Chapter—III
Review of Literature
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REVIEW OF LITERATURE

The objective of this chapter is to study the literature available on two independent variables i.e. job involvement, job satisfaction and one dependent variable i.e. organizational effectiveness. The review of literature in these concerned areas has been presented under following headings.

(i) Job Involvement.
(ii) Job satisfaction
(iii) Organizational effectiveness.
(iv) Job involvement, job satisfaction and organizational effectiveness.

3.1 JOB INVOLVEMENT

Job involvement has been defined as an individual’s psychological identification or commitment to his / her job (Kanungo, 1982a). It is the degree to which one is cognitively preoccupied with, engaged in, and concerned with one’s present job. Job involvement involves the internalisation of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 1965). As such individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform their jobs. In other words for highly involved individuals performing well on the job is important for their self esteem (Lodahl & Kejner, 1965). For the present study following dimensions i.e. job-longing, work under load, Emotional involvement, persistence, planfulness, Energy expenditure, task completion sensitivity, Responsiveness of extra work, job devotion, job saliency, job concern, and Time consciousness has been taken underconsiderations. For this purpose the following review of literature has been studied.

B.Vishwanath, Vance and Timothy (1975) investigated the relationship between job involvement (JI) and central life interest (CLI) of automobile workers chosen from three organizational level containing unskilled employees, skilled workmen and foremen. Possible associations of job involvement and work as the
central life interest with job levels in the occupational hierarchy, age of the individuals and the length of employment were also explored. For this purpose a sample of 300 unskilled workers, 200 skilled tradesmen and 150 foremen was selected. All the respondents were male. The results of the study revealed that job levels, age and length of employment were found to have negligible influence on both job involvement and central life interest.

R.D. Pathak (1983) investigated the relationship between job involvement and need satisfaction. The study was conducted on banks employees. The result of the study revealed that regardless of their job involvement, bank officers wanted more "decision making power", "opportunity for personal growth and development", and "acknowledgement for good work done", one factor of importance for job involvement appeared to be satisfaction("acknowledgement for good work done").

Gary, King, and Daniel (1996) studied and constructed a model of the relationship between work and family that incorporates variables from both the work-family conflict and social support. This model related to bidirectional work-family conflict, family instrumental and emotional social support, and job and family involvement to job and life satisfaction. For this purpose, a sample of 163 workers was taken from those respondents who were living with at least one family member. Results of the study suggested that relationship between work and family can have an important effect on job and life satisfaction and that the level of involvement in the work. It further suggested that the higher levels of work predicted lower levels of family emotional and instrumental support. Higher levels of family emotional and instrumental support were associated with lower levels of family interfering with work.

Hickling, J. (2001) studied the relationship among job satisfaction, job involvement and absenteeism with three main objectives, first, to determine whether demographic characteristics, and job status affect job satisfaction, job involvement and absenteeism in all employees, secondly to determine whether there were differences in part time employees and full time employees and finally to determine the predictors for global job satisfaction and absenteeism among these employees. Various factors like absencentism, job involvement, satisfaction with work, pay, promotional opportunities, coworkers, supervision, job in general were measured by taking a sample of 123 retail workers (56 part-time and 66 full-time) from eight
different stores of a large private retail organization. The result of the study indicated that part time and full-time employees differed in demographic characteristics and females had higher absence rates than males. Full-time employees were found to be more involved with their jobs than part-time employees. The result also indicated that absence in part-time employees may be influenced by external factors to the organization such as study and home work commitment.

Van and Boshoff (2003) investigated the relationship among job involvement on the one hand and job satisfaction and different personality characteristics (namely entrepreneurial attitude, career orientations, Type a-behavior, locus of control and self concept) on the other hand. The study was conducted on sample of 375 professionals (200 from pharmacy and 175 from accountancy). The results of the study revealed that job involvement and job satisfaction are positively related with each other. Job involvement and career orientations are strongly related in terms of service dedication, entrepreneurship and life style integration. It also found that job involvement and type A – behavior are positively related. Further, a strong positive relationship exists among job involvement, internal locus control and self concept.

Mohsan, Nawaz, Aslam (2004) studied the association among three job related behaviors of employees i.e. motivation, commitment and job involvement. A sample of 400 respondents’ was selected in banking sector of Pakistan. The result of the study revealed that there exist a significant positive relationship among motivation, commitment and job involvement.

Somani and krishan (2004) studied the relationships among charismatic leadership, job involvement and corporate image in the context of service sector organization. A sample of 70 employees working at different levels in a multinational bank operating in India was selected. The results of the study revealed that charismatic leadership and job involvement, both are positively related with corporate image building. All three are significantly and positively related to each other. In addition to the results, the study also indicated that job involvement emerges as intervening variable between charismatic leadership and image building.

Abraham carmeli (2005) examined a model that attempts to explain the role of situational and personal factors relating as to why top executives become involved in their jobs. The findings show that the relationship between perceived external
prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

**Mishra and Minum shyam (2005)** investigated the relationship between social support and job involvement among prison officers. The results of this study revealed that overall social support and its dimensions, namely, appraisal support, tangible support and belonging support have a significant positive relationship with job involvement. The study also suggested that overall social support is a significant predicator of job involvement in prison officers. The other predicators are sense of belonging-ness, appraisal support and tangible support.

**Islaam nasirul (2006)** investigated and developed methods which identified the relationship among organizational commitment, career satisfaction, job involvement, and job security to job satisfaction. A sample of 100 respondents' was selected from social investment bank limited in Bangladesh. The results of the study reveal that organizational commitment and job security is insignificantly related with job satisfaction. But carrier satisfaction and job involvement are significantly related with job satisfaction.

**Charles and Katherine (2007)** examined the effect of commitment, job involvement and teams on customers’ satisfaction and profit. The relationship between the independent variables and organizational profit and productivity were examined by using the service departments, of 40 geographically diverse franchised automobile dealerships from one original equipment- manufacturer. Result of the study indicated that the organizational commitment of customer contact personnel was significantly correlated with customer satisfaction but not profit and productivity. On the other hand, job involvement of customer contact personnel was significantly correlated with customer’s satisfaction, profit and productivity.

**Ishwara P. and P. laxman (2007)** evaluated the perceived level of job involvement among the university teachers working at the postgraduate department in Karnataka state. Results of the study indicated that 60% teachers were reported to have been moderately involved in the job .There is no significant difference in the levels of job involvement among university teachers, irrespective of their cadre. All the teachers are perceived to have more or less the same level of job involvement
Setinmetz, yang And Rudiger (2007) studied the relationship among needs, job involvement and organizational commitment. A sample of 209 South Korean and 198 German Executives M.B.A students and Alumni of M.B.A programme was selected for the purpose of the study. The cross cultural differences in the relationship between South Korea and Germany have also been investigated. The South Korean sample consisted of 30% women and 70% men and the German sample consisted of 40% women and 60% men. The results of the study reveal that a significant relationship exists between the three types of needs and job involvement. This implies that the job satisfaction is related to achieving ambitious goals, social interaction and influence. In contrast, organizational commitment was only related to needs for achievement. The findings support the universal role of determinants of job attitudes like job involvement and organizational commitment.

Amir Ali Chughtai (2008) examined the impact of job involvement on self-report measures of in-role job performance and organizational citizenship behaviour. A sample of 208 teachers was selected from teaching faculty, teaching in 53 universities operating in five major cities of Pakistan: Lahore, Islamabad, Rawalpindi, Peshawar, Karachi and Quetta. The results of the study revealed that job involvement was positively correlated with both in-role job performance and organizational citizenship behaviour. In addition to this it was found that organizational commitment partially mediated the job involvement-performance relationship. Further job involvement exerted a stronger impact on organizational citizenship behaviour than on in-role performance.

