DISCUSSION

6.1 RELATIONSHIP BETWEEN JOB SATISFACTION, JOB PERFORMANCE AND ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND 'CONCERN FOR ORGANISATION' COMMITMENT)

The correlation between job satisfaction and job performance is low \((r=.114, p<.01)\). The hypothesis that job satisfaction correlates positively with job performance has been substantiated, though the obtained relationship is consistent with the previous findings which reported a low correlation. Vroom (1964) reviewed 20 studies relating satisfaction and performance that had been conducted between 1949 and 1963 and found correlations ranging from -.31 to .86, with a median correlation of .14 and a meta-analyses conducted by Iaffaldano and Muchiansky (1985) which estimated the true population correlation between satisfaction and performance to be .17. Bulk of evidence exhibits the correlation between satisfaction and performance to be relatively low (Brayfield and Crockett, 1955; Iaffaldano and Muchiansky, 1985; Locke, 1976; Vroom, 1964).

Satisfaction is an overall affective orientation (Kallerberg and Berg, 1987) or it can be stated as an overall indicator of the quality of one's experiences with various job conditions. Thus, satisfaction may breed complacency. It may not be necessary that happy workers, on that account, are willing to exert effort to make themselves succeed or to help the organisation to succeed. A variety of reasons, such as measurement (Iaffaldano and Muchinsky, 1985), the moderating
effects of job characteristics (Ivancevich, 1978), constraints on performance (Bhagat, 1982; Herman, 1973) have been offered to explain the degree of correlation.

It is also possible that the weak relationship is due to the fact that individual-level measures of performance do not reflect the interactions and dependencies in the work process.

In the present investigation, the self-rating technique was used to appraise the performance of managers. This method is known for giving a better chance to the employees to evaluate their own abilities and behaviour (Levine, 1986; Mabe and West, 1982; Mount, 1984). Hence, employees who possess more humble personality characteristics, try to underplay their performance. This can also be one of the reasons of the weak relationship found between job satisfaction and job performance.

Thus, the conclusion of many researchers and the results of previous studies that satisfaction and performances are not strongly related needs to be explored further.

The intercorrelation results revealed that job performance correlates positively with affective commitment \( (r=.155, p<.01) \), and ‘concern for organisation’ commitment \( (r=.147, p<.05) \), whereas it has failed to correlate significantly with continuance commitment \( (r=.038, \text{ n.s.}) \).

The earlier studies (Mowday et al., 1982) concluded that organisational commitment and job performance demonstrated a weak relationship. Mathieu and Zajac (1990) after conducting a meta-analysis also suggested that commitment had relatively little direct influence on performance in most instances. Meyer, Paunonen, Gellatly and Jackson (1989) found that affective commitment had a correlation of .15 with a composite measure of
performance. In line with the findings of the present investigation, Becker, Billings, Eveleth and Gilbert (1986) suggest that there is a possibility of relationship between commitment as a multidimensional phenomenon and performance, as employees in many organisations distinguish between commitment to supervisors and commitment to organisations and between identification and internalisation as the bases of commitment of these two foci. Notably, Randall (1987) and Salanic (1977) also suggested that commitment may result in high performance and decrease in turnover.

Moreover, the employees here exhibit well defined role expectation. Mathieu and Zajac (1990) have also indicated that attitudinal commitment could be expected to correlate more positively with performance when role expectations were clearly defined than when they were ambiguous. The same might be true for individuals who have a higher concern for organisation. They are also involved in the organisation's future and are concerned about its fate. Thus, they might be working hard to make the production level competitive.

The correlation between continuance commitment and job performance has failed to reach the significance level. This may be due to the fact that continuance commitment was found to be generally unrelated to professional involvement and on-the-job behavior (Meyer, Allen and Smith, 1993). The individual can become bound to an occupation but the implications for occupation-relevant behavior and organization-relevant behavior, can be quite different. Consistent with the findings, Mathieu and Zajac (1990) found that continuance commitment would exhibit a high positive correlation with performance in instances where pay is tied closely with performance (e.g., piece-rate systems), and less so where there is little connection (e.g., straight salary systems). In the
present investigation there is no such allurement to the managers by their respective organisations. It has already been discussed in the previous section that that the employees who are high on continuance commitment tend to be dissatisfied with their salaries. Thus, the result is that they are bound to serve because of certain 'side-bets' and stakes but they do not have any sort of involvement in increasing organisation's performance.

