, creativity, ability utilization, moral values, responsibility, authority, job security, activity, achievement, social status and students’ interaction.\textsuperscript{19}

\textbf{Olorunsola (2010)} conducted a study on job satisfaction and gender factor of administrative staff in South West Nigerian Universities. He investigated the level of job satisfaction of male and female administrative staff in South West Nigerian Universities. The findings of the study showed the high level of job satisfaction of administrative staff in both federal and state
universities. It was also found that there was significant difference in the job satisfaction of male and female administrative staff in the universities.\textsuperscript{20}

Ali et al. (2011) conducted a study, the purpose of which was to explore job satisfaction of secondary school teachers working in the secondary schools at district Sahiwal in Pakistan. He found that the secondary school teachers were slightly satisfied with the basic eight dimensions of a job i.e. compensation, education policies, ability utilization, recognition, advancement, independence, working condition and creativity. This study found a significant difference of job satisfaction between male and female secondary school teachers. But no significant difference was found between the job satisfaction of urban and rural teachers.\textsuperscript{21}

Ghazi et al. (2011) conducted a study on job satisfaction of head teachers for the selected twenty dimensions of job. They found that school policies and practices, social status, compensation and working conditions were the facets of job which contributed to low satisfaction. The head teachers were satisfied with advancement, ability utilization, creativity, social service, recognition, security, supervision human relation, supervision technical, colleagues, independence, achievement, authority, responsibility and variety. The head teachers were found to be ‘Very Satisfied’ with moral values and activity dimensions of their job.\textsuperscript{22}

Nadeem (2011) conducted a study on job satisfaction factors of faculty members at university of Balochistan. He found that male faculty members were less satisfied than female faculty members. ‘Work itself’ was the most motivating aspect for faculty and ‘working conditions’ was the least motivating aspect. The demographic variables (age, degree, years of experience and academic rank) were negligibly related to overall job satisfaction. The factors ‘work itself’ and ‘advancement’ explained 60 percent of the variance among faculty members’ overall level of job satisfaction.\textsuperscript{23}

Mangi et al. (2011) conducted a study of job satisfaction among non Ph. D. faculty in universities. They found that overall job satisfaction among
the non-Ph. D. faculty of universities was very low. The management of the universities was recommended to focus on the job motivators (advancement and recognition) and hygiene factors (interpersonal/administration relationship, policies and compensation) of the non-Ph. D. faculty for the improvement of job satisfaction and performance.\textsuperscript{24}

\textbf{Wadhwa, Verghese and Wadhwa (2011)} conducted a study on factors influencing employee job satisfaction in cement industry of Chhattisgarh. They found that all the three factors i.e. behavioral, organizational and environmental factors have a significant impact on employee job satisfaction since the significance level is less than 0.05.\textsuperscript{25}

\textbf{Shabbir et al. (2011)} conducted a research to investigate the determinants of teacher satisfaction and to find the level of their job satisfaction, in terms of various factors such as pay and benefits, relationship with co-workers and working conditions in Pakistani universities. Findings of the study showed that job satisfaction was highly dependent upon factors like pay and benefits, relationship with co-workers and working conditions.\textsuperscript{26}

\textbf{Muindi (2011)} examined the relationship between participation in decision making and job satisfaction among academic staff in University of Nairobi. In this study, decision making was used as the independent variable and job satisfaction as the dependent variable. He found a significantly positive correlation between job satisfaction and participation in decision-making. The findings indicated that the level of job satisfaction for workers at the School of Business increased proportionately with an increase in their level of participation in decision-making.\textsuperscript{27}

\textbf{Swarnalatha and Sureshkrishna (2012)} studied job satisfaction among employees of automotive industries in India. The result of this study showed that the job satisfaction level of employees was medium and the top management leadership needed to take attention of enhancing the employee job satisfaction level. The result also showed that there was a significant
relationship between employee empowerment, teamwork, employee compensation and management leadership.  

Strydom et al. (2012) examined the job satisfaction amongst teachers at special needs schools. They found differences in the levels of job satisfaction between different races, but not between genders. Teachers experienced an average level of job satisfaction.  

SivaKumar and Siddique (2012) conducted a study on job satisfaction for IT professionals in Chennai city. The sampling population of this research included 216 software professionals of IT industries in Chennai. The results have shown that IT professionals were very much dissatisfied with nature of work, contingent rewards and fringe benefits while moderately satisfied with Pay, promotion and supervision factors.  

Salehi, Gahderi and Rostami (2012) conducted a study of job satisfaction between external and internal auditors in Iran. Results of this research revealed that internal auditors had lower authority than external auditors. Further, internal auditors had low level satisfaction from supervisors than external auditors in Iran.  

Munshi (2012) did a comparative analysis of job satisfaction level of management teachers of MBA colleges in Gujarat State. He found that there was no systematic association between salary paid by the management colleges, length of service and the degree of job satisfaction of management teachers of Gujarat, whereas there was systematic association between total years of experience, age, intake capacity of students and the degree of job satisfaction of management teachers of Gujarat.

2.3 PREVIOUS RESEARCHES RELATING TO THE JOB INVOLVEMENT:  

Mitchell, Vishwanath and Timothy (1975) investigated the relationship between job involvement (JI) and central life interest (CLI) for a sample of automobile workers chosen from three organizational levels containing unskilled employees, skilled workmen and foremen. They found a
low but significant negative relationship between job involvement (JI) and central life interest (CLI). Job levels, age and length of employment were found to have negligible influence on both job involvement (JI) and central life interest (CLI).³³

**Lioux and Bazemore (1994)** conducted a study on the job involvement of social workers. They administered a research on professional orientation and job involvement among juvenile detention caseworkers. Job involvement was the dependent variable in the study whereas professional orientation and personal and job characteristics (i.e. age, sex education, tenure, and perceived job security) were used as independent variables. Regression analysis showed that job security in the study was the major determinant of job involvement among the detention caseworkers. The study results also supported the argument that job involvement is influenced more by job-related factors than personal characteristics.³⁴

**Aminabhavi (1996)** found in his study that the professionals with high job involvement have significantly higher quality of life in comparison to the low job involvement.³⁵

**Venakatachalam and Reddy (1996)** conducted a study to find out the impact of job tenure, job level and type of organization on job involvement and job satisfaction among employees working in three organizations viz., banks, schools and government offices. They found that there was significant influence of job level on work involvement and job involvement, but it did not significantly influence job satisfaction. Type of organizations significantly influenced the job satisfaction but not work and job involvement. The study further showed that the job tenure did not show significant impact on job involvement, work involvement and job satisfaction.³⁶