Hyun. Young-Ha (2008) examined the work-related attitude, value, the factors of job satisfaction, job involvement and organization commitment - difference and similarity of the people who work on the public and private organization. The study was conducted on 307 govt employees in central govt. The results of the study revealed that job satisfaction has the great power to influence the job involvement and organizational commitment. It is also found that work content and wages have greatest impact on both job involvement and organizational commitment.

Hao, jung and yenhui. (2009) studied the critical factors related to financial services Personnel 's job involvement after suffering from "Financial tsunami", may lose confidence and this may influence their job involvement. For this purpose of study a sample of 345 people was selected from Taiwan. The results of the study
revealed that perceived organizational supports has the direct effect on the job involvement of the employees. Peer relationship positively influences the job involvement through perceived organizational support. The results of the study also demonstrated that peer relationship was conducive to job involvement of the financial services personnel via perceived organizational support. The direct effect of financial services personnel's Gunaxi networks on job involvement was weaker than the indirect effect on job involvement. Perhaps suffering the excessive losses in investment, the investors were conservative and thus gradually resulted in minimizing the direct effect of Gunaxi network which become unobvious of job involvement.

Ouyang Yenhui (2009) explored the causal relationship among the job uncertainty, job involvement, job stress, and job performance of banking service personnel under the economic depression. A sample of 500 respondents was selected for the purpose of the study. The Results of the study revealed that job instability of banking service personnel has negative influences on job performance and job involvement. Moreover, job instability has a significant positive influence on job stress. Job stress has a positive influence on job involvement and job performance. Job involvement has a positive influence on job performance. The mediating effects of job stress and job involvement can positively influence job performance. Out of these, the most important factor on job performance is job involvement and the second factor is job stress.

Liao chi-shun, Lee cheng- wen(2009) investigated the relationship between job involvement and personality traits (Neuroticism, Extroversion, openness, agreeableness, conscientiousness,) at Taiwanese plastics industry employees. For the purpose of the study a sample of 272 respondents was selected. The results of the study indicated that personality dimensions help in determining employees' job involvement. This study also investigated the influence of these big five personality dimensions on job involvement. It reveals that neuroticism relates negatively to job involvement, such that a neurotic employee is less efficient to his or her work. However, extroversion, openness, agreeableness, and conscientiousness related positively to the job involvement.

Uygur and klic.G (2009) studied the level of organizational commitment and job involvement of the personnel at central organization of ministry of health in turkey. For the purpose of the study a sample of 210 respondents was selected. The
results of the study reveal that a moderate positive correlation exists between organizational commitment and job involvement. Thus, there is a significant correlation between organizational commitment and job involvement, though not very strong.

**Azeen Mohammed said (2010)** examined the influence of personality hardness (commitment, challenge, and control), job involvement and job burnout (Emotional exhaustion, depersonalization and personal accomplishment) among teachers from one of the central universities in India. For this purpose a sample of 300 teachers was selected from different faculties of the university. The findings of the study revealed that personality hardness and job involvement resulted from job burnout of teachers. Job involvement are found to be negatively and significantly correlated with depersonalization and positively with personal accomplishment dimension of burn out. Commitment, challenge, control and total personality hardness are also found to be negatively related with each de personalization. Commitment and total personality hardness are the predictors of burn out among teachers.

**Barve N. B. (2011)** measures job-stress, job-involvement and mental-health of police-constables in Maharashtra state. For this purpose, a sample of 100 Male and 100 Female constables was selected. The results drawn from the study reveal that urban police constables are more involved in their job than rural police constables. Male police constables are more involved in their job than Female police constables in rural area. Occupational stress is high in urban area police constables than rural area police constables. Occupational stress is high in male police than female police constables. Mental Health of rural area constables is better than urban area constables.

**Ekmekci.K.A. (2011)** explores the relationship among employee's job involvement and demographical variables (Gender, Marital Status, Educational Level and tenure) with their feelings of organizational commitment. For the purpose of the study a sample of 210 was selected from the employees (male and female) working at two multinational companies in Turkey. The results of the study reveal that the level of job involvement and organizational commitment differs in both male and female. Males are more committed towards their organizations and they are more involved in their jobs. It is also found that gender along with work experience is the reason for job involvement. Marital status alone is not a significant variable that has impact over organizational commitment and job involvement. From the study it is also concluded
that organizational commitment and job involvement are less affected by educational level. Tenure is positively related with organizational commitment and job involvement.

M. Sandhya (2011) studied the job involvement among working women and also the effect of demographic factors on their job involvement. The sample size consists of 120 women employees from four segments of the working women belonging to rural background and belonging to rural urban Shimla. Colleges, Hospitals, Banks, H.P. secretariat. 30 women from each segment were selected. The study revealed that the age of the working women did not affect the job involvement though the women working in banks with age below thirty years exhibited higher level of job involvement. The lady doctors and women working in banks with more than ten years of service showed higher level of job involvement. All the women belonging to rural background exhibited high level of job involvement. In case of the lady doctors and the women working as a secretarial staff with one or number of dependents showed higher levels of job involvement. The married lady doctors and women working in banks showed higher level of job involvement.

Mohsan, Nawaz, Khan. (2011) examined the impact of job involvement on organizational citizen-ship- behavior and in-role job performance of employees working in banking sector of Pakistan. A sample of 170 respondents was selected which includes managers and costumer services officers currently working in any bank of Punjab, Pakistan. The result of the study revealed that job involvement was positively correlated with both organizational citizen ship behavior and in role performance. But the relative impact of job involvement on organizational citizen ship behavior is stronger than on in- role job performance.

Kiyanii, Haroon, Mohammad and Khattak (2011) investigated the impact of career salience on universities teachers' job involvement. A sample size consists of 100 male teachers working as professor, associate professor, assistant professor and lecturer in public and private universities was selected. The results of the study indicated that there is a significant relationship between career salience and job involvement of public and private university teachers together. There exists a positive relationship between the career salience and job involvement for public and private university teachers. Another result is based upon gender where correlation between career salience and job involvement for male and female university's
teachers is highly significant. Moreover, the association between career salience and job involvement for lecturer, assistant professor, associate professor is quite significant.

Nemati, Ali and khan khurram (2011) examined the relationship between job involvement and employees satisfaction among medical doctors. For this purpose a sample of 127 medical doctors was selected, working at hospital of Riphah international university, Islamabad Pakistan. The results of the study reveal that job involvement has a significant impact on medical doctor's satisfaction working at hospital of Riphah international university.

Rahimi and Damirchi (2011) explored the relationship between two variables job involvement and job boredom proneness at small and medium enterprises, where job involvement has been taken as independent variable and job boredom as a dependent variable. For this purpose, a sample of 92 employees was selected form the industrial city in Tabriz. The findings of the study showed that there was a significant relationship between job boredom proneness and job involvement.

Reddy.Raghunadha and Sudheer Krishna (2011) studied the employees' attitude towards job involvement and job satisfaction in Indian corporate sector. For this purpose, a sample of 100 respondents belonging to the different departments of automobile industry in India has been taken. The results of the study revealed that job satisfaction, job involvement and commitment are significantly related with each other. Results also showed that if the employees are not satisfied in any of these variables, it will also affect the other two variables, meaning thereby that all the variables viz. job involvement, commitment, and job satisfactions are inter-related.