The results reveal that job satisfaction correlates positively with affective commitment ($r=.658, p<.01$) and with continuance commitment ($r=.237, p<.01$). The correlation between job satisfaction and 'concern for organisation' commitment has failed to reach the significance level ($r=-.073, n.s.$).

The relationship between job satisfaction and affective commitment is easier to explain. It is logical because when one likes one's job or work and derives satisfaction from it, one can see oneself staying with it (with the organisation offering work). Consistent with the previous findings, Mathieu and Zajac (1990) have found that the correlations between job satisfaction and attitudinal commitment were uniformly positive. Meyer et al. (1993) in their study have also found that affective commitment was positively related to satisfaction with the job. The positive outcome of continuance commitment—job satisfaction relationship indicates that the individuals are committed with the organization and they are satisfied with the organisation.

Thus, from the above discussion it has been suggested that the linkages among job satisfaction, job performance, organizational commitment are vital for an organisation's effectiveness and growth.

Supporting the relevance of this relationship, it is mentioned (Yankelovich, 1983) that one major factor contributing to slow
productivity is worker's attitudes. It is important to gain worker's commitment and to make work satisfying in order to deal with productivity problems.

In the present investigation it needs to be considered that the participating organizations have a history of providing life time employment, a benefit that the multinationals can not and do not provide. Organisations with different types of employment policies might exhibit other types of links between managerial perceptions of job satisfaction, employee commitment and job performance.

6.2 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND ‘CONCERN FOR ORGANISATION’ COMMITMENT) AND JOB PERFORMANCE WITH ORGANISATIONAL CLIMATE

A number of significant correlations of job satisfaction, affective commitment, continuance commitment, ‘concern for organisation’ commitment and job performance with organisational climate variables have been obtained.

The hypothesis that achievement climate correlates positively with job satisfaction has been substantiated. The correlation was found to be: \( r = 0.252, p < 0.01 \). This suggests that the organisational climate which has competitiveness and concern for work excellence enhances the employees' job satisfaction. Furthermore, job satisfaction represents an attitude rather than a behavior, thus the organizations have a responsibility to provide employees with jobs that are challenging and intrinsically rewarding (Robinson, 2001). This can further enhance the job satisfaction of employees.

The results reveal that achievement climate correlates positively with affective commitment \( (r = 0.234, p < 0.01) \). Various previous
studies also support this finding that the environment which provides achievement opportunities, self-actualisation, autonomy (Singh and Das, 1977) trust and recognition dimensions of organisational climate (DeCotiis and Summers, 1987; Hrebinjak, 1974; Mottaz, 1988; Salanick, 1977) can produce higher level of commitment to work. All these are important components of achievement-oriented climate. Recent literature also suggests that employees who are affectively committed to the organisation are more likely to exert effort on behalf of the organization; they try to keep up the development of the organization (Meyer and Allen, 1991; Meyer et al., 1989). Continuance commitment correlates positively ($r=.266, p<.01$) and 'concern for organisation' commitment correlates negatively ($r=-.098, .05<p<.10$) with achievement-oriented climate. This implies that employees who are high on continuance commitment tend to perceive the climate as achievement-oriented. It also suggests that they perceive the climate to be competitive and it may be connected with the rewards, i.e., the employees who were participating in the professional activities could be getting some kind of benefits. The benefits might be in terms of improving professional profile, their promotional chances or improvement in the perks/emoluments. On the other hand, the employees who are high on 'concern for organization' commitment tend to perceive a low achievement-oriented climate. Such employees are highly concerned for the organization's future and they often view the current situation critically. Perhaps, the prevailing conditions do not measure up to the expectations of employees high on 'concern for organization' commitment.