**Aminabhavi and Dharanendraiah (1997)** conducted a study to identify the factors that contribute to job involvement among teachers, lawyers, engineers and doctors. Findings of the study showed that selection of occupation contributed significantly to the job involvement of professionals.
The study further revealed that the professional who choose their occupation and expressed higher job satisfaction and the professional who came from upper middle stratum of socio-cultural background showed higher job involvement than their counterparts.37

Jaswant and Naveen (1997) conducted a study to examine the interactive effects of age, gender and type-A behavior pattern on job stress and job involvement of bank employees. The results indicated that gender and type-A behavior significantly influenced job involvement of bank employees. The research also showed significant effect of age, gender and type-A behavior pattern on job stress.38

Venakatachalam, Reddy & Samullah (1998) carried out study on the employees working in banks, schools and government offices. The objective of the study was to find out the effect of job level and organizational identity on job involvement and job satisfaction. They found that supervisors were more satisfied and more job involved with their job in comparison to their subordinates. It was also found that the employees working in banks showed greater level of job satisfaction and were more job involved than those working in schools and government offices. Job level was found to have a significant effect on job involvement and job satisfaction and the organizational identity significantly influenced job satisfaction but not the job involvement.39

Biswa (1998) studied the influence of life style stressors - performance, threat, frustration and physical damage on organizational commitment and job involvement of workers, supervisors and managers of medium and large public and private sector organization. The research showed that performance, threat and frustration emerged as significant predictors of organizational commitment. The result also indicated that managers scored high on job involvement as compared to the supervisors and workers. The workers showed greater performance stress.40

Joshi (1998) compared the levels of job satisfaction, job involvement and work involvement among the employees of private and public sectors. He
found that the public and private sector employees differ significantly in term of their job satisfaction, job involvement and work involvement.\(^4\)

**Naaz (1999)** studied the job involvement of textile mill workers in relation to job characteristics and demographic variables. He found that the task identity and skills variety were found predictors of job involvement.\(^5\)

**Patel (1999)** conducted a study to find out the influence of age on organizational commitment and job involvement of nationalized and co-operative bank employees. The younger employees showed less organizational commitment and were found less job involved than the employees of middle age group. The employees from nationalized bank showed higher commitment than those of the employees of co-operative bank.\(^6\)

**Srivastava (2001)** conducted a study to examine job involvement and mental health among 60 executives and 15 supervisors. It was found that executives were more involved in the job than the supervisor. It was also found that there was a significant relationship between job involvement and mental health.\(^7\)

**Ahmad and Ansari (2002)** conducted a study on craftsman from various small scale industries and noted that job involvement was influenced by the interaction between income and job tenure.\(^8\)

**Allam (2002)** examined job involvement of bank employees in relation to age, gender, personality characteristics, job anxiety and job burnout. He found that the job anxiety, job burnout, age and gender were significantly related to job involvement.\(^9\)

**Mishra and Wagh (2004)** conducted a study on job involvement dimension between public and private sector executives. Two groups of executives differed significantly on mean score. Further they pointed out that work culture and environment, reward, delegation of authority and responsibility and challenging job were found to be potential factors for job involvement.\(^10\)
Mishra and Minum (2005) made an attempt to find out the relationship of social support and job involvement in prison officers. The sample consisted of 200 prison officers incidentally selected from different jails in U. P. and Sampoornanand Jail Training Institute, Lucknow (U. P.). Job Involvement Scale developed by Kapoor and Singh and Social Support Scale developed by Cohen et al., were administered on a sample. They found that social support (overall) and its dimensions, viz., belonging support, tangible support and appraisal support have significant positive relationship with job involvement. Stepwise Multiple Regression Analysis showed that overall social support was a significant predictor of job involvement in prison officers.  

Liao and Lee (2009) conducted an empirical study on job involvement and personality traits of plastics industry employees in Taiwan. The research population consisted of small and medium-sized enterprises (SMEs) in the plastics industry in Taiwan. They found showed that neuroticism was related negatively to employee job involvement, whereas openness, extroversion, conscientiousness and agreeableness were related positively to it.

Govender and Parumasur (2010) assessed the level of and relationship between employee motivation and job involvement among permanent and temporary employees in various departments in a financial institution. This cross-sectional study was undertaken on 145 employees who were drawn from various departments (acquisitions, automated, client operations, collections, corporate, motor, other) at a branch of a financial institution by using a simple random sampling technique. The result indicated that there were significant intercorrelations among the majority of dimensions of employee motivation (economic rewards, intrinsic satisfaction, social relationships) and sub-dimensions of job involvement (response to work, expression of being job-involved, sense of duty towards work, feelings of guilt regarding unfinished work and absenteeism).

Mohsan et al. (2011) attempted to examine the impact of job involvement on organizational citizenship behavior (OCB) and in-role job performance of employees working in banking sector of Pakistan. The results
of the study showed that job involvement was positively correlated with both organizational citizenship behavior (OCB) and in-role job performance but the relative impact of job involvement on OCB was stronger than on in-role job performance.\textsuperscript{51}

\textbf{Abutayeh and Al-Qatawneh (2012)} conducted a research which aimed to examine the effect of human resource practices on job involvement in an Arabic country Jordan. Job analysis, selection, training, performance appraisal, compensation and career management are the six major human resource practices which were included in this research. The results of the study showed that all human resource practices have a positive effect on job involvement. Selection exhibited the highest effect whereas training showed the lowest effect.\textsuperscript{52}

\textbf{2.4 PREVIOUS RESEARCHES RELATING TO THE ORGANIZATIONAL COMMITMENT:}

\textbf{Sheldon (1971)} found out that organizational commitment increases with the number of years spent in an organization. This may be due to the reason that length of service suggests the accumulation of organizational career, it binds one to the organization, for example in pension or profit sharing plans.\textsuperscript{53}

\textbf{Alluto, Hrebinia\k and Alonso (1973)} conducted a study in which they discovered a curvilinear relationship between age and employee organizational commitment. In this study, usable data were obtained from 318 elementary and secondary school teachers and from 395 professional nurses. Mean levels of employee commitment by age categories were: 26 years or less - 10.68, ages 27 years to 44 years - 10.53 and ages 45 years and up - 10.94.\textsuperscript{54}