Singh.G (2011) explored the motivation, job involvement, occupational stress and coping strategies as predictors of teaching Skills as one of the dimensions of teacher effectiveness. The study was conducted in Jammu city. For this purpose a sample of 153 male and female teachers, (Arts, Science and Commerce) from 16 Senior Secondary Schools was selected in the study. The study revealed that teachers have to double their efforts to make things happen. Social Affiliation and Conformity contributed to teaching Skills i.e. various teaching skills can be developed if the teachers participate in group activities. If the teachers make use of cognitive efforts to detach themselves from the unpleasant situations i.e. if they try to look in the bright
side of things, then they will become effective with respect to their skills of Teaching. Association of the teachers with the organization makes them effective. If the teachers have deep concern about the goals of the organization then they can become effective with respect to use of various teaching skills in the classroom. Planful problem solving Strategy, Need for Social Affiliation and Confirmation, Distancing Coping, Organizational Identification and Internalization of Organizational Goals are able to predict teaching Skill dimension of teacher effectiveness.

Al-Kahtani S. Nasser (2012) investigated the significant influence on organizational commitment in Saudi public sector organizations with demographic variables and job and work related variables on 1,022 employees from fifteen different ministries of Saudi Arabia located at Riyadh. The result of the study revealed that (i) demographical variables such as age was found significantly related with organizational commitment (ii) job satisfaction and job involvement were found significantly related with organizational commitment (iii) job and work related variables such as participation in decision making, advancement, work condition and grade level were found significantly related with organizational commitment.

Akpan .Charles (2012) tried to find out the relationship between resource management and job involvement of university lecturers in south zone of Nigeria. For this purpose of study, a sample of 578 respondents was selected from the different universities of south -south Nigeria. The results of the study reveal that lecturer's perception of human, physical/material and financial resources management significantly correlated with their job involvement. The results further show that the job involvement of university lecturers was significantly high. Proper management of human resource, physical/ material and financial resources is a prerequisite for job involvement.

Bhatiya.A, Deep G.Sachdeva.S (2012) investigated the impact of job involvement on organizational effectiveness. A sample of 80 employees was taken to collect the data around Hoshiarpur. The results of the study reveal that job involvement is the crucial element for organizational effectiveness. This study also reveals that the job involvement has a direct relationship with organizational effectiveness by way of their working style, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc.
Cherian and R. Samson (2012) focused on the nature & extent of relation between Job Involvement and Work Ethics of Degree College teachers. For this purpose, a sample of 240 teachers of degree colleges in Bangalore city was selected. The results of the study reveal that there is a significant positive correlation between job involvement of degree college teachers and their work ethics. The results also indicate that pre-service training of teachers should focus on instilling right values in teachers. Colleges should organize in-service programmes for teachers that would give them an awareness about the different dimensions of Work Ethics namely centrality of work, self reliance, morality and hard work, thereby, increasing the job involvement of teachers.

Gilker, Darzi and Ahmed.J (2012), studied the influence of job involvement and sense of participation on employee's job satisfaction. A sample of 232 employees (Clerks and Managers) working in different branches of bank was selected. The results of the study reveal that job involvement, sense of participation and job satisfaction are positively correlated. The study also reveal that job satisfaction of highly involved and high participating subjects is significantly higher than low involved and low participating subjects on all the dimensions of job satisfaction. Employees express maximum satisfaction with psycho- social area followed by commitment. Least satisfaction is expressed with economic area. Majority of employees in low participation group have expressed less liking for their jobs. The reason behind is lesser motivation of employees.

Herleen and Andotra (2012) examined the role of implicit attitudes regarding one's organization, coworkers, and supervisor as the indicators of well-being. A sample of 450 employees of a FMCG company in India was selected. The result of the study demonstrated that implicit and explicit job attitudes reflects relatively independent intra- individual processes. Additionally, this study also demonstrates that job involvement and organizational commitment are best predicated by a combination of implicit and explicit job attitudes.

Mohsan, Nawaz and Khan (2012) examined to what extent job rotation enhances employees motivation, commitment and job involvement working in banking sectors of Pakistan and in banks in general. The study was conducted on 285 respondents. The results of the study explore that most of the subjects have spent an appreciable span of time working in banking sector and have been rotated time to time
thoughtout their careers. It is also found that when employees are rotated to different jobs across various departments, they become less motivated where as more committed and involved in their respective jobs.

Omoniyi and Adedapo (2012) investigated the relationship among four variables i.e. Age, job involvement, organizational commitment and job performance. Age, job involvement, organizational commitments are independent variables and job performance is dependent variable. A sample of the 78 educational resource centre personnel in Oyo state, Nigeria was selected. The results of the study reveal that age and job involvement has a stronger relationship with job performance. Organizational commitment has a relationship with job performance but its effect is not significant.

Rayegan, Saemi, Boushehri and Mehdipour.A (2012) investigated the relationship between quality of work life and job involvement of physical education teachers from Ahvaz, Iran. For the purpose of the study, a sample of 144 physical education teachers from Ahvaz was selected. The results of the study demonstrate moderate levels of quality of work life and job involvement amongst physical education teachers. A significant multiple relationships have also been found between quality of working life and job involvement. In addition, significant differences were also observed between the quality of work life of teachers of different genders, academic degree, and work experience, as well as the job involvement of teachers in different age groups.

Rainayee, Ahamed and Riyaz (2012), examined the relationship among employee job involvement, sense of participation, and job satisfaction. The study also examined the mediating role that sense of participation plays. For this purpose, a sample of 223 respondents was selected from the largest private bank of Jammu and Kashmir. The results of the study reveal that sense of participation mediates between employees’ job involvement and job satisfaction of private bank employees.

Seng, Xin, Chin, Tong.(2012) investigated four factors i.e. motivation, personal factors, training and job characteristics that affect the employee's job involvement. Job involvement acts as a dependent variable, where as rest of the variables independent variables in the study. For the purpose of the study a sample of 380 respondents was selected from the different food restaurants in kualalampur in Malaysia. The results of the study reveal that there is a significant positive
relationship between four constructs (motivation, personal factor, and training and job characteristics) and job involvement. Motivation is crucial towards employee's job involvement. Employees who perceive less motivation displays less job involvement towards their work in comparison to those who get higher motivation. In case of relationship between job involvement and motivation, it is clear that those employees associated with motivating job characteristics are more committed with organization thus high by involved in their job.

Swarnalaytha and Suresh Krishna (2012) conducted a study to determine the level of employee involvement, extent of team work effectiveness and the effect of employee involvement on the team work effectiveness among employees working in automotive industries in India. For this purpose, a sample of 226 participants have been selected. Findings of the study indicate that both employee involvement and team work effectiveness are at a high to moderately higher level score. The results also indicate that employee involvement also has a significant effect on employee's performance.

Zulkiflee.H (2012) studied the relationship between work motivation, psychological empowerment and job involvement with organizational commitment among employees working at Putra Palace Hotel. For the purpose of the study a sample of 72 respondents was selected from Putra Palace Hotel, in Perlis. The results of the study indicated that work motivation and job involvement is the predictor of the organizational commitment among the employees.

