CHAPTER - II

REVIEW OF RELATED LITERATURE

Job satisfaction and organization commitment are the most studied and researched topic in organizational behaviour and psychology since it has direct link with the organization. Either they are studied independently or jointly to know what is keeping an employee to enjoy the job and retain association with the organization. An employee enters into an organization to perform some job hence job and organization is tightly linked. Researches on retail sector are conspicuously scanty especially in India. For the purpose of the study review of the all studies are divided into groups as studies in abroad and study in India, and arranged in chronological and alphabetical sequence in ascending order. The combined studies of job satisfaction and organizational commitment are considered in the head of organizational commitment of respective categories, as, abroad or Indian.

2.1 Studies on Organizational Commitment Abroad:

Porter et al. (1974) 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.

Buchanan II (1974) in his study to know building organizational commitment: the socialization of managers in work organizations, to know the kinds of organizational experiences which have the effects of stimulating commitment among the people who manages large organization. He took a sample of 279 business and government managers from eight organizations where five from federal government in Washington and three from fortune 500 manufacturing companies. The findings registered as first year one major cause of turnover in junior managers is discrepancy between expectations and reality, and unfulfilled expectations; also noted that self image and personal investment and importance as determinants of organizational commitment. He concluded that
social interaction with organizational peers and superiors, job achievement, years of organizational service and hierarchical advancement are determinants of various aspects of organizational commitment. He found that nature and quality of work experience during tenure in the organization significantly influences the organization commitment and explained work experience is viewed as major socializing force and is important influencer in shaping attachment to the organization. He found that higher level of organizational commitment among managers in private sectors than those in public sector thus sector is a moderator.

Steers (1977) 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 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.

Marsh and Mannari (1977) did a work on organizational commitment and turnover to know that why Japanese organizations have lower turnover rates than American organizations. They studied one of leading electric house hold appliance company in Japan data collected from 1033 employees. They have found commitment values as a predictor of turnover behaviour; and Job satisfaction, job autonomy and cohesiveness have only direct effects on life time commitment, and organizational status has both direct and indirect effects through job satisfaction and job autonomy on commitment. In their study they suggested that when a man’s status in the company rises that has; first, increase in commitment, secondly, increase in job satisfaction which in turn increases organizational commitment, thirdly, in increase in perceived job autonomy which in turn decreases organizational commitment. Further they have added job autonomy is not an important source of job satisfaction.
**Bagozzi (1978)** studied 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.

**Bartol (1979)** in his study on 250 professionals found that valuing professional behaviour is associated with higher organizational commitment and lower role stress, turnover, and turnover expectancy. The professional dimensions viz. autonomy, professional commitment and ethics influenced organizational commitment in positive direction where collegial maintenance of standards was negatively related to organizational commitment.

**Angle and Perry (1981)** in an empirical assessment of organizational commitment and organizational effectiveness on a sample of 1244 bus service drivers of 24 organizations, which operated fixed-route bus services in western United States, the evidence provided that there is an inverse relationship between organizational commitment and employee turnover. Organizational commitment was found to be associated with organizational adaptability, turnover, and tardiness rate, but not with operating costs or absenteeism. Two subscales were constructed to measure value commitment and commitment to stay in the organization.
Meyer and Allen (1984) conducted a study to test Side bet theory of Organization 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) in their study 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.
**Fukami and Larson (1984)** tested parallel models of commitment to company and commitment to union tested on a sample of 114 full time employees of the papers transportation department and result showed that personal characteristics, age, education and organizational commitment, are significantly correlated to company commitment and unrelated to union commitment. Job scope and Job stress are significantly correlated with company commitment but unrelated to union commitment. And work experience is the only antecedent factors to be related to both company and union commitment.

**Reichers (1985)** in his study to review and reconceptulisation 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.

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

Mottaz (1988) made study on 1385 full time workers of six diverse organizations viz. a small university, five elementary schools, a hospital, an order processing firm, a plastic factory and a large law enforcement agency to know the determinants of organizational commitment. He concluded that five demographic variables have a significant relationship with commitment, as; education has the strongest relationship followed by marital status, family income, sex and job tenure respectively. He found that impact of demographic factor on commitment is indirect through work reward and values. And if work rewards are considered effect of demographic factors no longer significant. He suggested that if workers perceive the organization as providing interesting and meaningful task, a friendly and supportive environment, as well as good pay and promotional opportunities, commitment to the organization likely to be
high. At the same time if workers have high level of work values it may be difficult for the organization to match the work reward and as a result high level of organization commitment will not develop among these workers. Therefore, accepted organizational commitment requires attention for both work reward and work values. He added the content of job itself influences commitment to the organization. Thus a proper job design

**Meyer and Allen (1988)** 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 greater 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.