\textbf{Shoemaker, Snizek and Bryant (1977)} conducted an organizational tenure study that involved federal and state forest rangers. Positive correlations between organizational commitment and organizational tenure were obtained for both federal and state forest rangers. Federal rangers (n = 62) yielded a
correlation of 0.22. The correlation between organizational commitment and organizational tenure for state rangers (n = 58) was 0.17.\textsuperscript{55}

Wiener & Vardi (1980) studied the effect of organizational commitment on the job commitment and career commitment. The results of the study showed positive relationships between organizational commitment and the two other types of commitment i.e. job commitment and career commitment.\textsuperscript{56}

Amernic and Aranya (1983) conducted a study on organizational commitment. It was found that occupational settings as well as organizational level were found to be significant factors of organizational commitment, satisfaction with job scope was found the most powerful predictor of organization commitment and professional commitment was found to be a significant positive predictor of organizational commitment.\textsuperscript{57}

Aranya, Kushner and Valency (1986) collected data from a sample of 1,040 Canadian Charter Accountants and Certified Public Accountants from the California Society of Certified Public Accountants. The female accountants in this study demonstrated less organizational commitment than male accountants.\textsuperscript{58}

DeCotiis & Summers (1987) undertook a study of 367 managers and their employees. In this study they examined the relationship between organizational commitment and the outcome measures of individual motivation, job performance, desire to leave and turnover. In this study organizational commitment was found to be a strong predictor for each of these outcome areas.\textsuperscript{59}

Morrow and McElroy (1987) conducted a study in which they reported differences in the levels of organizational commitment based on career stages that were defined by employee age ranges. In this study, employees were categorized by age as follows: trial employment period, ages 30 and under; stabilization employment period, ages 31-44 and maintenance employment period, ages 45 and above. Trial period employees obtained a mean
organizational commitment of 4.13, stabilization period employees obtained a mean of 4.31, and maintenance level employees obtained a mean of 4.76. They found significant differences in the levels of organizational commitment based on career stages.\footnote{Angle & Perry (1991) conducted a study to determine the effect of organizational commitment on turnover. They found a negative relationship between turnover and organizational commitment. Thus employees having the intention to leave the job were not committed to the organization.}{angle1991}{60}

\textbf{Angle & Perry (1991)} conducted a study to determine the effect of organizational commitment on turnover. They found a negative relationship between turnover and organizational commitment. Thus employees having the intention to leave the job were not committed to the organization.\footnote{Dunham, Grube & Castaneda (1994) conducted a study to examine the influence of participatory management and supervisory feedback on employee levels of affective, continuance and normative commitment. They found that when supervisors provided feedback about performance and allowed employees to participate in decision-making, employee levels of affective commitment was stronger than both continuance commitment and normative commitment. Thus employees indicated staying with the organization was more related to wanting to rather than feeling they ought to or needing to.}{dunham1994}{62}

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\textbf{Cohen & Kirchmeyer (1995)} undertook a study to investigate the relationship between affective, continuance and normative commitment and the non-work measure of resource enrichment. They found that the relationships between resource enrichment and both affective and normative commitment were positive. But there was a negative relationship between resource enrichment and continuance commitment.\footnote{Hawkins (1997) investigated predictors of affective organizational commitment among high school principals. This study was an assessment of the importance of age, gender, perceived organizational support, organizational tenure, perceived autonomy and perceived fairness in explaining affective organizational commitment among high school principals. Results of the stepwise multiple regression indicated that 58 percent of the variation in affective organizational commitment among high school principals was explained by high school principals’ age, organizational tenure, perceived}{hawkins1997}{64}

\textbf{Hawkins (1997)} investigated predictors of affective organizational commitment among high school principals. This study was an assessment of the importance of age, gender, perceived organizational support, organizational tenure, perceived autonomy and perceived fairness in explaining affective organizational commitment among high school principals. Results of the stepwise multiple regression indicated that 58 percent of the variation in affective organizational commitment among high school principals was explained by high school principals’ age, organizational tenure, perceived
fairness and perceived organizational support. Perceived fairness explained the greatest percentage of variation, whereas age explained the least amount of variation in affective organizational commitment.64

**Saeed (1998)** conducted a study to determine the degree of organizational commitment of teachers in government, K. M. C. and private primary schools of Karachi. He concluded that i) the government school teachers were significantly less committed than their counterparts in K. M. C. and private schools, ii) the female teachers were more committed than the male teachers, iii) the never married teachers were more committed than the married teachers, iv) the less experienced teachers were more committed than the more experienced teachers and v) the less qualified teachers were more committed than the more qualified teachers. No significant differences were found between the younger and older teachers and between the English medium and Urdu medium teachers in respect of their commitment to schools.65

**Dawley and Stephens (2005)** explored the multi-dimensionality of organizational commitment of volunteer chamber of commerce board members. The data were collected through organizational commitment scale of Meyer and Allen (1997). The findings of the study showed that affective commitment, normative commitment and continuance commitment based on low alternatives were the three distinct constructs applicable to volunteer employees. These components also found to have a positive effect on board member’s role.66

**Popoola (2007)** conducted a study on how biographical factors, motivational factors and work place affect the organizational commitment of records officers in federal universities in Nigeria. There were significant differences in the organizational commitment of record officers in the federal universities in Nigeria based on their marital status, job tenure and work motivation. But there were no significant differences in the organizational commitment of records officers based on their religious beliefs and places of work.67
Nyengane (2007) investigated the relationship between leadership styles and different types of organizational commitment in Eskom Eastern Region. Organizational commitment was taken as the dependent variable and leadership as the independent variable. He found a weak, but positive relationship between the transformational leadership behaviours and commitment (affective commitment, normative commitment and continuance commitment). Overall findings from this study suggested that transformational and transactional leadership behaviours do play important roles in determining levels of affective commitment, normative commitment and continuance commitment. The laissez-faire leadership behaviour found to have a negative relationship with affective commitment.

Donya (2007) undertook a study on organizational commitment of Senior Woman Administrators (SWAs). This study was aimed at examining Senior Woman Administrators’ (SWAs) perception of organizational commitment. Three dimensions of organizational commitment were surveyed i.e. affective commitment, normative commitment and continuance commitment. He found that the demographic variables of current annual salary, age and alumni status were significantly related to affective organizational commitment, ethnicity was significantly related to normative organizational commitment and alumni status was significantly related to continuance organizational commitment. The results also revealed that there were significant differences in mean scores for SWAs perception of affective organizational commitment according to age and alumni status and there was a significant difference in mean scores for SWAs perception of normative organizational commitment according to alumni status.