Zhang and Suchuan (2013) examined the relationship between job involvement and the five dimensions of organizational citizenship behaviors (OCBs, altruism, courtesy, sportsmanship, conscientiousness, and civil virtue). For this purpose, a sample of 1,110 respondents was selected from the People of Republic of China. Results of the study showed that job involvement related positively to all dimensions of OCBs. In addition, gender moderated the relationship between job involvement and three dimensions of OCBs (altruism, courtesy, sportsmanship), with males having a stronger, positive relationship between these constructs than females. The results further showed that party affiliation moderated the relationship between job involvement and three dimensions of OCBs (altruism, courtesy, and civil virtue), with party members having a strong, positive relationship between these constructs than non-party members.
Raymond.T and Mjoli.Q.Thamba (2013) investigated the relationship between job satisfaction, job involvement and organizational commitment among lower-level employees in South African motor car manufacturing industry as represented by one such company - Mercedes Benz South Africa-situated in South Africa. Job satisfaction and job involvement were used as independent variables while organizational commitment was used as a dependent variable. For this purpose, a sample of 100 lower-level employees of company was selected. The Results of the study indicate that both job involvement and job satisfaction are strongly associated with organizational commitment. Job satisfaction accounts for higher proportion of variance in organizational commitment than job involvement. Intrinsic job satisfaction, extrinsic job satisfaction and overall job satisfaction were found to be significantly and highly correlated. It is also found that they are all equally associated with organizational commitment.

It is observed from the above review that Job involvement and job satisfaction are positively related with each other. Job involvement and career orientations are strongly related in terms of services dedications, entrepreneurship and life style integration (Wyk.van and R.B oshoff.A.B. 2003). Career satisfaction is significantly related with job involvement and job satisfaction (Islam Nasirul.2006; N.R Ali and Khurram.2011). Job satisfaction influences job involvement and organizational commitment. Work content and wage are predictors of job involvement and organizational commitment (H.youg-ha.2008). Job involvement, job satisfaction and commitment are significantly related with each other (R.Raghunadha.P and S.krishna.A 2011). High efficiency and greater outputs have been achieved through higher commitment. Job satisfaction of highly involved and highly participating employees is higher than low involved and low participating employees (Gilker.Ahmed.N, Darzi. Ahmed.J.2012). Employees are more satisfied with psychosocial area which in turn is followed by commitment. Sense of participation acts as moderating variable between employee job involvement and job satisfaction of public and private bank employees (R.A Riyaz.2012; Hickling.J.2001.) Work and family have an important impact on job and life satisfaction and that of the level of involvement in jobs. The relationship between work and family can be simultaneously characterized by conflict and support. Higher levels of work interfering with family predicted lower levels of family emotional and instrumental support. Higher levels of
family emotional and instrumental support were associated with lower levels of family interfering with work (Gary A Adams, Lynde A King, and Daniel W. King. 1996). Situational and personal factors also predict job involvement (Abram Carmeli. 2005). Age of working women did not affect much the job involvement though young working women show higher job involvement and organizational commitment. No of dependents do not have any impact on job involvement. (Mehta Sandhya. 2011). Marital status alone is not a significant variable in relation to organizational commitment and job involvement. Organizational commitment and job involvement do not differ with respect to educational level. The tenure of the employees is positively related with organizational commitment and job involvement. Gender also plays an important role in the level of job involvement and organizational commitment (Ekmekci K.A. 2011; Barve N.B. 2011). Overall social support i.e. appraisal support, tangible support and belonging support are as significant predictors of job involvement (P. C. Mishra and Minumshyam. 2005). Participation in decision making, advancement, working condition and grade level are significantly related with organizational commitment (Al-kahtani S. nasser. 2012). Age and job involvement have a stronger relationship with employee's performance (Omoniyi, Teyo and Adegado, Y. Adeyemi. 2012.). Job involvement and central life interest have a low significant relationship (B. Vishwanath, M. F. Vance and E. Timothy. 1975). Relationship of motivation, commitment and job involvement was found insignificant (Mohsan F., Nawaz M., Aslam N. 2004). Job involvement mediates the relationship between charismatic leadership and image building (Somani A. and Krishna R. V 2004). Job involvement and job satisfaction was significantly related with profitability and productivity (Charles and Katherine. 2007). Cadre of the employees does not have any relationship with job involvement (Iswara P. laxman. 2007). Organizational commitment was only related to needs for achievement Expression of power is restricted to formal leadership roles (Seyin metz H., Park Kyang and Kabart Rudiger. 2007). Job involvement was related to in-role job performance and organizational citizenship behavior. Organizational commitment partially mediated the job involvement - performance relationship. Job involvement exerted a stronger impact on organizational citizenship behavior than on in -role performance (Amir Ali Chugati, 2008; Mohsan F., Nawaz M. M., Khan S. M., Ishaan J. 2011). But job instability has positive influence on job performance and job involvement. The mediating effect of job stress and job involvement can positively influences job...
performance (Ouyang.Yenhui.2009). The personality dimensions of the individuals helps in determining employee's job involvement. Neurotic employees are less efficient to their work. However extrovert, open-minded, agreeable, conscious are related positively to job involvement (Liao chi-shun, LeeCheng-wen2009). Job involvement negatively related with depersonalization and positively related with personal accomplishment dimensions of burnout. Commitment, challenges, control and total personality hardness are negatively related with depersonalization. Commitment and total personality hardness are predictors of burnout (Azeez Mohamed Syed.2010). Career salience and job involvement are related with each other (Kiyanil.A, Haroon.M, Mohamad Arif, and Khattak.A.M. 2011). Job ethics and job boredom also have meaningful relationship with job involvement (Rahimi .G and Damirchi.V.2011). Job involvement is crucial element for organizational effectiveness. Job involvement has direct relationship with working style, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skill. It has direct relationship with organizational effectiveness. The way of their working style, approach towards the attainment of organizational goals, quality management, acquiring new talent and skill all these factors are helpful to top management for taking strategic direction and forming the organizational policies. The employees associated with job involvement and commitment contribute maximum to the organizational goals (Bhatiya.A, deep G Sachdeva.S.2012; Singh.G.2011). In services development programmes give employees awareness about the different dimensions of work ethics namely centrality of work, self reliance, morality and hard work (Cherian.Tose and victor R.Samson. 2012). But the proper management of human, physical/mental and financial resources is a prerequisite for job involvement (Akpan .Charles.2012) Organizational support has direct impact on job involvement. Peer relationship helps in establishing the level of the job involvement (Hao, Jung and yenhi.2009). Job rotation demotivates employees and their performance, and their commitment (Mohsan.F, Nawaz.M.M.and khan Sarfraz: 2012). Team work effectiveness has also an impact on job involvement and job performance (Swarnalaytha.C and Suresh krishna.2012). Job involvement, organizational commitments are best predicated by combination of implicit and explicit job attitudes (Harleen.M, Andotra.N.2012). Work motivation is also predictors of organizational commitment along with job involvement (Zulkiflee.H.2012).
3.2 JOB SATISFACTION

Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Job satisfaction is often determined by how well outcome meet or exceed expectations. If organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are the work itself, pay, promotion opportunities, supervision and coworkers. For the present comparative study six dimensions has been selected i.e. job, management, personal relations, social relations, on-the-job and -ff-the-job. Keeping in mind the following dimensions following studies of review of literature has been studied.

Antony Joseph (2001) studied job satisfaction among transport employees. For this purpose of study a sample of 300 respondents was selected. The sample consisting of 120 public sector employees (60 conductors and 60 derivers) and 180 private sector employees (90 conductor and 90 drivers) was taken. The results of the study show that the public sectors employees are highly satisfied in salary and other allowances, social status, relationship with co-workers, working hours and relationship with passengers. Whereas the private sector employees are highly satisfied in their relationship with co-workers, working hours and relationship with passengers alone. The public sector employees are satisfied because of job security and trade union relations. The private sector employees are satisfied only with trade union relations. The satisfaction of public sector employees are moderately satisfied with management policies and working conditions only. However the private sector employees are moderately satisfied with salary and other allowances, job security, management policies, social status and working hours. Thus, it is evident that there is a significant difference between public and private sector transport employees in the level of job satisfaction.