The hypothesis that extension climate is positively correlated with job satisfaction has been substantiated. The correlation is found to be: $r=.146, p<.05$. High extension climate provides the feeling of belongingness, conducive environment for internalization of organisational goals and values in employees, thus leading to high
job satisfaction.

Though the correlation of extension climate with affective commitment failed to reach the significance level ($r=.091$, n.s.), it was positive as in the case of job satisfaction.

The hypothesis that **expert influence climate correlates positively with job satisfaction** has not been substantiated. The correlation just fails to reach the significance level ($r=.080$, $0.05<p<0.10$, one-tailed). The results reveal that affective commitment is positively correlated with expert influence climate ($r=.206$, $p<0.01$). This confirms that Indian employees consider their seniors, as 'nurturant' (Sinha, 1984) — the ones who give support and advice. The employees look forward to take the expert's opinion to accomplish the tasks. This, in return, enhances their job satisfaction and the feeling of belongingness with the organisation (Khandwalla, 1988).

**Continuance commitment has failed to show any relationship with expert influence climate** ($r=.028$, n.s.) while 'concern for organization' commitment tends to be positively correlated ($r=.098$, $0.05<p<0.10$) with expert influence climate.

The hypothesis that **affiliation climate is negatively correlated with job satisfaction, has not has not been supported**. The Indian managers have been believed to be affiliative, with a marked preference for personalised relationships (Dayal, 1974; De, 1974; Sinha and Sinha, 1974). Dayal (1977) has argued that the affiliative nature of Indians emphasises on personalised relationships at work. Dwivedi (1980, 1983) and Sharma (1983a) suggest that there are low chances of employees attaining satisfaction where relationships take priority over task accomplishment.

The hypothesis that **job performance correlates negatively with affiliation climate has just failed to be substantiated. The**
correlation fails to reach the significance level \((r=-.083, .05<p<.10)\).

The results reveal that affective commitment, continuance commitment and 'concern for organisation' commitment have not shown any significant relationship with affiliation climate. Affiliation climate is known to breed role stress (Khanna, 1985; Singh, 1987). Moreover, the employees waste their energy and time, seeking approval and security instead of doing their jobs, in the process becoming more vulnerable, and thereby, increasing their role stress (Nagpal, 1999).

In the context of lack of relationship of affiliation climate with job satisfaction, job performance and three types of organisational commitment, it can be observed that affiliation related factors may be of secondary importance in the executive class in India (Maheshwari, 1983).

The hypotheses that job performance is positively correlated with achievement climate, expert influence climate and extension climate have not been substantiated. Contrary to the hypothesised relationship, job performance correlates positively with dependency climate \((r=.136, p<.01)\) and control climate \((r=.101, p<.01)\) and correlates, negatively with extension climate \((r=-.141, p<.01)\).

There could be many underlying reasons for the emergence of such relationships. Indians have been believed to be dependency prone (Pareek, 1968; Sinha, 1980). In the Indian organisational set-ups, an influential and authority wielding manager is accepted and appreciated by the subordinates for efficient performance (Sinha, 1986).

This ideology in Indian organisations is known to be parental (nurturant and assertive), that is marked by a directive boss and an obedient subordinate. This form of behaviour is not only nurtured in
organisational set-ups with authority structure, but is also expected and rewarded by the seniors. In such a scenario, the dependency climate helps the managers to pass on the responsibility of dealing with the productivity issues to their seniors, thereby lessening work stress. This could be one of the reasons that under the prevalence of control and dependency climate, the managers tend to be high on job performance.

The other reason could be that executives imitate their bosses, and if top-level executives are bureaucratic or benevolent-autocratic, so will be their subordinates. Similarly, under dynamic and liberal top management, corresponding modernity values may evolve in the lower managers, while in the same organisation under a conservative status quo management, feudal values may evolve (Khandwalla, 1981).

Singh (1979) has also indicated a similar point of view, that middle level managers have pressures from the top authority. They may be inclined to abandon democratic policies in dealing with the lower level managers.

Thus, it can be inferred that middle level manager, generally are the in-group members of top management. The decision-making authority and control-orientation of top management tend to be perceived as a matter of fact and in keeping with the parental ideology of authority.