Gary Blau (1989) in a longitudinally tracked sample of 133 full time bank tellers working for a non unionized bank. The results indicated that career commitment was distinct from job involvement and organizational commitment. Organizational commitment, job involvement and career commitment are significantly positive related to each other. He raised an issue of mobility in the job it is stated that higher the perceived mobility, the more likely employee may distinguish their vocation from their particular job and/or organization.

Shore and Martin (1989) on a study of job satisfaction and organization 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 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.

**Caldwell et al. (1990)** in study of a sample of 291 respondents from 45 firms in USA to know more intensive recruitment and socialisation process to be linked with higher level of commitment. They concluded that there is a positive relationship between strong organizational recruiting process and socialisation process, and individual commitment when firms have well developed recruitment and orientation procedures and well defined organizational value systems employees manifest higher level of normative commitment to the organization. In addition to these effects they concluded that well articulated reward systems are positive related to instrumental based commitment. According to Caldwell et al. (1990) factors related to an individual’s decision to accept a job offer can influence his or her subsequent organizational commitment.

**Cohen and Lowenberg (1990)** made a 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.
Koslowsky (1990) noted that organization commitment was not related to staff/line variable but job commitment (job involvement) is function of this dichotomy. On a sample of 207 police officers of the Israeli police department he reported that line (field) employees will show more job commitment than staff (administrative) employees.

Meyer, Allen and Gellatly (1990), analysed 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)

Mathieu (1991) on a sample of 588 ROTC cadets for studied antecedents of organizational commitment and satisfaction. He found that organizational commitment and job satisfaction are reciprocally related. The influence of satisfaction on commitment was found to be stronger than the reverse effect.

McNeilly and Goldsmith( 1991) in a studied the effects of gender and performance on job satisfaction and intention to leave the current sales job found that gender can cause differences in job attitudes, job satisfaction, and intent-to-leave. Other studies have used job performance, satisfaction, and intent-to-leave to show that low and high performing employees leave their
jobs for different reasons. In the present study used a sample of 138 salespersons drawn from a variety of companies to explore whether (1) gender and (2) performance do moderate the relationship between job satisfaction and intent-to-leave. The study showed a tendency for men and women salespersons to leave their current sales position because of dissatisfaction with different aspects of the job and also confirmed previous research that had showed that high and low performing salespeople leave for different reasons.

**Becker (1992)** studied different foci and bases of commitment to find distinction between them noted that the distinction of foci and bases of commitment is important and organization commitment has multiple foci and bases. In organization employee carries foci to different identity as top management, supervisor, work group and organization; and foci and bases of commitment helped to predict job satisfaction and intent to quit. He further added that study of individual attachment to include foci and bases of commitment is the creation of commitment profile.

**Cohen and Gattiker (1992)** did an 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.

**Cohen (1993)** studied age and tenure relationship with organization commitment and considered important correlates of organizational commitment (OC). However, the relations between these variables and OC were found to be relatively weak. This meta-analysis examines the relations between age and tenure and OC across different time frames of employment stages. The numbers of samples dealing with the relations between OC and age and between OC and tenure were 84 and 80, respectively. Age and tenure were divided into time frames of employment stages and a separate meta-analysis was conducted for each of these subgroups. The findings indicate different patterns of relations across employment stages. The relation between OC and
age was strongest for the youngest subgroup. The relation between OC and tenure was strongest for the oldest tenure subgroup.

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

**Tett and Meyer (1993)** 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) in their study for 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.

Dunham et al. (1994) conducted a study on a 9 series (N = 2734) on the members 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 subdimensions (personal sacrifice and lack of alternatives).

Brett et al. (1995) on examined impact of organizational commitment on economic 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.

**Allen and Meyer (1996)** in an 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)** studied foci and bases of employee commitment and its implication on 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)** 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.

**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 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.

Cohen (1999) in an empirical assessment for relationships among five forms of 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)** in his 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.

**O’Driscoll and Randall (1999)** studied perceived organizational support, satisfaction with rewards and employee sjob 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.