Moguerou Philippe (2002) tries to findout the determinants of job satisfaction. The population of US Ph.D. graduates provides useful homogeneity - same level of education - and an interesting heterogeneity - different career outcomes,
academics vs. non academics. For this purpose, a sample of 30,000 Ph.D.s in science and engineering was selected for collecting data. The results of the study reveal that females express themselves as less satisfied with their jobs than males.

Chen-Chung Ma, Michael E, Samuels. Judith W, Alexander. (2003) examined factors affecting the job satisfaction of registered nurses in South Carolina hospitals and also identified the individual, work, and geographic factors that affect the job satisfaction of nurses. For this purpose of study a sample of 3472 nurses was selected. Results of the study show that two thirds of the registered nurses job satisfaction remain the same. In addition, statistically significant differences are also found between job satisfaction and years of service, job position, hospital retirement plan, and geographical area.

Tashim shamima (2006) analyzed the job satisfaction among female teachers of government primary school in Bangladesh. In this study an attempt has been made to find out the teacher's perception of job satisfaction and to identify the factors which affect job satisfaction of female teachers. For this purpose, a sample of 57 teachers was selected from seven government run primary school in urban and rural areas in Bangladesh. Among selected teachers twenty five are male and thirty two are female teachers. The results of the study reveal that certain factors which affect job satisfaction of both male and female teachers. The factors are salary, academic qualification, career prospects, supervision, management, working environment, culture etc. Few perceptions of job satisfaction and the factors those affect it are same to the male and female teachers. But there are many perceptions as well as factors in which the male and female teachers are intwo opposite poles. Through this study it is also found that both the male and female teachers are dissatisfied but the female section is more dissatisfied than those of the male teachers.

Bender.A.Keith and Heywood.S (2006) explored the determinants of job satisfaction for PhD - level scientists in the United States across academic and non academic sectors. For this purpose, a sample of 31845 scientists was selected. The results of the study reveal that female scientists report lower job satisfaction than males in academia but higher job satisfaction than males in the non academic sector. While academic scientists with greater tenure have substantially greater job satisfaction than non academic scientists, the magnitude of this influence also varies by gender. After correcting for the lower evaluation placed by females both on
earnings and on tenure, female academic scientists actually match non academic scientists in reporting greater job satisfaction than men.

Luddy nazaam (2007) ascertained the levels of job satisfaction experienced amongst employees at a public health institution in the Western cape region. For this purpose, a sample of 203 respondents was selected. Which consisted of permanent and contract male and female staff members, extending across the following occupational classes: pharmacist, pharmacist- assistant, auxiliary services officers, administrative clerk, director, personal officers, administrative officers, sale accountant and personnel practitioner? The results of the study indicate that employees at the public health institution in the Western Cape expressed satisfaction with their co - worker, followed by the nature of the work and supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction. With the exception of marital status, the relationships between occupational class, race, genders, educational level, age, income, and job status with job satisfaction was found to be significant.

Ghazi, Safdar Rehman (2007) conducted a study with two fold objectives. Firstly, the study was to document intrinsic, extrinsic, general, and facet-specific levels of job satisfaction of the head teachers. Secondly, demographically intrinsic, extrinsic, general, and facet specific levels of job satisfaction and the influence of selected demographic characteristics on general job satisfaction was to be determined. For this purpose, a sample of 207 school head teachers in district Toba Singh of the Punjab was selected. The results of the study show that the head teachers with demographic characteristics i.e.younger and older, females, bachelor degree holders, minimum and maximum experienced from urban and smaller schools obtained high means than head teachers with middle age, males, master degree holders, medium experienced, from rural and larger schools, for intrinsic, extrinsic, and general satisfaction. Demographically, significant differences have been found among four demographic variables (age, gender, experience, and school location) with intrinsic and general job satisfaction. The head teachers with younger and older age, females, minimum and maximum experienced, and from urban schools were intrinsically and generally more satisfied than the head teachers with middle age, males, medium experienced and of rural schools. However, there are significant differences among different age groups with extrinsic satisfaction. The head teachers
of younger and older age are extrinsically more satisfied than the head teacher with middle age. Therefore, no significant differences have been observed for degree status and school size with intrinsic, extrinsic and general job satisfaction demographically, younger and older head teachers were significantly more satisfied with all dimensions of the job than the middle aged head teachers. Female head teachers scored more with every dimension than male head teachers. Therefore, female head teachers were significantly more satisfied with Ability Utilization, activity, authority, colleagues, creativity, moral values, recognition, responsibility, social service, social status, advancement, school policies and practices, supervision human relations, supervision technical, and working conditions than male head teachers. No significant differences were found between the head teachers with bachelor degree and the head teachers with master degree for any dimension of the job. The head teachers, minimum and maximum experienced scored more than the head teachers with medium experience on all dimensions of the job. However, the head teachers with minimum or maximum experience were significantly more satisfied with activity, authority, colleagues, creativity, moral values, recognition, responsibility, social service, social status, variety, school policies and practices, security and working conditions than head teachers with medium experience. Urban head teachers were significantly more satisfied with activity, creativity, independence, recognition, social service, social status, variety, advancement, school system policies and practices, security and working conditions than head teachers located in rural areas. Although the head teachers with smaller schools scored more than head teachers with larger school for most of the dimensions of job, however, significant differences were found only with two dimensions. Head teachers with smaller schools were more satisfied with social status and compensation than the head teachers with larger schools. In this study two demographic variables, degree status and school size found to be not the predictors of job satisfaction while four demographic variables, age, gender, experience and school location, were found to be important predictors of job satisfaction.

R.Oudejans (2007) examined the relationship between job satisfaction and intrinsic and extrinsic motivation and the moderating variables influencing this relationship, compared over the public sectors and the private sectors. Nurses represent the public sector while call centre agents represent the private sector. Also the relationship between various motivational theories (equity theory, expectation
theory, goal setting theory, attribute theory, theory X and Y, cognitive dissonance theory, investment model, and cognitive evaluation theory) and intrinsic and extrinsic motivation was also investigated. For this purpose a sample of 439 respondents was selected from private and public sectors. The results of study reveal that intrinsic and extrinsic motivation are negatively correlated to each other; in addition, intrinsic motivation is positively correlated to job satisfaction while extrinsic motivation is negatively correlated to job satisfaction. Call centre agents are more extrinsically motivated and less intrinsically motivated than nurses. Moreover, call centre agents are less satisfied than nurses. The results of the study also reveal that call centre agents have found stronger relationship between intrinsic motivation and job satisfaction. However the relationship between extrinsic motivation and job satisfaction was not found significant. This study also reveals that almost all the theories are related to least intrinsic or extrinsic motivation. The equity theory is positively correlated to extrinsic motivation. The expectancy theory is positively related to both extrinsic and intrinsic motivation and better applicable to call center agents. Goal setting theory is positively related to both extrinsic and intrinsic motivations. The attribution theory, however, shows some mixed results. Attribution theory shows that the theory is negatively related to extrinsic motivation but positively related to intrinsic motivation. Regarding theory X and Y, the theory is found to be positively related to extrinsic motivation while negatively related to intrinsic motivation. The cognitive Dissonance theory is found to be negatively related to intrinsic motivation. The investment model is negatively related to extrinsic motivational but positively related to intrinsic motivation. Regarding the relationship between investment model and extrinsic motivation, the theory is better applicable to nurses and for the relationship with intrinsic motivation; the theory is better suited for call centre agent. Cognition evaluation theory, did not find any significance relationship with intrinsic and extrinsic motivation. However regarding the relationship with the cognitive evaluation theory and intrinsic motivation, the theory is better applicable to nurses only.