6.3 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT, 'CONCERN FOR ORGANISATION' COMMITMENT) AND JOB PERFORMANCE WITH WORK VALUES.

Achievement value though a non-significant correlate
Discussion....

(r=.070, n.s.) emerged as a significant predictor (b=.5666, p<.01) of job performance. This may be due to the reason that it has a significant correlation with other predictors of job performance, viz., age (r=-.163, p<.01), attitude toward virtue of manual work (r=-.181, p<.01). Achievement value, here acts as a suppressor variable (see Guilford and Fruchter, 1973, pp. 371-372).

Fairness value emerged as a negative (b=-.6075, p<.01) predictor and correlate (r=-.149, p<.01) of continuance commitment. This suggests that individuals high on continuance commitment tend to be having low fairness values. It may be due to the reason that the employees who are high on continuance commitment have an element of expedience which may be antagonistic with fairness value.

The hypothesis that job satisfaction correlates positively with concern value has not been substantiated. The correlation (r=.090, .05<p<.10, one-tailed) fails to reach the significance level. It does show that employees who are high on job satisfaction tend to be having high concern or social values. They get satisfied when their concern values such as helping others or lending a helpful hand to the colleagues who is going through a tough time, gets accomplished.

6.4 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT, 'CONCERN FOR ORGANISATION' COMMITMENT) AND JOB PERFORMANCE WITH ATTITUDE TOWARD MANUAL WORK.

The five dimensions of attitude toward manual work, viz., (a) attitude toward virtue of manual work; (b) attitude toward status enhancement; (c) attitude toward efficiency in work; (d) attitude toward working class; (e) attitude toward useful work versus
recreational activities, indicate the multidimensionality of attitude toward manual work.

In the present study, attitude toward virtue of manual work has emerged as a common positive correlate of job satisfaction \((r=.118, p<.05)\), and job performance \((r=.244, p<.01)\), and a positive correlate of affective commitment \((r=.111, .05<p<.10)\).

These results suggest that attitude toward virtue of manual work, when put into work, predisposes the managers to inculcate positive work culture among their subordinates. This helps them to have a satisfying and productive work experience for themselves as well as for their team. Furthermore, it enhances their belongingness towards the organization.

The results reveal that attitude toward virtue of manual work has failed to reach the significance level with continuance commitment and ‘concern for organisation’ commitment. It may be due to the reason that continuance commitments tends to be having a negative tendency to engage in behaviors that are beneficial from the angle of occupation, it also includes compliance with professional standards.

Attitude toward status enhancement has emerged as a positive correlate \((r=.199, p<.01)\) of job performance and it has emerged as positive correlate \((r=.179, p<.01)\) of ‘concern for organisation’ commitment. This shows that employees who are high on attitude toward status enhancement tend to work hard and emerge as good performers. Better performance implies appreciation and rise in hierarchy. Such employees work hard as they want to attain higher status in the organisation.

Attitude toward efficiency in work tends to emerge as a correlate of continuance commitment \((r=.103, .05<p<.10)\). Literature
reveals that anything that increases the cost associated with leaving the organization can lead to the development of continuance commitment (Meyer and Allen, 1991). So any type of self-investment such as effort, time, and energy that an employee has spent in the organization for its well-being tends to increase continuance commitment. Here, employees who are high on continuance commitment have favourable attitude toward efficiency in work. They are aware of increased effort and energy which they have put for an organization’s well-being. Moreover, this attitude reflects toward an overall attitude of being an efficient worker. It may also mean that individual expects efficiency from others, i.e., subordinates. ‘Concern for organisation’ commitment \( (r=0.158, \ p<0.01) \), and job performance have emerged as positive correlate \( (r=0.239, \ p<0.01) \) of attitude toward efficiency in work. This suggests that individuals high on ‘concern for organisation’ commitment tend to have positive attitude toward efficiency in work, as they feel an obligation toward their organization. They are concerned for its future and well-being. These employees tend to work hard and efficiently. Individuals high on job performance tend to be aspirant to improve further. They want to emerge as improved and efficient workers.

