SUMMARY

Job satisfaction, organisational commitment and job performance of the employees are vital for an organisation's growth and effectiveness. To reduce dissatisfaction and increase satisfaction, to foster organisational commitment and to increase job performance are the issues which persistently challenge the researchers and the managers.

Earlier researchers, in one form or another, have identified the individual, organisational, and personal-demographic variables as predictors of job satisfaction, organisational commitment and job performance. It has been suggested that higher job satisfaction leads to higher organisational commitment as satisfied employees get more engaged in collaborative effort and in many cases exhibit commitment to their organisation (Ostroff, 1992). It has also been assumed that satisfied employees work harder than the frustrated ones and that the employees working in higher performing organisations become more satisfied than those in organisations with poor performance. Moreover, it has also been assumed that higher organisational commitment results in high performance and reduced turnover. Both of these, organisational commitment and job performance, can increase job satisfaction.

The present study is aimed at studying the role of individual variables (i.e., work values, attitude toward manual work), perceived organisational variables (i.e., organisational climate) and personal-
demographic variables (i.e., age, educational qualification, work experience, chances of changing the present job etc.) as predictors of job satisfaction, organisational commitment and job performance.

HYPOTHESES

In this investigation, the hypotheses have been framed on the basis of review of the literature and where the empirical evidence was scarce, the theoretical framework served as guideline for the same. The hypotheses formulated are given below :-

1) Job satisfaction is positively related to job performance.

2) Job satisfaction is positively related with : (i) achievement climate, (ii) expert influence climate, (iii) extension climate, and (iv) concern value.

3) Job satisfaction is negatively related with : (i) control climate, (ii) dependency climate and (iii) affiliation climate.

4) Job satisfaction is positively related with personal-demographic variables, viz., (i) age, (ii) number of family members, (iii) salary, and (iv) work experience.

5) Job satisfaction is negatively related with level of educational qualification.

6) Job performance is positively related with : (i) achievement climate, (ii) expert influence climate, (iii) extension climate, and (iv) achievement value.

7) Job performance is negatively related with : (i) dependency climate, (ii) control climate and (iii) affiliation climate.

8) Job performance is positively related with personal demographic variables, viz., (i) age, (ii) number of family
members, (iii) level of educational qualification, (iv) work experience, and (v) salary.

The hypotheses which could have been formulated with organisational commitment have been eliminated because of the fact that organisational commitment questionnaire yielded three scores, viz., affective commitment, continuance commitment and 'concern for organisation' commitment, on the basis of factor analysis.

The present investigation provided an opportunity to examine the following relationships about which no hypotheses were formulated:

(a) The relationship of five dimensions of attitude toward manual work, viz., (i) attitude toward virtue of manual work, (ii) attitude toward status environment, (iii) attitude toward efficiency in work, (iv) attitude toward working class, and (v) attitude toward useful work/recreational activities with job satisfaction, organisational commitment and job performance.

(b) The relationship of four measures of work values, viz., achievement value, concern value, fairness value, and honesty value with affective commitment, continuance commitment and 'concern for organisation' commitment and personal-demographic variables.

(c) The relationship of six measures of organisational climate, viz., achievement climate, expert influence climate, extension climate, affiliation climate, dependency climate and control climate, with affective commitment, continuance commitment and 'concern for organisation' commitment; four measures of work value; personal demographic variables.
The relationship of personal demographic variables, such as: (i) distance from the residence to the place of work, (ii) number of organizations one has served in, (iii) mode of transport used in commuting from residence to the factory and back, (iv) whether the respondents felt fresh when they reached office in the morning, (v) whether the respondents felt tired when they reached home in the evening, and (vi) chance of changing the present job, with job satisfaction, affective commitment, continuance commitment, 'concern for organisation' commitment, and job performance.

PARTICIPANTS

The participants comprised a total of 295 males working as middle level managers in three tractor industries situated in Punjab, Haryana and Himachal Pradesh.

TESTS

The following tests were used in the present investigation:

1) The Job Diagonostic Survey (Hackman and Oldham, 1975).

2) The Performance Rating Scale (Singh and Pestonjee, 1978).

3) The Organisational Commitment Questionnaire (Mowday et al., 1979).

4) The Comparative Emphasis Scale (Ravlin and Meglino, 1987).

6) The Scale for Measuring Attitude toward Manual Work (developed in this study).

ADMINISTRATION

The tests were administered to the middle level managers in their place of work either individually or in small groups of up to six persons.