Khurshid (2008) conducted a study to explore personality’s big five factors i.e. Agreeableness, Extraversion, Conscientiousness, Openness and Neuroticism and their relationship with occupational role stress and organizational commitment among the public and private sector university teachers. He found that Neuroticism and Conscientiousness were positively correlated with stress and negatively correlated with commitment.
Extraversion, Agreeableness and Openness were negatively correlated with stress and positively correlated with commitment. Teachers with less income and public sector teachers experienced higher stress and low commitment. The older teachers were more committed than younger ones. A significant negative correlation was found between stress and commitment.\textsuperscript{70}

\textbf{Kim, Jones and Rodriguez (2008)} compared organizational commitment and sport identity among four different work statuses (volunteers, practicum/internship workers, part-time workers, and full-time workers) in a university athletic department. Practicum/internship workers and full-time workers indicated significantly higher sport identification than volunteers and part-time workers. Volunteers and practicum/internship workers reported significantly higher affective and normative commitments than part-time employees and significantly lower affective commitment than full-time employees. They recommended that athletic departments should hire part-time workers cautiously and alternatively should consider the potential use of practicum/internship workers and volunteers.\textsuperscript{71}

\textbf{Salami (2008)} investigated the relationships of demographic factors (age, gender, marital status, educational level and job tenure), work-role salience, emotional intelligence, achievement motivation and job satisfaction to organizational commitment of industrial workers. The sample consisted of 320 employees (male = 170, female = 150) who were randomly selected from 5 service and 5 manufacturing organizations in Oyo State of Nigeria. He found that all demographic factors except gender, work-role salience, emotional intelligence, achievement motivation and job satisfaction significantly predicted organizational commitment of the workers. He suggested the need for organizational managements and psychologists to consider the factors investigated while designing programmes for increasing the organizational commitment of the workers.\textsuperscript{72}

\textbf{Butt (2009)} conducted a research the purpose of which was to extend the existing body of knowledge on the relationship between occupational stress and employees’ organizational commitment into the context of non-
governmental organizations of Pakistan. He found an inverse relationship between organizational commitment and occupational stress. NGO employees experienced the high levels of occupational stress. The level of employees’ organizational commitment was moderate. Normative commitment was reported as the strongest form of commitment. Demographic variables of age, gender, income, experience and job position significantly influenced the relationship between occupational stress and organizational commitment.73

WeiBo, Kaur and Jun (2010) reviewed the characteristics of main approaches to organizational commitment from the beginning of conception of commitment till 2009. Then they discussed some new development of organizational commitment in commitment tendency or combined influence to organizational outcomes.74

Khan et al. (2010) investigated the impact of organizational commitment on employee job performance from a sample of 153 private and public sector employees of oil and gas sector in Pakistan. The findings of the study showed a positive relationship between employees’ job performance and organizational commitment. Among the three dimensions of organizational commitment, normative commitment had a positive and significant impact on employees’ job performance. Furthermore, the study explored the employees job performance with four demographic variables, resulting that male employees were high performer vis-à-vis their female counterparts.75

Baksh (2010) conducted a study on organizational commitment of managerial employees. He confirmed that organizational commitment is a multi-dimensional theory with three major domains - affective, moral and continuance commitment. He also confirmed that: (a) affective commitment is based predominantly on psychological factors (b) moral commitment is founded on philosophical, ethical and sociological factors and (c) continuance commitment focuses predominantly on risk and economic gains.76

Anvari et al. (2011) investigated the relationships among psychological contract, strategic compensation practices and affective organizational
commitment of 301 non-academic staff in the universities of medical sciences in Iran. They found that strategic compensation practices led to perceived fulfillment of psychological contract and led to higher affective organizational commitment. It was also found that employees with higher levels of affective organizational commitment who perceived a fulfillment of psychological contract were less likely to leave organization. The research further revealed that employees’ psychological contract was significantly related with affective organizational commitment.  

Bashir et al. (2011) evaluated the relationship between high performance work system and organizational commitment of 616 academic faculties from 22 public sector universities of Pakistan. High performance work system was positively and significantly associated with organizational commitment. Kruskal-Wallis test revealed that there was no significant difference in organizational commitment of male and female academic faculty. Academic faculty with regular tenure was more committed than academic faculty with contract tenure. High experience academic faculty was more committed than less experience academic faculty. Gender was found to have the moderating effect on the relationship between high performance work system and organizational commitment. But the moderating effects of experience and tenure were not confirmed.

Akinbode and Fagbohungbe (2012) examined the relationship between leadership-behaviour and organizational factors as predictors of workers organizational commitment of 504 workers selected from private and public sector organizations located in Lagos and Abuja in Nigeria. Junior workers reported 1.03 times more commitment compared to senior management level workers. They found that emancipatory leadership behaviour and interpersonal relations had significant positive correlations with organizational commitment. Interpersonal relations contributed about 19.3% of the observed variance in workers organizational commitment, whereas emancipatory leadership-behaviour contributed 10.2% of the observed variance in workers organizational commitment. Also, productive and patriotic
leadership-behaviour did not predict workers organizational commitment. Perceived leadership behaviours accounted for about 11.6% of the observed variance in organizational commitment.\(^79\)

Islam et al. (2012) conducted a study to find the influence of compensation and demographical impact on the commitment and job satisfaction of the faculty members of the University of the Punjab, Lahore, Pakistan. Compensation was positively associated with both teacher’s job satisfaction and commitment. The results of this study showed that female teachers and married teachers were more satisfied and committed with their institutions. It was also found that commitment and satisfaction level of the teachers increased with the increase in their job experience.\(^80\)

Khalili and Asmawi (2012) investigated the impact of gender differences on organizational commitment. This research was conducted on randomly selected 108 employees (54 men and 54 women) of LAR Consulting Engineers Company which was a private small and medium enterprise (SME) in Iran. LAR Consulting Engineers (LCE) Company established in 1983 as subsidiary of Ministry of Energy - Tehran Regional water Authority and later in 1986 it became registered private company. The organizational commitment scale (Allen and Meyer, 1990) was used for data collection. Based on this scale, three organizational factors (affective commitment, normative commitment and continuance commitment) were evaluated. The findings of the study revealed that men and women had the same level of continuance commitment, affective commitment and an overall organizational commitment. However results revealed that women have a greater level of normative commitment than men within the SME.\(^81\)