Beck and Wilson (2000) in their 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.

Maier and Brunstein (2001) 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 newcomers will be likely to identify themselves with their organization if they perceive it to be facilitative of personal goal achievement.

Rhoades et al. (2001) conducted three studies to examine the interrelationship among work experiences, perceived organizational support (POS), affective commitment and employee turnover. They considered three studies for the research in United States.
Study one a sample of 367 employees of diverse jobs and organizations with age group (25-60) were taken. Result showed that work experience, perceived organization support and affective commitment were distinct in nature. POS mediated the association of organizational rewards, procedural justice and supervisor support with affective commitment. That is favourable work experiences attributable to the organization’s discretionary actions (organizational rewards, procedural justice and supervisor support).

In the second study, to know the directionality of POS and AC, two samples of employees 2 years and 3 years interval from large electronic and sales appliance organization were taken. They found that perceived organizational support leads to affective commitment but not the reverse.

In third study two samples one from a retail sales organization and poultry and feed processing plant taken. They found that affective commitment mediates the relationship between perceived organizational support and subsequently to turnover. Finally, concluded that organizational rewards, procedural justice and supervisor supports are readily modifiable work experiences that lead to affective commitment via perceived organizational support and thereby reduces turnover.

Wasti (2002) 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 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 turn over 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.

In their study they have found that the three forms of commitment are related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment, and very strong correlation of organizational commitment with correlates overall job satisfaction, job involvement and occupational commitment. All three forms of commitment
correlated negatively to withdrawal cognition and turnover intention and turnover but correlate differently with other work behaviours i.e. attendance, job performance and OCB. Affective commitment had the strongest and most favorable correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work—family conflict) outcomes. They have observed that affective commitment is strongly related with perceived organization support (POS) and various forms of organizational justice (i.e. distributive, procedural and interactional) and transformational leadership.

**Rhoads et al. (2002)** did a study for retailing as a career for a comparative study on store based retail position and other marketing related position. On a sample of 545 respondents worked in different marketing related position as industrial sales person, retail store manager, marketing manager and corporate sales executives. The results found that retail store managers have less satisfying work place experience than do other marketers and had a lower level of organizational commitment and higher level of intentions to look for new job. Also, identified that overall well being of retail store managers significantly poorer than those of other marketing related position.

**Chen and Francesco (2003)**, in a study of 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) in their five year studies 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.

Gellatly et al. (2006) in their efforts to know the combined effects of the three commitment components on focal and discretionary behaviours to test the theoretical proposition advanced by Meyer and Herscovitch (2001) that is the interactive effects of affective, continuous and normative commitment on focal (staying intention) and discretionary (citizenship) behaviour. The study was conducted on 2972 permanent full and part time, non management employees of a Canadian health care organization there were 89% female with average age 46.8 years and average tenure with the organization was 11.2 years. The result was affective commitment (AC) did not correlate significantly
with continuous commitment (CC) but correlate significantly with normative commitment (NC); intention to stay is significantly with all forms commitment. They have noted that the strong relationship with three components of commitment on focal behaviour. They have predicted that intention to stay with the organization was strong for all the three profile groups; also added that three components of commitment have additive effects on intentions to remain.

In studying discretionary behaviour they have found that when affective commitment (AC) and citizenship behaviour was strong when NC and CC were low than when one of the two was high. There was negative relationship in case of CC was high and AC was low. Finally they have noted that employees with strong AC profile are likely to remain with the organization and to be good organizational citizens; in case AC is low and CC is high, NC will be experienced as indebted obligation and reduce the tendency to engage in citizenship behaviour. Hence in case of high AC, NC will contribute to the increase in citizenship behaviour. Also noted that an employee’s commitment profile provides a context that can influence how a particular component of commitment is experienced.

**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) 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) in their 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.

Brown and Lam (2008) in their 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.

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 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) in an effort to know the combined influence of affective, continuous 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.

Ziauddin et al. (2010) 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) 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.

2.2 Studies on Organizational Commitment in India

Sharma (1997) designed a study to find out the situational and personal determinants of organizational commitment. 200 skilled workers of a private sector manufacturing organization in Faridabad, India, were interviewed with the help of a structured interview schedule. Results indicated "organizational characteristics" and "task characteristics" are relatively more important determinants of organizational commitment than "personal characteristics". Together, the first two sets of factors explain 35.42 per cent of the variance in organizational commitment, whereas only about 2 per cent of the variance is explained by the person-related factors. Thus, whether a worker is committed to his organization or not is determined less by his personal characteristics but much more by the situational characteristics.