**George. E, Louw. D, Badenhorst .G (2008)** investigated extrinsic and intrinsic factors in determining job satisfaction amongst urban secondary-school teachers in Namibia. Biographical variables pertaining to the teachers' gender, age, marital status, school resources, teaching experience, academic qualifications, and
rank were also investigated to determine whether these variables had any significant relevance, or made any notable contribution, to the level of job satisfaction. Also, the relation between burnout and job satisfaction was also investigated to determine the extent to which these two factors are related. For this purpose of study a sample of 337 secondary-school teachers was selected from 17 government schools, in the Windhoek region of Namibia. Results of the study show significant levels of dissatisfaction pertaining to intrinsic factors of work and more especially, those factors relating to school area and rank. A significant correlation between levels of burnout and job satisfaction was found, particularly in respect of emotional exhaustion and depersonalization, which were shown to correlate with low levels of job satisfaction.

Gole.V.S. Shhu, Rashmi (2008) examined the relationship between job stress, job satisfaction and performance. For this purpose a sample of 100 managers of private manufacturing firms was selected. The results of the study reveal that higher stress levels are related to lower performance where as higher job satisfaction indicated higher performance.

Kjeldm and D and Holmstrom (2008) explored general practioners’s experience of participating in Balient group and its influence on their work life. For this purpose, nine general practioners who had participated in Balient groups for 3 to 15 years were interviewed. The results of the study reveal that general practioners perceived that their Balient group participation influenced their work life. Analysis of the study reveal several interrelating themes: competence, professional identity, and a sense of security, which increased through parallel process, creating a base of endurance and satisfaction, thus enabling the general practioners to rediscover the joy of being a physicians. It is also seemed to increase their competence in patient encounters and enable them to endure in their job and find joy and challenge in their relationship with patients. Balient group might thus help general practioners handle a demanding work life which helps in preventing burnout.

Ali Taskina (2009) investigated the present level of job satisfaction among the faculty members by comparing male and female teachers of private universities of tertiary level in Bangladesh and it was also investigated that whether the masculine culture causes any dissatisfaction among female faculty members. For this purpose, a sample of 120 faculty members, (60 male and 60 male) was selected from different
levels from 10 private universities of different area of Dhaka city. The results of the study reveal that faculty members are overall satisfied with their present conditions, except the factors like training facilities and some physical facilities and distribution of courses. It is also found that there is no significant difference between male and female faculty members regarding job satisfaction.

Ismail A, Yas.A and Yunis.Y.K Nek. (2009) measured the effect of occupational stress on job satisfaction. For this purpose, a sample of 80 academic employees in private institutions of higher learning in kuching city, Malaysia was selected. The results of the study demonstrate that the level of psychological stress has increased job satisfaction. Further, the study confirms that occupational stress does act as a partial determinant of job satisfaction.

Kaplan Dustin (2009) examined the determinants of job satisfaction and turnover among physicians. The relationship between eight predictor variables (Administrative requirements, autonomy, ability to provide quality patient care, workload, work/private life conflicts, pay, satisfaction with community, locus of control, and two dependent variables (job satisfaction, turn over intention) was studied. For this purpose, a sample of 100 physician associated with three different medical groups was selected from university of California Santiago. The results of the study indicate that physician's satisfaction with their current position is related to their perceptions of their autonomy, workload, work/private life conflicts, pay and community satisfaction. In addition, all predictors except workload have an impact on physicians's satisfaction with the current career. The only predictor that influenced the likelihood of leaving is community satisfaction.

Sabharwal.M and Corley.A.Elizabeth (2009) compared and explored the job satisfaction rates of faculty members and employees in research institutions with special attention paid to differences across gender and disciplines. The study employed data from the 2003 survey of doctoral recipients, which is a biennially collected survey of doctoral awardees and is funded by national science foundation. The results of the study reveal that across all disciplines, female faculty members expressed lower level of satisfaction when compared with male members. Yet this relationship largely disappeared when we included several demographic, institutional and career related factors were included in the study. Within science and health fields, men were significantly less satisfied than women. In the engineering and social
science fields, there was no significant difference in satisfaction levels for men and women.

Ahmad Hamid and Aminah, Aizan, Ngah and Noryati (2010) examined the inter relationships between impact of the conflict on job satisfaction and the need for supervisor support and the mediating role of work-family conflict between supervisor support and job satisfaction. For this purpose a sample of 159 Malaysian single mother employees, aged 45 and below, were selected. Results of the study reveal that work-family conflict is negatively related to supervisor support and job satisfaction and supervisor support is positively related to job satisfaction. Work-family conflict mediates the relationship between supervisor support and job satisfaction. Supervisor support leads to a reduction in work-family conflict which in turn leads to a reduction in the level of job satisfaction. The results of the study also suggest the importance of providing social support at the workplace to help single mother employees reduce the conflict that they experience and subsequently increase their job satisfaction.

A.Zainaland A.Zeinab (2010) studied the impact of leadership behaviour and perceived organizational support on the job satisfaction of Iranian employees. Data has been collected through questionnaire from 136 employees working in Tehran Cement Company in Iran. The result of the study revealed that Consideration to leadership behaviour was found to have significant impact on both intrinsic and extrinsic job satisfaction whereas perceived organizational support was significantly related to extrinsic job satisfaction. However, the interaction of leadership behaviour and perceived organizational support were not significantly related to job satisfaction.

D. Rukpa and Sangay (2010) Studied the level of job satisfaction of teachers teaching in secondary schools and also compared the level of job satisfaction of teachers teaching in secondary schools with regard to personal characteristics and job characteristic with some of the aspects of job satisfaction i.e. work, income, working conditions, self esteem, policy and management, intrinsic rewards and interpersonal relations. For this purpose a sample of 267 teachers teaching in senior secondary schools in Thimphu district of Bhutan was selected. The result of the study indicated that the overall job satisfaction was at moderate level. Aspects like different age, gender, years of teaching experience and present position in the school were found to be significant and marital status, teaching hours, qualification at school level were
not significant. There are some aspects like income, self esteem and intrinsic rewards where the teachers showed the satisfaction to a moderate level.

Hall, Charles, Kevin, Dorothy, Tennen and Howard (2010) examined the relationship between organizational culture and job satisfaction in primary care pediatric practices. For this purpose, a sample of 130 clinicians from 36 primary care pediatric practices has been selected. The results of the study exhibit that eight organizational factors from the primary care organizational questionnaire, particularly perceived effectiveness, are associated with job satisfaction. Five of the eight organizational factors are also associated with clinician turnover. The effect of the organizational factors on turnover is substantially reduced that included job satisfaction; only one organizational factor, communication between clinicians and non-clinicians, remained significant. This suggests that organizational culture affects subsequent clinician turnover primarily through its effect on job satisfaction. Organizational culture, in particular, perceived effectiveness and communication, affect job satisfaction, which in turn affects clinician turnover in primary care pediatric practices. Strategies to improve job satisfaction through changes in organizational culture could potentially reduce clinician turnover.

Malik, Nawab, Naeem and Rizwan (2010) investigated and determined the impact of teachers’ satisfaction with job dimension on perceived organizational commitment in public sector universities of Pakistan. The study aimed at exploring to what extent these teachers are committed to their universities and satisfied with different dimensions of their job. For this purpose, a sample of 331 teaching faculty working in two public sector universities of Pakistan was selected. The findings of the study indicated that the satisfaction with work-itself, Quality of supervision and pay satisfaction have significant positive influence on organizational commitment of faculty members. They had high degree of organizational commitment and satisfaction with work-itself, supervision, salary, coworkers and opportunities for promotion.