The results reveal that attitude toward working class has emerged as a negative correlate \( (r=-0.117, \ p<0.05) \) of job performance. This leads to the conclusion that the employees high on performance tend not to have a favorable ideological orientation toward the working class.

Though attitude toward working class has not been found to be correlated \( (r=-0.074, \ n.s.) \) with affective commitment, it has emerged as a significant predictor \( (b=-0.3807, \ p<0.01) \) of affective commitment in stepwise multiple regression analyses. Due to its role as a suppressor variable it has been found to have significant
correlations with a significant predictor of affective commitment, *viz.*, job performance \((r = -0.117, p < 0.05)\).

Attitude toward useful work/recreational activities has emerged as a non-significant correlate \((r = 0.053, n.s.)\) but a significant predictor \((b = 0.3098, p < 0.01)\) of affective commitment. This may be due its significant correlation with other predictors of affective commitment *viz.*, attitude toward working class \((r = 0.401, p < 0.01)\).

Hence, from the above discussion it becomes apparent that the five components of attitude toward manual work are differentially related to job satisfaction, three types of organisational commitment and job performance. This verifies the expectations that managers having favorable attitude toward the dimensions of manual work, can enhance productivity and can make the place of work a happy place.

6.5 THE RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT, AND 'CONCERN FOR ORGANISATION' COMMITMENT), AND JOB PERFORMANCE WITH AGE.

The hypothesis that *age is positively related to job satisfaction has not been substantiated*. Though, age has not been found to be correlated with job satisfaction \((r = 0.020, n.s.)\), it has emerged as a significant negative predictor \((b = -0.1599, p < 0.01)\) in stepwise multiple regression analysis. It is suggested that age has emerged as a significant predictor, despite it's non-significant correlation with job satisfaction, due to its role as a suppressor variable. It has been found to have significant correlation with a number of significant predictors, *viz.*, number of family members \((r = 0.197, p < 0.01)\) qualification \((r = -0.261, p < 0.01)\), control climate \((r = 0.152, p < 0.01)\). Thus age here acts as a suppression variable (see
The results reveal that age correlates positively with affective commitment ($r=.152, p<.01$) and 'concern for organisation' commitment ($r=.100, .05<p<.10$) whereas the correlation has failed to reach the significance level with continuance commitment.

The positive relationship between affective commitment and age was consistent with the finding that age was significantly more related to attitudinal than to calculative commitment. Meyer and Allen (1984) also explained that with increasing age, employees become attitudinally more committed to an organisation due to various factors such as, greater satisfaction with their jobs, having received better positions, and having cognitively justified their remaining in the organisation.

The results that age correlates positively with 'concern for organization' commitment are consistent with the previous studies. The reason for this positive outcome may be due to the fact that the employees high on 'concern for organisation' commitment tend to be highly concerned for the organisation and its well-being and this aspect of an employee's behavior is possible only when he/she is within the organisation for a longer time.

The positive correlation of age with continuance commitment could be explained on the basis of Becker's (1960) 'side-bet' theory that age binds the employee with an organisation because of limited alternative opportunities and greater sunk costs in later years. The results of intercorrelation analyses reveal that the positive relationship between age and continuance commitment has failed to reach the significance level. This could be due to the fact that the employees who were high on continuance commitment may be in the early stages of their career, so they might have not
calculated the financial benefits that accrue to this job. As the literature indicates that continuance commitment increase with age or in other words the more years an employee puts in his job, the more he tends to perceive high costs associated with the job (Meyer et al., 1989).

The hypothesis that job performance is positively related to age has been substantiated. The correlation is found to be \( r = 0.219, p < 0.01 \). The previous studies has found that elderly workers miss fewer work hours, they perform better than younger workers and have shown constant rate of production. Waldman and Avolio (1986) after reviewing forty samples using meta–analytic methods, also have found that age was positively correlated with measures of productivity.