Obalola, Aduloju and Olowokudejo (2012) conducted a study on organizational commitment and corporate ethical values. The respondents of this study were randomly selected through a multi-stage cluster sampling from the list of managers working in the Nigerian insurance industry. It was found that top management support for ethics had the highest correlation with
organizational commitment. Both dimensions of corporate ethical values were significant predictors of organizational commitment.\(^{82}\)

**Hawass (2012)** conducted a study on committed salesforce - an investigation into personality traits. This study was aimed to investigate whether affective and continuance dimensions of organizational commitment were deliberately influenced by a defined set of personality traits. The study applied well-established measurements of organizational commitment and personality traits on a sample of sales representatives in six major Egyptian pharmaceuticals. The findings revealed that organizational commitment was an attitude which was influenced by the salesman’s personality traits.\(^{83}\)

**Abdullah and Ramay (2012)** conducted a study on antecedents of organizational commitment of banking sector employees in Pakistan. The aim of this study was to check the association of factors like pay satisfaction, work environment, job security and participation in decision making with organizational commitment of the banking sector employees in Pakistan. They found that job security and work environment were significantly related with organizational commitment. Participation in decision-making and pay satisfaction had low correlations with organizational commitment. Gender did not show significant change in commitment level of employees, whereas age and tenure seemed to affect the commitment of employees.\(^{84}\)

**2.5 PREVIOUS RESEARCHES RELATING TO THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB INVOLVEMENT:**

**Weissenberg & Gruenfeld (1968)** investigated the relationship between motivator and hygiene satisfaction variables with job involvement of 96 civil service supervisors. Findings of this study showed that motivator variables were correlated with job involvement. They concluded that job involvement can be considered as an important measure of organizational effectiveness.\(^{85}\)

**Mushwana and Scotch (1998)** investigated the relationship between job involvement and job satisfaction between the traffic officers and bus drivers of the Germiston Transitional Local Council. The results of this study
supported the hypotheses that there is no statistically significant difference between the mean scores of traffic officers and bus drivers in respect of job involvement and job satisfaction and there is no statistically significant correlation between job involvement and job satisfaction.\(^{86}\)

**Joshi (1999)** studied the relationship between the age, education level, monthly income and job experience of industrial employees of public and private sector with their work involvement and job involvement. They also studied the relationship between job satisfaction, work involvement and job involvement. The result of the study showed that age, monthly income and job experience were significantly associated with their work involvement and job involvement. This study found a significant correlation between employees’ monthly income and job satisfaction. The study also found that there were significant relationship between employees’ job satisfaction and job involvement. Further the results revealed that work involvement and job satisfaction were not significantly related but had inverse relationship.\(^{87}\)

**YIP Wal-ling (2003)** conducted a study which aimed at exploring the job satisfaction and job involvement among the Assistant Social Work Officers in the Social Welfare Department, identifying the predictive factors in determining job satisfaction as well as to find out the relationship between job satisfaction and job involvement. The results of his study indicated that the respondents were satisfied with and involved in their job while there was a positive relationship between job satisfaction and job involvement. For the predictive factors of job satisfaction, it was found out that all the intrinsic job factors, extrinsic job factors and job characteristics factors were the predicting factors of job satisfaction. Yet, the intrinsic and extrinsic job factors had stronger strength of association with job satisfaction when comparing with the job characteristics factors. The respondents’ nature of servicing unit was correlated with statistical significance to job satisfaction whereas their age, salary and the need to work on extended hours were correlated with statistical significance with job involvement.\(^{88}\)
Doobree (2009) investigated job involvement among bank managers in Mauritius. The sampling frame consisted of 500 bank managers drawn from a stratified sample consisting of junior level and middle level management cadre from the Central Bank, Development Bank of Mauritius and 11 commercial banks with branches scattered over the Island of Mauritius and fourteen offshore banks. It was found that there were no significant relationships between the gender, age, managerial level, educational qualification, background, marital status, number of dependents, length of service and locus of control of bank managers and their job involvement. This study also revealed that there was no significant relationship between job satisfaction of bank managers and their job involvement.89

Dogan (2009) conducted a comparative study for employee job satisfaction in Aydın Municipality and Nazilli Municipality. The aim of this study was to define the relationships between job satisfaction and the potential variables of pay, promotion, relations with co-workers, relations with supervisor, positive affectivity/encouragement, health facilities, physical facilities, job involvement, training and education facilities, potential of rest-day/off-day, autonomy, tangible aids, reconciliation role of supervisor, office tools, procedural justice, level of role clearness, management style of supervisor and participation in decisions. It was found that job satisfaction was positively related with job involvement (r = 0.501). All other variables also showed positive relationships with job satisfaction except promotion.90

Ishwara (2010) examined the determinants of job involvement and job satisfaction among teaching professionals. The present investigation was carried out to measure and assess perceived level of job involvement and job satisfaction among the university teachers working at Post Graduate Departments in the Karnataka State. The sample consisted of 304 teachers (90 Professors, 94 Associate Professors and 120 Assistant Professors). For measuring and assessing job involvement of the teachers, Lodhal and Kejner inventory was administered. Findings of the study showed that around 60 per cent of the university teachers reported to have moderately involved in the job.
There was no significant difference in the levels of job involvement among the university teachers. All teachers perceived more or less same level of job involvement. As far as the overall job satisfaction of the university teachers was concerned, 2/3 of the respondents perceived and reported to have moderate and above moderate levels of overall job satisfaction. The university teachers reported less satisfied aspects of the job like clerical assistance, mentoring, teamwork, library facility. The aspects of job showing higher fulfillment were pay, working condition, work itself, research work, recognition for good work, status, achievement, responsibility, professional growth, job security and creativity. This study also found a positive relationship between job satisfaction and job involvement of the university teachers as well as overall job satisfaction and specific job satisfaction.91