SCORING

The scoring of all the questionnaires was done with the scoring key/scoring guides available in their respective manuals. The responses of the respondents for items of job satisfaction, job performance, organisational commitment and attitude toward manual work were factor analysed. The scores were obtained on the basis of principal components (unrotated factors) which led to the selection of one component each for job satisfaction and job performance, three factors of organisational commitment named affective commitment, continuance commitment and 'concern for organisation' commitment, and five factors of attitude toward manual work named attitude toward virtue of manual work; attitude toward status enhancement; attitude toward efficiency in work; attitude toward working class; attitude toward useful work/recreational activities.

As there was only one factor each for job satisfaction and job performance, no rotation was done. On the first four components of the organisational commitment questionnaire and the first five components of the attitude toward manual work scale, Varimax rotation (Kaiser, 1958) was carried out. However, on perusal of the loadings of the items, factor scores were obtained on the first three principal components of organisational commitment questionnaire.
and the first five components of the attitude toward manual work scale. The decision to obtain scores on the basis of the unrotated factors appears to be justified, in view of the obtained Cronbach's alphas.

Affective commitment and Continuance Commitment comprised of six items each and 'Concern for Organisation' Commitment, comprised of three items. All the items were scored positively. The responses of each item were summed to yield an organisational commitment score. Attitude toward virtue of manual work included eleven items. All the items were scored positively. Attitude toward status enhancement included eight items. All the items were scored positively. Attitude toward efficiency in work consisted of six items, out of which two items were scored negatively i.e., scores were reversed while scoring. Attitude toward working class consisted of six items, out of which three items were scored negatively. Attitude toward useful work versus recreational activities included six items out of which two were scored negatively.

The responses on the Comparative Emphasis Scale and the Motivational Analysis of Organisational Climate scale were scored with their respective scoring keys.

The six tests which were utilized yielded twenty scores, and they were:

1) A single score of job satisfaction
2) Three scores of commitment, viz., affective commitment, continuance commitment and 'concern for organisation' commitment.
3) A single score of job performance.
4) Four scores of work values, viz., achievement value, concern value, honesty value and fairness value.

5) Six scores of organisational climate, viz., achievement climate, expert influence climate, extension climate, affiliation climate, dependency climate and control climate.

6) Five scores of attitude towards manual work, viz., attitude toward virtue of manual work, attitude toward status enhancement, attitude toward efficiency in work, attitude toward working class, attitude toward useful work/recreational activities.

STATISTICAL ANALYSES

The data collected were subjected to the following statistical procedures.

1) The frequency distributions, means, standard deviations of all the variables were calculated. Skewness and kurtosis of the continuous variables were computed.

2) The Cronbach’s alphas of job satisfaction, job performance, affective commitment, continuance commitment, ‘concern for organisation’ commitment, work values, six variables of organizational climate, five variables of attitude toward virtue of manual work, were computed.

3) The inter correlations on the scores of 295 managers were computed to study the correlates of job satisfaction, job performance and three types of organisational commitment (affective commitment, continuance commitment, and ‘concern for organisation’ commitment).
4) The step wise multiple regression analyses were carried out to identify the significant predictors of job satisfaction, job performance and three types of organisational commitment (affective commitment, continuance commitment, 'concern for organisation' commitment).

The variables selected as possible predictors in regression analyses were: three variables of organisational commitment, four variables of work values, six variables of organisational climate, five variables of attitude toward manual work, age, qualification, salary, number of organizations one has served in, work experience, distance of work place, mode of transport, feeling freshness on reaching office, feeling of tiredness on returning home from work, number of family members, chances of changing the present job.

In predicting job satisfaction, affective commitment and job performance were not included as predictors as affective commitment showed a relatively high correlation with job satisfaction. This was likely to eclipse the other variables. In predicting job performance only job satisfaction was not included among predictors. Job satisfaction was not included among predictors while predicting affective commitment, continuance commitment or 'concern for organisation' commitment.

**MAIN FINDINGS**

Product moment correlations were calculated to observe the relationships among the variables.

1) As hypothesized, Job satisfaction was positively correlated with job performance \( (r = .114, \ p < .05, \ one-tailed) \), achievement climate \( (r = .252, \ p < .01, \ one-tailed) \) and extension climate \( (r = .146, \ p < .01, \ one-tailed) \). The
hypothesized positive relationships of job satisfaction with expert influence climate \( (r = 0.080, 0.05 < p < 0.10, \text{ one-tailed}) \), concern value \( (r = 0.090, 0.05 < p < 0.10, \text{ one-tailed}) \), and number of family members \( (r = 0.075, 0.05 < p < 0.10, \text{ one-tailed}) \) just failed to reach the significance level. The other hypothesized positive relationship of job satisfaction with personal demographic variables, viz., age \( (r = 0.020, \text{ n.s.}) \), salary \( (r = 0.026, \text{ n.s.}) \), and work experience \( (r = -0.002, \text{ n.s.}) \) were not significant. Though age did not have a significant correlation with job satisfaction, but it emerged as a significant predictor of job satisfaction due to its significant correlations with other predictors of job satisfaction, 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 acted a suppression variable.