Adenike and Anthonia (2011) studied the relationship between organizational climate and job satisfaction. The study of the antecedents of job satisfaction is important because the role it plays in job satisfaction of employees in turn affects organizational productivity. For this purpose, a sample of 314
academician staff of university was taken. The result of the study showed a significant positive relationship between organizational climate and job satisfaction.

Churvedi and Yadav (2011) examined the impact of job satisfaction and its characteristics on the quality of work life of employees working in categorized hotels. This study also determines the gender difference in terms of satisfaction with quality of work life between male and female workers. For this purpose, a sample of 220 respondents was selected from the four categorized hotels including three and four stars hotels in Faridabad. The results of the study reveal that there exists a positive relationship between job satisfaction and quality of work life. Also it is seen that as the feeling of quality of work life increases satisfaction from job also get enhanced.

Hussin. Bin. Anuar (2011) tried to determine the level of job satisfaction and job performance and also identified the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, and co-workers) and job performance among employees of trade winds group of companies. For this purpose, a sample of 110 respondents was selected in trade winds group of companies in Klang valley. The results of study reveal that there is a positive relationship between job satisfaction components which are promotion, work itself, supervision and co-workers except for pay towards employee job performance. There is a significant difference between position and job performance. It is also proved that dimension of job satisfaction i.e. pay, promotion; work itself, supervision and co-workers can contribute to increase the job performance in the organization.

Yuhanis and Abdul Aziz (2011) investigated the relationship of empowerment on both positive and negative emotions and whether the empowerment has association with employee’s job satisfaction or not. It also examined the relationship of positive and negative emotions on job satisfaction. The results of the study reveal a significant positive relationship between empowerment and positive emotions whilst indicating a negative relationship with negative emotions. The results also point out that both empowerment and positive emotions have a significant impact on employee’s job satisfaction. Moreover, the results support the negative relationship between negative emotions and job satisfaction.

Zhang Yimin and Xueshan (2011) analyzed the relationship between job satisfaction, burnout, and turnover among Chinese physicians from urban state-owned
medical institutions. And further to determine whether occupational burnout can serve as a mediator among Chinese physicians from urban state-owned medical institutions. For this purpose a sample of 1451 physicians was selected from urban state-owned medical institutions. The results of the study reveal that several, but not all dimensions of both job satisfaction and burnout syndrome are relevant factors affecting physicians' turnover intention, and there may be partial mediation effects of occupational burnout, mainly through emotional exhaustion, within the impact of job satisfaction on turnover intention. Enhancements in job satisfaction can be expected to reduce physicians' intentions to quit.

Barbara, Dormio, Galati and Giovanni Schiuma, (2012) tested a framework of the relationship between satisfaction of knowledge workers and organizational culture developed within a specific pharmaceutical industry and also investigated which of the constructs that constitute such a framework are the most important in the pharmaceutical industry. For this purpose, the authors adopted multiple case study based research. The case studies were carried out with a series of semi-structured interviews, with all the knowledge workers operating in the R&D business functions of each company, over a two-month period. The results of the study reveal that a bureaucratic organizational culture has a negative influence on knowledge workers' job satisfaction while innovative or supportive organizational culture has a positive impact. Moreover, the study makes it possible to understand which aspects of their job satisfaction are more influenced by the organizational culture.

Feyzi, Sayed, and Taliseh (2012) examined the effect of managers' general accountability on teacher's job satisfaction in schools (Elementary, junior high, and high). For this purpose a sample of 478 teachers was selected from 'Amalash city. The results of the study show that there is a positive and significant relationship between managers’ accountability and teacher's satisfaction.

Heidarie, Askary, Saedi and Gorjian (2012) evaluated the relationship between quality of work life, organizational health and organizational commitment with job satisfaction. For this purpose a sample of 188 individuals was selected among the staff of Islamic Azad University, Ahvaz branch. The results of the study reveal that there is meaningful relationship between quality of work life and job
satisfaction and there is also a positive and meaningful relationship between organizational health, organizational commitment and job satisfaction.

**J.Sathyapriya, Shri Ram., kumar and Aparne (2012)** analyzed the employee's satisfaction in the IT sector in Bangalore, Karnataka. The major causes of employee's satisfaction and dissatisfaction and the impact of employee's satisfaction on various organizational parameters were also analyzed. For this purpose a sample of 216 software professional of IT industries in Bangalore was selected. The results of the study reveal that IT professionals are very much dissatisfied with fringe benefits, nature of work and contingent rewards while moderately satisfied with pay, promotion and supervision factors.

**Laschinger.H.K.S (2012)** examined predictors of job and career satisfaction and turnover intentions among new graduate nurses’ work life experiences in Ontario hospital settings in the first two years of practice. For this purpose, a sample of 342 new graduate nurses in their first and second year of experience, were selected to collect the data from Ontario hospital. The results of the study reveal that overall, new graduate nurses were positive about their working conditions and there were few differences between nurses in their first and second years of practice. Structural and personal factors explained significant amounts of variance in both job and career satisfaction and turnover intentions. Empowerment, work engagement and burnout were important significant predictors.

**Mehmet, Tarcan, Tekingündüz and Hikmet (2012)** investigated the relationships among employee organizational commitment, organizational trust, job satisfaction and employees' perceptions of their immediate supervisors', transformational leadership behaviours in Turkey. This study also examined the relationships among organizational commitment, organizational trust, job satisfaction and transformational leadership in two Turkish public hospitals and examined how job satisfaction, organizational trust and transformational leadership affected organizational commitment. Moreover, it was also aimed to investigate how organizational commitment, job satisfaction and transformational leadership affected organizational trust. Eight hundred four employees from two public hospitals in Turkey were selected for the purpose of the study.'The results of the study reveal that there are significant relationships among overall job satisfaction, overall transformational leadership and organizational trust. Organizational trust and two job
satisfaction dimensions (contingent rewards and communication) are significant predictors for organizational commitment. It is also found that one transformational leadership dimension (articulating a vision), two job satisfaction dimensions (pay and supervision) and two organizational commitment dimensions (affective commitment and normative commitment) are significant repressors for organizational trust.

Misra Pooja, Rana Neeti, Varsha Dixit (2012) analyzed the impact of compensation components in terms of rewards and benefits and organizational justice on turnover intentions and the role of job satisfaction in terms of pay. The results of the study reveal rewards and organizational justice in terms of distributive and procedural justice affect job satisfaction which in turn affects and can be ascribed as one of the reasons for high attrition rates. In addition, there could be other reasons such as challenging work role, role of supervisor, training and development opportunities. The research also shows that employees believe in having a clear and transparent compensation system reflective of performance and productivity. The independent factors of financial (base pay, merit pay, incentive, bonus etc.), non financial reward (discount coupons, employee of the month), benefits, distributive and procedural justice impact job satisfaction which in turn affects absenteeism and attrition rates in the retail industry. Compensation influences key outcomes like job satisfaction, attraction, retention, performance, skill acquisition, co-operation, motivation and turnover intent of employees. Retention and motivation of personnel has become a major concern for HR especially in the Indian Retail industry. Compensation & Benefits have been ascribed to be one of the factors responsible for the high attrition rate. Study of pay and turnover intent, shows that there is a negative relationship between the two factors. Compensation used as rewards for excellent job performance affect an employee’s job satisfaction level, morale and turnover intention.