Khan and Nemati (2011) investigated impact of job involvement on satisfaction of medical doctors working at Riphah International University Teaching Hospitals in Pakistan. The sample consisted of doctors from various disciplines like medicine, surgery and dentistry. The primary objective of this research was to study the impact of job involvement on the level of job satisfaction of doctors serving at the Teaching Hospitals of RIU. This study found that a significant and positive relationship between job involvement and job satisfaction among the selected sample of doctors. The regression analysis indicated that only 19% variance in the job satisfaction (dependent variable) was explained by the job involvement (independent variable). This low value indicated that there were other variables also which contributed towards job satisfaction of doctors working at Teaching Hospitals of RIU.92

2.6 PREVIOUS RESEARCHES RELATING TO THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT:

Jermier & Berkes (1979) investigated the relationship between job satisfaction and organizational commitment. The data were collected from over
800 police officers. The results showed that employees who were more satisfied with their job had higher levels of organizational commitment.⁹³

**Cramer (1996)** studied the relationship between job satisfaction and continuance commitment among professional employees in a British engineering company. This research involved the use of LISREL with latent variable analysis. He found that the relationship between job satisfaction and continuance commitment was false.⁹⁴

**Niehoff (1997)** investigated the relationship between job satisfaction and organizational commitment among employees at a Catholic university. He found a small but significant correlation between job satisfaction and organizational commitment among employees in the university.⁹⁵

**Irving, Coleman & Cooper (1997)** conducted a study to investigate the relationship between affective, continuance and normative commitment and turnover intentions and job satisfaction. All the three types of organizational commitment were negatively related to turnover intentions, out of which continuance commitment had the strongest negative relationship. The study further showed that job satisfaction was positively related to both affective and normative commitment. But the relationship between job satisfaction and continuance commitment was negative.⁹⁶

**Busch, Fallan and Peterson (1998)** conducted a study to explore and reveal differences in performance indicators among faculty employees of the nursing teacher education, business administration and engineering programmes in the college sector in Norway. The performance indicators studied were job satisfaction, organizational commitment, goal commitment and self efficacy. The results of the study showed a positive correlation between job satisfaction and organizational commitment among faculty employees.⁹⁷

**Sagie (1998)** reported a high positive correlation between job satisfaction and organizational commitment among 140 clerks in an Israeli municipality.⁹⁸
Al-Aameri (2000) conducted a study to find the relationship between job satisfaction and organizational commitment of nurses in public hospitals in Riyadh City. The findings of the study showed a strong positive relationship between job satisfaction and organizational commitment.99

Bull (2005) conducted a research on the relationship between job satisfaction and organizational commitment amongst high school teachers in disadvantaged areas in the Western Cape. He found a significant relationship between organizational commitment and job satisfaction. The correlation between job satisfaction and biographical variables (age, job level, tenure, gender and educational level) was found to be significant. The correlation between job satisfaction and organizational commitment except educational level was found to be significant.100

Kim, Leong & Lee (2005) investigated the effects of service orientation on job satisfaction, organizational commitment and intention to leave in a casual dining chain restaurant. They found that the variable customer focus of employees was negatively associated with job satisfaction, but positively associated with organizational commitment. They further found that job satisfaction was positively associated with organizational commitment.101

Feinsten & Vondrasek (2006) examined the relationship between the variables of job satisfaction and organizational commitment using a sample of employees working for a restaurant chain. They found that satisfaction with compensation, working conditions and advancement were significantly correlated with organizational commitment.102

Cetin (2006) investigated the relationship between job satisfaction, occupational commitment and organizational commitment of academics at four state universities in Istanbul. This study found a strong positive relationship between job satisfaction of academic and their affective and normative commitment to both their organization and occupation.103

Tella, Ayeni and Popoola (2007) examined job satisfaction, organizational commitment and work motivation of library personnel in
academic and research libraries in Oyo state, Nigeria. They found a positive correlation between work motivation and job satisfaction. Motivation was negatively correlated with organizational commitment. There was a positive correlation between job satisfaction and organizational commitment. They pointed out some salient issues in the field of librarianship. The library management should meet the demands of their personnel to strengthen their satisfaction, commitment, motivation and to minimize turnover. The library management should concentrate on improving the conditions for library personnel.104

**Huseyin (2007)** conducted a research on job satisfaction and organizational commitment of school managers. The collected data were analyzed by using t-test, one-way ANOVA and correlation analysis. School managers’ job satisfaction and the level of organizational commitment were significantly varied according to gender and management service duration. The scores of organizational commitment and job satisfaction were significantly and positively correlated.105

**Ho et al. (2007)** analyzed the effects of job rotation and role stress among nurses on their job satisfaction and organizational commitment. A sample of 532 nurses provided data which revealed that job rotation could affect their job satisfaction and organizational commitment and that job satisfaction has a positive effect on organizational commitment.106

**Mosadeghrad, Ferlie & Rosenberg (2008)** studied the relationship between job satisfaction and organizational commitment among hospital employees. They found that the employees were moderately satisfied with their jobs and committed to their organisations.107

**Yang and Chang’s (2008)** study looked at how nursing staff’s job satisfaction and organizational commitment levels change when they perform emotional labour. They examined the relationship among job satisfaction, organizational commitment and emotional labour, from the perspective of
nursing staff. They found that job satisfaction was significantly and positively correlated with organizational commitment.\textsuperscript{108}

Guleryuz et al. (2008) conducted a questionnaire survey on the mediating effect of job satisfaction between emotional intelligence and organizational commitment in a sample of nurses. The findings of the study showed that emotional intelligence was significantly and positively related to both organizational commitment and job satisfaction. The study further found a significant and positive correlation between job satisfaction and organizational commitment.\textsuperscript{109}

Xiaohua (2008) produced research findings that motivation of government employees and their job satisfaction were efficient predictors of their performance. However, public servants’ motivation was found to explain more variance in performance than job satisfaction, supporting the idea of a correlation between job satisfaction and performance. The findings of the study further revealed that the indirect effects of organizational commitment on performance are achieved by job performance. There was a relationship between job satisfaction and organizational commitment.\textsuperscript{110}

Hsiu-Yen Hsu (2009) studied the relationship between organizational learning culture, job satisfaction and organizational commitment among research & development professionals in Taiwan during an economic downturn. He found a significant and positive correlation among the job satisfaction, organizational commitment and organizational learning culture. All of the correlations were significant with a range of 0.60 to 0.71.\textsuperscript{111}

Warsi, Fatima and Sahibzada (2009) conducted a study on organizational commitment and job satisfaction of public sector employees. They found that the relationship between job satisfaction and organizational commitment was strong, positive and significant.\textsuperscript{112}