Sharma and Joshi (2001) conducted a study for determinants of organizational commitment in a manufacturing organization in the private
sector on a sample of the sample consisted of 81 executives covering practically all levels of executive cadre of a private sector organization engaged in manufacturing high precision castings for automobiles in India. The findings revealed that executives are, by and large, quite satisfied being members of this organization. Out of the 14 organizational characteristics examined only two, i.e. performance appraisal and job content, have emerged as the best predictors of organizational commitment. The practical implications and theoretical significance of the findings are also discussed.

Kaur, Sandhu and Kaur (2010) in their study of effect of career stages on organizational commitment in Indian banking industry found that affective, continuance, and normative organizational commitment are, indeed, differently related to career stage and there is significant difference in affective, continuance, and normative organizational commitment at each career stage of employees. Employees at mid and late-career stage exhibited high affective, continuance, and normative commitment than early-career stage employees when career stages were categorized on the basis of chronological age. Not only age but longevity of the employment relationship also affects the level of organizational commitment at each career stage. New-comers’ low investments, low professional skills and, low prestige may result in their lack of commitment to the organization.
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 Studies on Job Satisfaction Abroad

Altinus and Tersine (1973) compared job satisfaction of young workers with old workers. They found that the needs of young workers are different than older workers and they are less satisfied with the work. The result indicated a positive linear relationship between age and job satisfaction.

Weaver (1978) in his study to know the sex differences in determinants of job satisfaction found there is no effect of sex on job satisfaction.

Martinson and Wilkening (1984) in their study to know rural-urban differences in job satisfaction noted that there is difference in job satisfaction among rural and urban population. The respondent's place of socialization tends to exert a statistically significant impact on his or her level of intrinsic job satisfaction. They have concluded that the place of origin may be considered for job satisfaction analysis.
Motowidlo (1984) 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) in his study indicated that a significantly stronger relation-ship 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.

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 jobs
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.

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.

Clark, Oswald, and Warr (1996) 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.

Hossain (2000) 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
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.

**Bradley and Cartwright (2002)** 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.

### 2.4 Studies on Job Satisfaction in India

**Paliwal (1969)** examined the relationship between job satisfaction and incentives among sugar cane workers in three factories in Uttar Pradesh. He found from the study that job satisfaction was not associated with difference in incentive preferences.

**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.

Srivastava (1987) studied the relationship of job satisfaction and organization climate for which he selected 50 junior management level officers and 50 middle management level managers from various ministries and departments of Central Government located in Delhi. He found significant relationships between job satisfaction and organization climate in junior and middle level officers but the difference was statistically insignificant in terms of perception of climate and job satisfaction.

Khaleque and Rehman (1987) attempted to identify the determinants of job satisfaction and to evaluate the perceived importance of job facets to overall job both satisfaction and dissatisfaction. Overall job satisfaction of industrial workers seemed to be influenced by satisfaction on the job facets and personal life, and the degree of satisfaction appeared to depend on satisfaction with a number of job facets as well as their perceived importance.

Kacmar and Ferris (1989) 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.

*Sharma and Sharma* (1997) in their study to know determinants of job satisfaction: personal or situational factor found that organizational characteristics are relatively more important predictor of job satisfaction than task characteristics, and situational factors are more important determinant of job satisfaction than personal characteristics.

*Srivastava and Srivastava* (1983) examined the extent of job satisfaction among 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.

*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.
Rao (1989) 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.

Sharma (1991 a) examined job satisfaction among bank employees. A sample of 2274 clerks, working in six leading banks in India, was collected and analysed. It was found that work technology and level of education not only significantly affected job satisfaction but also predicted 90% of the variation in job satisfaction. Whereas, pay and type of supervision both failed to show a significant relationship with job satisfaction.

Saiyadain (1992) 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.

Beegam (1992) studied job satisfaction among college teachers in Kerala. He studied impact of socio-demographic and personality variables on job satisfaction. Teachers with self-esteem were also high on job satisfaction. Similarly, teachers highly satisfied on job tend to have higher scores in spiritualistic orientation in comparison to those less satisfied. Teachers high on maladjustment felt less satisfied on their work. Significant relationships were found between job satisfaction and the faculty to which the teacher belongs, locale, caste, religion and designation. However, no significant relationship was there between job satisfaction and additional qualification, distance, mode of conveyance, marital status, spouse education, spouse occupation and father's education.
**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.