6.6 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE, COMMITMENT AND ‘CONCERN OF ORGANISATION’ COMMITMENT) WITH EDUCATIONAL QUALIFICATION

The hypothesis that educational qualification is negatively related with job satisfaction has been substantiated. Numbers of researchers have found the negative relationship between job satisfaction and educational qualification (Lee and Wilbur, 1985; Mottaz, 1984). The obtained inverse relationship \( r = -0.202, p < 0.01 \) could be explained due to fact that in the present investigation the participating organisations promoted their employees with job tenure. The employees also did not get time to pursue further studies, due to their busy schedule. Furthermore, they were into technical jobs where practical experience was required, hence the managers of the said organisations were satisfied with their jobs even if they were not highly qualified, they have attained a senior position and this has led them to assign less importance to
educational qualification. At the same time the employees with higher qualifications do not get much additional benefits, which leads to lower satisfaction.

The intercorrelation results reveal that affective commitment is negatively related to educational qualification \( (r=-.225, p<.01) \). The relationship of educational qualification with continuance commitment \( (r=-.051, \text{n.s.}) \) and ‘concern for organisation’ commitment \( (r=.031, \text{n.s.}) \) has failed to reach the significance level. The inverse relationship between affective commitment and educational qualification fits in with the viewpoint that employees with low education levels may be unlikely to have skills transferable to other organisational settings (Allen and Meyer, 1990). The employees with high educational level have more marketability and they frequently feel that they deserve better. They are high in knowledge, have the required degrees and are more prone to instability in their jobs. In the organisations studied, a majority of the employees were diploma holder engineers and they were well adjusted in their jobs. In line with this, Mathieu and Zajac (1990) have also found a negative correlation between education and attitudinal commitment. Mowday et al. (1982) concluded "that this inverse relationship may result from the fact that more educated individuals have higher expectations that the organisation may be unable to meet" (p.30).

The hypothesis that job performance is positively correlated with educational qualification has not been substantiated, \( (r=-.061, \text{n.s.}) \). Though the positive relationship between the two variables was proposed on the basis of the previous studies which highlight that there is a positive relationship between the level of education and job performance (Spencer and Steers, 1981; Pestonjee, Singh and Singh, 1981).
However, the outcome of non-significant relationship may be due to the reason that the participating organizations in the present investigation were manufacturing units. Hence, work experience was a crucial factor and so qualifications played, if at all, a marginal role.

6.7 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND ‘CONCERN FOR ORGANISATION’ COMMITMENT) AND JOB PERFORMANCE WITH SALARY.

The hypothesis that job satisfaction is positively related with salary has not been substantiated as it has failed to reach the significance level. Though the proposition, that salary is positively related to job satisfaction, was framed keeping in mind the reviews given by number of researchers (Luthans, 1998; Griffin, 1997).

The non-significant correlation between the job satisfaction and salary ($r=.026$, n.s.) may be due to the reason that employees have given importance to advancement, stability, opportunity to use skills, as they were enjoying the prevalence of high achievement and extension climate. This suggests that they were getting enough opportunities to satisfy their creative impulses and were also enjoying the autonomy and freedom to take their own decisions. Under such circumstances, salary or monthly pay cheque becomes an external factor. Some earlier studies have also reported non-economic motivational factors among Indian managers (LaxmiNarain, 1971; Saiyadain, 1977).

The empirical evidence indicates that continuance commitment is more related to financial rewards than the other two types of commitment. The results reveal that affective commitment ($r=.053$, n.s.) and ‘concern for organisation’ commitment ($r=.036$, n.s.) have not shown any correlation with salary, whereas
continuance commitment tends to be positively related to salary ($r = .106, p < .10$). Salary is generally considered to represent a 'side-bet' and thereby increases calculative commitment (Mathieu and Zajac, 1990). The results of the continuance commitment are consistent with the empirical studies. This suggests that financial reward is one of the important factors which ties the employees to the organizations.

The outcome of such results may be due to the fact that affective commitment is more related to positive experiences with one's job, which includes satisfaction with the job or training experience (Meyer and Allen, 1991). Affective commitment is also expected to be positively related to prospective behaviour i.e., experience gaining. 'Concern for organisation' commitment is also more related to the future prospects of organizations. The individuals high on these commitments tend to be less concerned about the emoluments. Such individuals are inclined toward building strong relationships between work attitudes and behaviours (Doran, Stone, Brief, and George, 1991). However, the literature is full of the evidence that continuance commitment is related to variables reflecting increased investment.