Cemile (2009) investigated relationship between organizational commitment and job satisfaction of tax office employees. This research was performed with the 233 staff (131 male and 102 female) working in a Tax
Office in Mersin. Regarding the scores obtained from normative commitment, a statistically significant difference was identified among job satisfaction levels. Workers who weren’t satisfied with their job had apparently higher normative commitment average. Regarding the scores obtained from affective commitment, a statistically significant difference was identified. That is, even though workers weren’t satisfied with their job, they deem themselves affectively committed to the institute. On the other hand, regarding the scores obtained from continuance commitment, no statistically significant difference was found.113

Gunlu, Aksarayli & Percin (2010) conducted a study on the relationship between job satisfaction and organizational commitment among hotel managers in Turkey. The results obtained from this study showed that intrinsic, extrinsic and general job satisfaction had a significant effect on normative and affective commitment. The findings further suggested that the dimensions of job satisfaction had no significant impact on continuance commitment among the hotel managers.114

Azeem (2010) investigated the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. A sample of 128 employees was randomly selected from 5 service organizations in Muscat. The findings of the study revealed that the mean values of job satisfaction and organizational commitment were at moderate level. It was found that the relationship among job satisfaction facets and organizational commitment was moderate, positive and significant. Pay, age, supervision, job tenure and overall job satisfaction were the significant predictors of organizational commitment.115

Shastri, Mishra and Sinha (2010) conducted a study to investigate the relationship between charismatic leadership and organizational commitment in Indian organization. They found that job satisfaction was the significant predictor of organizational commitment. Nature of job was the poorest predictor of organizational commitment. It was also concluded that age, educational background and nature of job did not predict organizational
commitment based on the sample of employees. There were positive relationships between both job satisfaction and charismatic leadership and organizational commitment of the employees in organization.\textsuperscript{116}

Malik et al. (2010) conducted a study on job satisfaction and organizational commitment of university teachers in public sector of Pakistan. They found that pay satisfaction, satisfaction with work-itself and quality of supervision had significant positive influence on organizational commitment of faculty members. The university teachers had high degree of organizational commitment and satisfaction with salary, opportunities for promotion, work-itself, coworkers and supervision.\textsuperscript{117}

Ahmad, Ahmad and Shah (2010) examined the relationship between job performance, attitude towards work, job satisfaction and organizational commitment of employees of advertising agencies of Islamabad (Pakistan). They found a weak relation between job satisfaction and performance where as organizational commitment had strong positive relation with performance. Attitude towards work had a strong positive relation with job satisfaction. The study identified insignificant impact of organizational commitment on job satisfaction.\textsuperscript{118}

Sinem and Baris (2011) conducted an empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. The sample of this study was conducted from two organizations in Istanbul. Both of these organizations were in private sector, one of these organizations was in production area, the other one was service provider. The sample consisted of total 182 individuals from these two organizations. The relationship among job satisfaction, organizational commitment and turnover intention were investigated to determine statistically significant relations. The results of the study supported the hypotheses. Job Satisfaction had a significant and positive relationship with three dimensions of organizational commitment and turnover intention had a significant and negative relationship with job satisfaction and organizational commitment.\textsuperscript{119}
Loong (2011) conducted a study to examine the relationship of job satisfaction, career advancement opportunities, organizational empowerment and trust and moderating effect of gender on organizational commitment of executives and non-executives of Klang Valley, Malaysia. He found a positive relationship of organizational commitment with job satisfaction, organizational justice and organizational empowerment.

Eliyana, Yusuf and Prabowo (2012) aimed to examine the relationship between organizational commitment and job satisfaction factors. Research was conducted on the production employees of PT Jaya Readymix Concrete (JRC). Analysis technique used in research was regression analysis between factors of employees’ job satisfaction as independent variables, which consisted of compensation, working conditions, ability utilization, recognition, relationship with co-workers and achievement with organizational commitment as dependent variables. On the basis of regression analysis the researchers derived the linear regression model. Results showed that the job satisfaction factors simultaneously had a significant effect on organizational commitment in JRC and compensation was the dominant variable influencing employee's organizational commitment.

Shafaee et al. (2012) evaluated the impact of organizational structure and job characteristics on job satisfaction and organizational commitment. The main objective of this study was evaluation of the impact of organizational structure and job characteristics on job satisfaction and organizational commitment of Parsabad Islamic Azad University employees. The data were collected with the help of questionnaire. Results of the study suggested that these variables of the organizational structure may effect on job characteristics. Also job characteristics had a positive effect on job satisfaction and job satisfaction had a positive effect on organizational commitment of Parsabad Islamic Azad University employees.

Adekola (2012) in his study on the impact of organizational commitment on job satisfaction of employees at Nigerian universities had hypothesized that there is a significant difference in the degree of
organizational commitment in public and private universities of Nigeria. The results of the study revealed that employees in public universities have greater degree of organizational commitment in comparison to private universities. There was a significant difference in organizational commitment between public and private universities. It was also found that job satisfaction increases or decreases based on increase or decrease in organizational commitment. Thus organizational commitment was proved as the catalyst for enhancing job satisfaction level of employees.\(^\text{123}\)

**Hassani, Jalilian and Khaleghinezhad (2012)** studied relations between job satisfaction dimensions and organizational commitment of personnel at Islamic Azad University- Kermanshah Unit. It was found that there was a meaningful relation between satisfaction of type of job, salary, supervisor, job upgrading, colleagues and organizational commitment of personnel. The result of this research showed that job satisfaction was one of the most important problems for managers at executive organizations. This was because any lack of job satisfaction might have great effect on personnel efficiency and might cause a reduction in their work performance. Also it might cause some mental disorders for them.\(^\text{124}\)

**Karim and Rehman (2012)** studied impact of job satisfaction and perceived organizational justice on organizational commitment in semi-government organizations of Pakistan. The results of this research showed a strong correlation between organizational commitment and job satisfaction. Similarly strong correlation was observed between organizational commitment and perceived organizational justice.\(^\text{125}\)

**Namin (2012)** conducted an empirical study on measuring the effect of layoff on job satisfaction and employee commitment. It was a case study of detergent producer unit. One of the necessary actions in many organizations is to restructure business activities and for that to reduce the number of workers. But layoff could have negative consequences and so the layoff should be accompanied with some supportive plans to reduce stress among the remaining workers and increase their commitment for long-term work. This study
investigated the effects of layoff on job satisfaction and commitment among the remaining employees. Findings of the study showed that a good supportive program including family support, health care plans, wage increase etc. could significantly improve employee long-term commitments and it also leads to job satisfaction.  