**Joshi and Sharma (1997)** investigated the role of job and organizational related factors in job satisfaction among managerial employees of a private sector organization. They found from the study that only two variables, i.e. job content and training were the best predictors of job satisfaction. It was also found that Job content, training, scope for advancement, grievance handling, monetary benefits, participation, objectivity, recognition, welfare activities, support and warmth, communication, top management commitment, performance appraisal were positively and significantly related to managerial 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.

Dhillon (1991) investigated the effect of occupational stress on job satisfaction and effects of age, education, and hierarchy on this relationship. A sample of 296 male Delhi police personnel from different hierarchical ranks was administered questionnaires to collect data. Overall occupational stress and hierarchy were found negatively and significantly related to job satisfaction whereas age was significantly and positively correlated with job satisfaction. The regression analysis showed that occupational stress explained the most variance in job satisfaction, followed by age, education and hierarchy.

Ganguli (1996), 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 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.

*Goud, Pestonjee, and Zafar (1997)* studied job satisfaction levels and morale in the public and private sector organization. They collected data from 180 managers, supervisors, and workers from two organizational units in Karnataka. They found that there is no significant difference between job satisfaction of private and public sector organizations, though comparing aspects of job satisfaction cadre wise and area wise, and on the job and off the job indicated some differences among them. Similarly no significant relationship was found between job satisfaction of different categories of employees and job satisfaction, except in few categories.

*Mallik and Mallik (1998)* collected data from 140 managers, clerks and sub staff in six branches of five nationalized banks in West Bengal to study the differences in their job satisfaction with job the clerks and sub staff, they are the least satisfied persons on their job than the other two groups. Managers have also been found significantly different on job satisfaction from the clerks and sub staff but the clerks and sub staff has not been significantly different on the two variables.
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.

Yadav and Halyal (1999) 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.

Lehal (2000) examined the job satisfaction among executives of electronic industry in Punjab and correlated it with personal variables such as age, experience and salary. Data were collected from 120 executives working in five units of electronic industry, owned by private sector, public sector, joint sector and Central Government. The study found that age, experience and salary were not significantly related with job satisfaction.
Kumar (2000) 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 dissatisfactory 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.
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.

Chandraiah et al. (2003) examined occupational stress and job satisfaction among managers with reference to age they reported that higher level of job stress leading to lower level of job satisfaction in the age group of 25-35 years than their counter part in the middle age 35-45 years and the older age group 46-55 years. The age is found to be negatively correlated with occupational stress and positively correlated with job satisfaction.

Modi (2007) in a study of job satisfaction comparative study of public and private sector banks in Udaipur, India on a sample of 180 managers of public and private sector banks found that job satisfaction was higher among upper middle level manager as compared to middle and lower level managers of both
public and private sector banks, and there was significant difference in job satisfaction between private and public sector bank employees.

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

Kakoli sen (2008) in his study examines 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.

Biswas (2010) in his 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) tested factors that influence job satisfaction in Kerla, India and 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.

2.5 Research Gap on Job Satisfaction and Organizational Commitment in Retail Sector

The review of the research studies of job satisfaction and organizational commitment focusing on antecedents, correlates and outcome of both the variables. Job satisfaction and organizational commitment are two most important job attitudes linked with work behavior which have direct link with organization’s productivity, growth and efficiency and future planning. In all the studies on job satisfaction and organizational commitment have proved to have some relationship, therefore we may consider three views for the relationship between job satisfaction, organization commitment and its outcome variables viz. intention to quit, turnover, organizational performance, organization citizenship behaviour.
However, retailing as a field of academic interest has recently started getting interest and attention of both academics and practicing executives. Particularly in India retailing has started gaining pace after post 2002 economic growth and development. Though efforts have started developing and framing retailing as a separate field of study but as a subject of interest it requires more research work. Since Indian retail market is virgin and offering excellent growth opportunity for organizations but organization without people is non existence therefore it is necessary to study and understand behaviour of employees for maximizing the growth. Due to nascent stage of the subject for the research work, hence very few studies are found on subject related studies. Hence the present study is modest attempt to examine how job satisfaction and organizational commitment of employees will make this sector a different in terms of its efficiency and effectiveness.