As hypothesized job satisfaction was negatively correlated with control climate \( (r = -0.264, p < 0.01, \text{ one-tailed}) \) and qualification \( (r = -0.202, p < 0.01, \text{ one-tailed}) \).

The hypothesized negative relationship of job satisfaction with affiliation climate \( (r = -0.027, \text{ n.s.}) \) and dependency climate \( (r = -0.048, \text{ n.s.}) \) were not supported by the results.

Job satisfaction correlated positively with affective commitment \( (r = 0.658, p < 0.01) \), continuance commitment* \( (r = 0.237, p < 0.01) \), and attitude toward virtue of manual work \( (r = 0.118, p < 0.05) \), and it was negatively correlated with chances

* The signs of correlations of continuance commitment with all other variables have been reversed such that a positive correlation would imply high continuance commitment going with a particular variable.
Summary....

of changing the present job \((r=-.334, p<.01)\).

2. Neither the hypothesized positive relationship of job performance with achievement climate \((r =-.071, \text{n.s.})\) nor with expert influence climate \((r=.017, \text{n.s.})\) was significant. The hypothesized negative relationship between job performance and affiliation climate \((r =-.083, .05<p<.10, \text{one-tailed})\) just failed to reach the significance level.

Extension climate \((r=-.141, p<.01,)\), dependency climate \((r=.136, p<.01)\) and control climate \((r=.101, p<.05)\), correlated significantly with job performance, but the obtained correlations were in the direction opposite to those hypothesised.

The hypothesized positive relationship of job performance with achievement value \((r =.070, \text{n.s.})\) failed to reach the significance level. However, achievement value emerged as a significant predictor of job performance. This might be due to the reason that it had a significant correlations 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 acted as a suppression variable.

As hypothesized, job performance correlated positively with age \((r=.219, p<.01, \text{one-tailed})\), salary \((r=.129, p<.05, \text{one-tailed})\), work experience \((r=.182, p<.01, \text{one-tailed})\), number of family members \((r=.162, p<.01, \text{one-tailed})\).

Job performance correlated positively with attitude toward virtue of manual work \((r=.244, p<.01)\), attitude toward efficiency in work \((r=.239, p<.01)\), attitude toward status enhancement \((r=.199, p<.01)\), affective commitment \((r =.155, p<.01)\), 'concern for organisation' commitment
Summary....

(r=.147, p<.05), mode of transport (r=.202, p<.01) and it correlated negatively with attitude toward working class (r=-.117, p<.05) and chances of changing the present job (r=-.136, p<.01, one-tailed).

3. Affective commitment correlated positively with expert influence (r =.206, p<.01) and achievement climate (r =.234, p<.01), continuance commitment (r=.243, p<.01). The correlation of affective commitment with attitude toward virtue of manual work (r=.111, .05<p<.10) also tended to reach the significance level.

Affective commitment correlated positively with age (r =.152, p<.01) and work experience (r =.127, p<.05) while it correlated negatively with control climate (r =-.248, p<.01), qualification (r =-.225, p<.01), feeling fresh on reaching office in the morning (r =-.125, p<.05) and chances of changing the present job (r =-.426, p<.01)

4. Continuance commitment is correlated positively with affective commitment (r =.243, p<.01) and job satisfaction (r =.237, p<.01), extension climate (r=.144, p<.01) and achievement climate (r =.266, p<.01) while it correlated negatively with 'concern for organisation' commitment (r =-.250, p<.01), control climate (r =-.227, p<.01), fairness value (r=-.149, p<.01) and chances of changing the present job (r=-.126, p<.05). The correlations of continuance commitment tended to reach the significance level with attitude toward efficiency in work (r=.103, .05<p<.10) and salary (r=.106, .05<p<.10).

5. 'Concern for organisation' commitment correlated positively with control climate (r=.160, p<.01), attitude toward status
enhancement (r = .179, p < .01), attitude toward efficiency in work (r = .158, p < .01), work experience (r = .117, p < .05), while it correlated negatively with extension climate (r = -.219, p < .01). The correlations of 'concern for organisation' commitment tended to reach the significance level with expert influence climate (r = .099, .05 < p < .01), achievement climate (r = -.098, .05 < p < .10), attitude toward useful work versus recreational activities (r = .103, p < .10) and age (r = .100, .05 < p < .10).