**Javad and Davood (2012)** studied organizational commitment and job satisfaction of Iranian employees in a firm of services. The purpose of this study was to examine the role job satisfaction on organizational commitments. The results indicated that all three factors of Job satisfaction (Promotions, Personal relationships and Favorable conditions of work) had positive and significant effects on organizational commitments. The main contribution of the study was to provide empirical evidence about the impact of job satisfaction on organizational commitments.  

**Daneshfard and Ekvaniyan (2012)** conducted a study on organizational commitment and job satisfaction in Islamic Azad University. The main purpose of this study was the comparison job satisfaction and organizational commitment in Islamic Azad University of Kogiluyeh & Boyer Ahmad province. The result of this study showed that the relationship between employee job satisfaction and employee organizational commitment is direct and significant. There was a significant difference in job satisfaction among managers, faculty members and employees, whereas there was insignificant difference in organizational commitment among manager, faculty members and employees.  

**2.7 PREVIOUS RESEARCHES RELATING TO THE RELATIONSHIP BETWEEN JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT:**

**Mathieu and Zajac (1990)** conducted a review and meta-analysis of the antecedents, consequences and correlates of organizational commitment. The study indicated that organizational commitment was positively related to
employee motivation and job involvement and negatively related to absenteeism and turnover.\textsuperscript{129}

**Randall and Cote (1991)** investigated interrelationships of work commitment constructs. Strong relationships were found between job involvement and organizational commitment and also job involvement and career salience. In addition, job involvement was significantly influenced by the protestant work ethic. Work group attachment appeared to influence organizational commitment only through job involvement.\textsuperscript{130}

**Huselid and Day (1991)** conducted a study to examine the hypothesis that organizational commitment and job involvement interact in the prediction of turnover. The presence of a commitment–involvement interaction was tested in three estimation models with data obtained from 138 supervisors. Identical models estimated with logistic regression provided no support for the presence of a commitment–involvement interaction.\textsuperscript{131}

**Knoop (1995)** investigated the relationships among a cluster of attitudes toward work and the job. He found that the degree of the relationship between commitment and job involvement was moderately high.\textsuperscript{132}

**Cohen (1996)** investigated the relationship between affective, continuance, normative commitment and job involvement. Findings of the study showed that affective commitment was more highly correlated with all the other types of commitment. He found a positive relationship between affective, continuance, normative commitment and job involvement. Thus employees who remained with the organization because they wanted to were more likely to exhibit higher levels of commitment to their work, their job and their career.\textsuperscript{133}

**Dauftuar and Anjali (1997)** explored the influence of organizational commitment and occupational stress on job involvement and personality of lower and middle level managers working in electrical manufacturing company in western India. They found a significant and positive correlation between job
involvement and organizational commitment, occupational stress and personality types.\textsuperscript{134}

\textbf{Sjoberg and Sverke (2000)} conducted a study on the interactive effect of job involvement and organizational commitment on job turnover in a Swedish Emergency Hospital. It was found that organizational commitment and job involvement were significantly positively correlated. It was also found that nurses with a higher level of job involvement and organizational commitment had significantly less absences than nurses with lower levels of job involvement and organizational commitment.\textsuperscript{135}

\textbf{Chin-Chih Ho (2006)} investigated the relationships between work values, job involvement and organizational commitment among Taiwanese nurses. The results of the study showed that work values were positively related to job involvement and organizational commitment and job involvement was positively related to organizational commitment. The study further showed that job involvement could play an important role in mediating the relationship between work values and organizational commitment and that establishing a higher level of job involvement among employees may be more important than focusing only on organizational commitment. It was further anticipated that improving various work-related attitudes would result in reduced turnover and absenteeism and more effective organisations.\textsuperscript{136}

\textbf{Hung (2008)} conducted a research on how training influences administrative staff job involvement and organizational commitment. With job involvement as an independent variable and organizational commitment as a dependent variable, a regression analysis was conducted. Job involvement had significant positive influence on organizational commitment. This finding supported the hypothesis that job involvement has positive influence on organizational commitment. It was also found that training has significant positive influence on job involvement and organizational commitment.\textsuperscript{137}

\textbf{Uygur and Kilic (2009)} studied the level of organizational commitment and job involvement of the personnel at Central Organisation, Ministry of
Health, in Turkey. They found a significant and positive correlation between organizational commitment and job involvement.\textsuperscript{138}

\textbf{Khan et al. (2010)} conducted a study on job involvement as predictor of employee commitment. The data were collected from 11 different public and private sector organizations in Pakistan through personally administered questionnaires. This study highlighted the effect of job involvement on three types of commitments i.e. affective commitment, continuance commitment and normative commitment. Job involvement showed the positive relationships with affective commitment, continuous commitment and normative commitment.\textsuperscript{139}

\textbf{Biswas (2011)} investigated psychological climate and affective commitment as antecedents of salespersons’ job involvement. The objective of this research was to explore the relationship between psychological climate and affective commitment as predictors of sales person’s level of job performance through the latter’s level of job involvement and job satisfaction. For this purpose, a survey instrument was administered to sales and marketing executives and their supervisors from various organizations in India. These organizations were randomly selected from various databases such as Yellow Pages Business Directory, CMIE (Centre for Monitoring Indian Economy) database and so on. He found a positive relationship between salesperson’s affective commitment and his/her level of job involvement.\textsuperscript{140}

\textbf{Ekmekci (2011)} conducted a study on involvement and commitment of employees in Turkey. This study aimed to explore the relationship between employees’ job involvement and their feeling of organizational commitment. He found that the job involvement perceptions of the employees in Turkey had an effect on their organizational commitment. The impact of demographical factors on the relationship between employees’ job involvement and organizational commitment was also examined.\textsuperscript{141}
2.8 CONCLUDING REMARK:

This chapter reviewed the previous researches relating to the job satisfaction, job involvement and organizational commitment. It was found that plenty of researches were done on job satisfaction and organizational commitment, but few researches were found on job involvement. In India, job involvement and organizational commitment are under researched areas. No research has so far been found in which job satisfaction, job involvement and organizational commitment are studied simultaneously.
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