The hypothesis that job performance is positively related to salary has been substantiated ($r = .129, p < .05$, one-tailed). Many previous studies and theories support the relationship. Buyniski (1995) and Lawler (1995) have also revealed that money can be positively reinforcing for most people and, if the pay structure is designed properly to fit the strategies it can have a positive impact on the overall organisational performance. This suggests that even the marginal amount of money offered for the performance is perceived by individuals positively. In the participating organizations, the employees who are high on job performance tend to perceive their financial emoluments as sufficient.
6.8 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND ‘CONCERN FOR ORGANIZATION’ COMMITMENT) AND JOB PERFORMANCE WITH NUMBER OF FAMILY MEMBERS.

The hypothesis that more number of family members is positively related to job satisfaction has failed to be substantiated. The correlation is found to be: $r = 0.075$, $0.05 < p < 0.10$, one-tailed. Saiyadain (1983), however, had found that number of dependents had a positive correlation with job satisfaction. The employees who have family members at their home, tend to be satisfied because they have social support at home.

Previous studies bring to fore that all three types of commitments correlate positively with family composition. The inter correlations obtained are not consistent with the results of the previous studies as affective commitment ($r = 0.060$, n.s.), continuance commitment ($r = -0.044$, n.s.) and ‘concern for organisation’ commitment ($r = -0.008$, n.s.) have not shown any correlation with number of family members of the respondents. The concept is that more family members dependent on an employee means more financial burden and the resultant factor is more organisational commitment (Gould and Werbel, 1983). In the present study, it may be possible that respondents have few numbers of family members and it is also possible that the other members of the family are earning. Most of the respondents have a small family to maintain.

6.9 RELATIONSHIP OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT, AND ‘CONCERN FOR ORGANISATION’ COMMITMENT) AND JOB PERFORMANCE WITH WORK EXPERIENCE.

No significant correlation has emerged of job satisfaction
Discussion

with work experience ($r=-.002$, n.s.). The hypothesis that job satisfaction is positively related to work experience has not been substantiated. It is not found possible to explain the obtained results.

The hypothesis that job performance correlates positively with work experience has been substantiated ($r=.182$, $p<.01$, one-tailed). Work experience is an age related variable. The employees who are high on work experience are also elderly in age ($r=.219$, $p<.01$) and they are well adapted in their job conditions. Thus their performance is high.

Earlier studies indicate that affective commitment correlates positively with work experience and continuance commitment correlates more highly with tenure than work experience.

The results reveal that affective commitment ($r=.127$, $p<.05$) and ‘concern for organisation’ commitment ($r=.117$, $p<.05$) correlates positively with work experience of an employee. The employees who are high on work experience are also older in age (this has been discussed in the previous sections). Thus, the results suggest that older workers are more attitudinally committed (Meyer and Allen, 1984) and are more concerned for organisation’s growth. They are high in work experience, are better adapted in the job structure, find their jobs respectable and would apply their knowledge to the job. Meyer and Allen (1991) have noted that the strongest and more consistent relationship of affective commitment have been obtained with work experience. Employees whose experiences with the organisation are consistent with their expectations and satisfy their basic needs tend to develop a stronger affective attachment to the organisation. The same reason goes for ‘concern for organisation’ commitment.

While the relationship between continuance commitment
Discussion

and work experience has failed to reach the significance level ($r = -0.024$, n.s.). The reason might be that continuance commitment develops as employees recognize that they have accumulated investment or side-bets (Becker, 1960).

6.10 REGRESSION OF JOB SATISFACTION, ORGANISATIONAL COMMITMENT (AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND ‘CONCERN FOR ORGANISATION’ COMMITMENT) AND JOB PERFORMANCE ON THE INDIVIDUAL, PERSONAL-DEMOGRAPHIC AND ORGANISATIONAL VARIABLES.