The quest for significant predictors of job satisfaction, organisation commitment and job performance necessitated the stepwise multiple regression analyses.

In predicting job satisfaction, affective commitment and job performance were not included as affective commitment showed large overlapping with job satisfaction which was likely to eclipse the role of other variables. In predicting job performance only job satisfaction was not included among predictors. Job satisfaction was not included among predictors while predicting affective commitment, continuance commitment and 'concern for organisation' commitment.

1. In predicting job satisfaction, on the basis of significant $R^2$ change, eight variables were selected as predictors. Out of these, in the final equation, seven variables were found to have significant regression co-efficients. Chances of changing the present job emerged as the main predictor (b = -3.486, p < .01), the predictors next in line were control climate (b = -.2111, p < .01), continuance commitment, (b = .2356, p < .01), qualification (b = -1.904, p < .01), number of family members (b = 1.135, p < .01), age (b = -.1599, p < .01), and attitude toward virtue of manual work (b = .3070, p < .01).
The total variance explained by all the eight variables was 24.53%.

2. In predicting job performance twelve variables emerged as predictors. Out of these, in the final equation, seven variables were found to have significant regression coefficient. Attitude toward virtue of manual work ($b=.3081, p<.01$) emerged as the main predictor. Attitude toward efficiency in work ($b=.4677, p<.01$), age ($b=.0834, p<.01$), number of family members ($b=.6285, p<.01$), achievement value ($b=.5666, p<.01$), mode of transport ($b=1.186, p<.01$), attitude toward status enhancement ($b=.2564, p<.05$) emerged as the other significant predictors. The total variance explained by all the twelve predictors was 25.84%.

3. In predicting affective commitment, ten variables emerged as predictors. Out of these, in the final equation seven variables were found to have significant regression coefficient. Chances of changing the present job emerged as the main predictor ($b=-2.094, p<.01$). Next in line were control climate ($b=-.1043, p<.01$), continuance commitment ($b=.1743, p<.01$), feeling fresh on reaching office in the morning ($b=-.9221, p<.01$), expert influence climate ($b=.0796, n.s.$) qualification ($b=-.9351, p<.01$), attitude toward working class ($b=-.3807, p<.01$), and attitude toward useful work versus recreational activities ($b=.3098, p<.01$). The total variance explained by all the variables was 32.25%.

4. In predicting continuance commitment, ten variables were selected as predictors. Out of these, in the final equation, five variables were found to have significant regression coefficient. Achievement climate emerged as the main
predictor \( (b=0.1910, p<.01) \). Next in line were 'concern for organisation' commitment \( (b=-0.6694, p<.01) \), affective commitment \( (b=0.1986, p<.01) \), attitude toward efficiency in work \( (b=0.3659, p<.01) \) and fairness value \( (b=-0.6075, p<.01) \). The total variance explained by all the predictors was 22.56%.

5. In predicting 'concern for organisation' Commitment, on the basis of the significant \( R^2 \) change, six variables were selected as predictors. Out of these, in the final equation, three variables were found to have significant regression coefficients. Continuance commitment emerged as the main predictor \( (b=-0.0958, p<.01) \). Next in line were extension climate \( (b=-0.0457, p<.01) \), and attitude toward efficiency in work \( (b=0.1748, p<.01) \). The total variance explained by all the six predictors was 15.65%.

**DISCUSSION AND CONCLUSIONS**

**Discussion**

Job satisfaction and affective commitment, in this study, have shown a strong bond with each other. Both the variables have four common predictors, viz., low chances of changing the present job, lower perception of control climate, higher continuance commitment and lower qualification.

There are some predictors which have predicted job satisfaction but not affective commitment, viz., favorable attitude toward virtue of manual work, and larger number of family members living with the managers. There are other variables which have predicted affective commitment but not job satisfaction, viz., unfavorable attitude toward working class, favorable attitude toward
useful work, and, oddly, feeling fresh less frequently on reaching office in the morning. Such differentiations suggest that though both job satisfaction and affective commitment have a lot of similarities, the two are sufficiently dissimilar to justifying being considered as independent variables.

Continuance commitment has emerged as a positive predictor of affective commitment and job satisfaction. This shows that both types of commitment are related to each other (Steers and Porter, 1983). The positive relationship of continuance commitment with job satisfaction revealed that when an individual intended to continue the membership with the particular organisation, he/she was satisfied with the job. All other variables which were predicting continuance commitment were different than those predicting job satisfaction or affective commitment, viz., positive achievement climate, low concern for organisation commitment, favorable attitude toward efficiency in work and low fairness value. The emergence of low fairness value as predictor suggests that there is an element of expediency in continuance commitment which may be antagonistic to the fairness value.

The variables which predicted continuance commitment were: perception of high achievement climate, low 'concern for organisation' commitment, high affective commitment, favorable attitude toward efficiency in work and low fairness value.

'Concern for organisation' commitment was predicted by low continuance commitment, low perception of extension climate and favorable attitude toward efficiency in work. Whereas attitude toward efficiency in work was predicting both continuance commitment and 'concern for organisation' commitment. This shows that the employees who are high on continuance commitment tend to be aware of the increased effort and energy
which they have put into the organization's well-being. And it also indicates that employees who were high on 'concern for organisation, commitment were highly concerned for the organization's future and well-being. These employees tend to work hard and efficiently as they aspire to improve the organization's efficiency.

The predictors and the correlations indicate that affective commitment and continuance commitment affect each other positively. Continuance commitment and 'concern for organisation' commitment had inverse relationship and there was 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 influence the emotional bond of the employee with the organisation.

The results of stepwise multiple regression analyses suggest that the three types of commitment, viz., affective commitment, continuance commitment and 'concern for organisation' commitment were different from each other as they have different predictors. The results of these analyses support the multidimensionality of organisational commitment questionnaire (OCQ) which otherwise has been considered as a unidimensional measure.

Job performance was predicted by: favorable attitude toward virtue of manual work, favorable attitude toward efficiency in work, favorable attitude toward status enhancement, higher age, more number of family members, positive achievement value and the facility of official or personal transport while commuting.
The variables which predicted both, job satisfaction and job performance were a larger number of family members and favorable attitude toward virtue of manual work. This suggests that favorable attitude toward manual work predisposes the managers toward a healthy work atmosphere which enhances the productivity as well as the level of satisfaction. It also suggests that the large number of members at home provides stability and support system. It is suggested that the employees who have to support large families become more responsible toward their jobs.

The variables which predicted job performance but not job satisfaction were: favorable attitude toward efficiency in work, favorable attitude towards status enhancement, positive achievement values, and higher age. Thus, ascendance related variables emerged as the distinctive predictors of job performance.

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

It could be inferred 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.
Conclusions

Job satisfaction, in the present study has emerged as a unitary concept and as part of general satisfaction. This reiterates that satisfaction may result as much from the unique way a person views the world and from dispositional causes as from social influences or job characteristics (Staw, 1986).

This observation also highlights that the Job Diagnostic Survey, which purports to measure specific aspects of satisfaction, has emerged as a single factor, even though the items were related to specific areas of satisfaction.

The results obtained also indicated that the Organizational Commitment Questionnaire (OCQ), which has generally been accepted as a unidimensional measure, has an underlying multidimensionality. The three dimensions uncovered were: affective commitment, continuance commitment and 'concern for organization' commitment.

A linkage has been established between job satisfaction and job performance, in the study, as they may together stem from a positive attitude toward the virtue of 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.

Organisational climate variables were differentially related to job satisfaction, job performance, and the three types of organisational commitment. High extension climate, high achievement climate, and low control climate were related to job satisfaction whereas high control climate, high dependency climate and low extension climate were contributing to job performance. The managers who had rated themselves as high performing tended to
perceive broadly a bureaucratic climate in their organisations. On the other hand managers who were satisfied with their organisations perceived a democratic climate. Singh and Pestonjee (1974) have reported greater worker satisfaction under democratic leadership. Whereas Ganguli (1964) found that the majority of managers as well as workers preferred autocratic leaders. For the managers it represented more power and for the workers it represented freedom from responsibility.

The selected work values, viz., achievement value, concern value, fairness value and honesty value have failed to show relationships with other variables but for two exceptions. Achievement value has emerged as a positive predictor of job performance, and low fairness value has emerged as a predictor of continuance commitment. The scale selected for measuring values gave four scores, which were scored ipsatively. It is possible that independently assessed values would have related more clearly with measures of job performance and job satisfaction.

Attitude toward manual work far exceeded the expectation with which the variable was included. It has emerged as a multidimensional concept, and its components have emerged as predictors or correlates of different variables in the study. The results of this study suggest the fruitfulness of a more detailed investigation into the dimensions of attitude toward manual work (or perhaps work in general) and their role in job-related variables.

LIMITATIONS

1. The data was collected from three different organizations which could have led to heterogeneity of conditions.
2. Only self-ratings were taken for job performance. Supervisory and peer-ratings, if taken, would have greatly added to the value of the results.

3. In retrospect, it could be stated that Meyer and Allen’s (1991) three dimensional scale of organisational commitment would have provided more acceptable measures of organisation commitment.