The regression of three types of organisational commitment on each other in addition to the above-mentioned variables is being considered.

Both job satisfaction and affective commitment, have five common predictors, viz., low chances of changing the present job, lower perception of control climate, more number of family members, lower level of qualification and higher continuance commitment. This indicates that the job satisfaction and affective commitment share strong bond with each other. Both of them have shown the intentions to stay with the organisation. High continuance commitment tends to be predicting high job satisfaction and high affective commitment, which suggests that there is a self-reinforcing cycle in which attitudes and behaviors are related (Steers and Porter, 1983). This also suggests that attitudinal and calculative commitment may become closely linked over a time as both are consistent in maintaining the membership with the organisation. Furthermore, these variables indicate that when an employee has a desire to stay with an organisation, the employee is satisfied with the job and the organisation.

The variables which predict job satisfaction but not affective
commitment are: lower age, favorable attitude toward virtue of manual work, larger size of family, whereas the variables which predict affective commitment rather than job satisfaction are: unfavorable attitude toward working class, favorable attitude towards useful work, and only occasionally feeling fresh when reaching office in the morning.

Perception of high achievement climate, low 'concern for organisation' commitment, high affective commitment, favorable attitude toward efficiency in work, and low fairness value tend to be predicting high continuance commitment. The emergence of low fairness value as a predictor of continuance commitment suggests that there is an element of expedience in continuance commitment which may be antagonistic to the fairness value.

Favorable attitude toward efficiency in work tends to be predicting continuance commitment and 'concern for organisation' commitment also. This suggests that the employees who are high on continuance commitment tend to be aware of the increased effort and energy which they have put for an organization's well being. Moreover, this attitude implies that the manager expects efficiency from others, i.e., subordinates. While, the individuals who are high on 'concern for organisation' commitment tend to have favorable attitude toward efficiency in work, as they are concerned for an organization's future and well-being. These employees tend to work hard and efficiently as they aspire to improve and they also expect such an efficiency from other workers.

The predictors and the correlations indicate that affective commitment and continuance commitment effect each other positively. Continuance commitment and 'concern for organisation' commitment have inverse relationship and there is no relationship between affective commitment and 'concern for organisation'...
commitment. It could be inferred that ‘concern for organisation’ commitment which reflects a sympathetic but critical attitude towards the organisation tends to lower the desire to continue with the organisation, but does not bind the employee to the organisation.

Thus from the above discussion it has become apparent that the organisational commitment questionnaire (OCQ) which has generally been considered to be a unidimensional measure may actually be covering dimensions other than the affective also. All the three forms of commitment display any individual’s involvement in the organisation which might be quite different depending on which form of commitment is predominant. Meyer et al. (1993) have devised a measure which covers three aspects of commitment, viz., affective commitment, continuance commitment and normative commitment.

Job performance is predicted by favorable attitude toward virtue of manual work, favorable attitude toward efficiency in work and favorable attitude toward status enhancement, higher age, more number of family members, positive achievement value and using office/personal transport while commuting.

A large number of family members and favorable attitude toward virtue of manual work are also predicting job satisfaction. This suggest that favorable attitude toward manual work predisposes the managers to inculcate a satisfying and productive work experience for themselves as well as for their team. There is an indication that more family members at home enhance both job performance and job satisfaction. The support system and the responsibility towards the family possibly provides the necessary stability to the employee.
The variables which predict job performance but not job satisfaction are: favorable attitude efficiency in work, favorable attitude towards status enhancement, positive achievement values, and higher age. Thus, ascendance related variables emerge as the distinctive predictors of job performance.

On the other hand, the variables which are predicting job satisfaction but not job performance are low chances of changing the present job, low control climate, lower qualifications, lower in age, and higher continuance commitment. The conglomeration, here, is of a laid back person and the situation.

The results permit the conclusion that job satisfaction and job performance may together stem from a positive attitude toward manual work which may be reflecting a deeper concern for the process of production, depending on both the concern for workers as well as the concern for output. At the same time, it deserves to be recognized that additional independent factors may be contributing towards job performance and job satisfaction.