Olorunsolao.E (2012) investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics. For this purpose, a sample of 400 senior administrative staff from two state universities in south west Nigeria was selected. The findings of the study revealed that job satisfaction of administrative staff was high. Furthermore, working experience did not significantly influence job satisfaction of workers, while age significantly influenced job satisfaction of the administrative staff. Sex made a significant difference in job satisfaction of workers.
**Paolo D. Antonio (2012)** analyzed the difference in overall job satisfaction and specific job domain satisfaction among PhDs employed in different sectors. A sample of 1700 individuals was selected. The data was collected from Spanish born individuals who were awarded their PhD by the seven Catalan public universities during the 2003-2004 academic years. The results of the study reveal that compared to faculty members, PhD holders employed outside traditional academic and research jobs are more satisfied with the content of their job. The evidence regarding the overall job satisfaction of the PhD holders indicate that working in the public or private-sectors is associated with less work which cannot be fully compensated by the better pecuniary facets of the job. This study also reveal that endogenous sorting of PhD holders into different occupations based on latent personal traits is related to job satisfaction.

**Puju Javeed and Shabir (2012)** studied the occupational efficiency and job satisfaction of educational administrative in higher education. A sample of 120 educational administrators and 240 teachers selected from university of Kashmir, Sheri- Kashmir University of agricultural science and technology, Govt degree colleges and non government affiliated B.Ed colleges operating in Kashmir. The results of the study show that effective and ineffective educational administrators differ significantly on job satisfaction. The effective educational administrators have been found to be more satisfied with their job than ineffective educational administrators in higher education.

**Siva and Mohammed (2012)** studies employee's satisfaction in the IT sector in Chennai, Tamilnadu. A sample of 216 software professionals of IT industries in Chennai was selected. The factors included in the investigation as nine independent variables (pay, promotion, supervision, fringe benefits, operating conditions, nature of work, contingent rewards, communication, coworkers) were analyzed. The results of the study show that IT professional were very much dissatisfied with fringe benefits, nature of work and continent rewards while moderately satisfied with pay, promotion and supervision factors.

**Yucel Ilhami (2012)** examined the relationship among job satisfaction, organizational commitment, and turn over intention of employees. Model of job satisfaction, organizational commitment and turn over intention is also developed and tested in this study. A sample of 250 employees was selected from a manufacturing
company in Turkey. The results of the study indicate that job satisfaction is one of the most antecedents of organizational commitment and turn over intention and suggest that high levels of job satisfaction results in higher commitment and lower turnover intention. So job satisfaction positively influences effectiveness, commitment, continuance commitment, and normative commitment, while it is negatively related to turn over intention.

**Afzaal and Afzaal (2013)** investigated the relationship among emotional intelligence, organizational commitment and job satisfaction. A sample of 90 academicians was selected from the academic staff of technical university in Brunei Darussalam. The results of the study indicate that two out of seven dimensions (Emotional self awareness, Emotional expression, Emotional awareness of others, Emotional reasoning, Emotional self management, Emotional management of others, Emotional self control.) i.e. emotional self awareness and emotional self management are related with job satisfaction.

**Canon Tong, Walder Ip Wah Tak, Anthony Wong(2013)** Analyzes the impact of knowledge sharing on the relationship between organizational culture and job satisfaction of ICT industry in Hong Kong. The research includes items of culture dimension, knowledge sharing dimension, job satisfaction dimension and demographic information. A sample of 228 respondents from ICT industry in Hong Kong was taken. The results of the study reveal that organizational culture significantly influences knowledge sharing and job satisfaction and that knowledge sharing plays an important mediating role between organizational culture and job satisfaction.

**Eklund Mona, Hallberg Rehm (2013)** examined job satisfaction among occupational therapists in Swedish psychiatric care, and investigated how clinical supervision, organizational aspects and demographic characteristics contributed to job satisfaction. For this purpose a sample of 332 respondents was selected from Swedish psychiatric care. The results of the study reveal that Job satisfaction factors that emerged were: general satisfaction with work, communication and co-operation among team members, managerial feedback, the patients' influence on care and the relatives' influence on care. The respondents rated their general satisfaction, co-operation and communication as high. They were least satisfied with the relatives' influence on care. Few relationships between other factors and job satisfaction,
satisfaction with the patients' influence on care was higher among occupational therapists working in outpatient care than among those working in hospital wards. Furthermore, supervision was positively associated with co-operation and communication.

Gathungu, James and Wachira, W. Hannah (2013) studied the relationship between job satisfaction and performance by identifying the factors which influence the job satisfaction and also established whether job satisfaction influences the performance. A sample of 37 respondents was selected from 37 secondary schools in Mombasa district in Kenya. The results of the study reveal that job satisfaction affect job performance. Furthermore, it was also revealed that respondents are faced with the challenges of uncooperative parents and undisciplined students.

Gayathri and Rama Krishna (2013) worked on quality of life and identified the concept and measureable variables as well as its linkage with satisfaction and performance. The results of the study reveal that the identification of the measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concepts of employee well-being. The factors that affect employees' well-being are physical and structural factors on the one hand and psychological factors i.e. positive attitudes, commitment and satisfaction on the other.

Ismail, Yas and Yunis (2009) measured the effect of occupational stress on job satisfaction. For this purpose, a sample of 80 academic employees in private institutions of higher learning in Kuching city, Malaysia was selected. The results of the study demonstrate that the level of psychological stress has increased job satisfaction. Further, the study confirms that occupational stress does act as a partial determinant of job satisfaction.

Lin and Chan (2013) explored the relationship among personal background, school background, leadership behavior, psychological empowerment and job satisfaction. A sample of 120 respondents was selected from campus safety task executives at private universities in the southern part of Taiwan. The results of the study determine that there is a positive correlation among three variables i.e. leadership behavior, psychological empowerment, and job satisfaction. It is also found that leadership behavior and psychological empowerment have a significant
positive impact on job satisfaction, with psychological empowerment showing a stronger impact than leadership behavior.

Lu Ju-chia, Shih Yu-Vi, Chen lien-Yi (2013) investigates the effect of hotel staff's emotional quotient and job satisfaction on organizational citizenship behaviors. A sample of 150 respondents was selected from business hotel chain. The results of the study reveal that when staff is providing with intangible services, they display positive emotions, create a positive work environment and atmosphere, their job satisfaction increase, and they have a stronger sense of identify with the hotel. This reduces their willingness to resign and lower employee turnover.

Singh, Sanjeev (2013) explore reasons for lower satisfaction level amongst employees by linking the demographic factors like age, tenure and gender. A sample of 150 respondents was taken from mainly sales department. The analysis revealed that Women were comparatively more satisfied with their job in contrast to their male counterparts. With respect to job satisfaction and age, it reveals that satisfaction increases with increase in the tenure of a person and maximum job satisfaction occur in the tenure range of 4 years to 6 years and for employees with tenure of more than 10 years.

Uhal Faruk and Omer (2013) examined the relationship between the dimensions of organizational citizenship behavior and factors of job satisfaction. For this purpose a sample of 199 respondents was selected from 8 firms in a group of companies in Istanbul in turkey. The results of the study indicate that the factors of job satisfaction have various impacts on the dimensions of organizational citizenship behavior and every facets of job satisfaction do not predict each dimension of organizational citizenship behavior.

Y.Ching, Chen-Chun, Wang, bin-Hsian, Liu, ni-kang (2013) investigated whether business's investment in social responsibility could affect the job satisfaction and organizational commitments of employees. A sample of 234 respondents was selected from four insurance companies. The results of the study show that business investment in social responsibility had a significant impact on job satisfaction and organizational commitment of the employees.

Zhakim, Renereidm and Fitzpatrick (2013) examined the perceptions of job satisfaction among immigrant registered nurses in Israel and the USA. A sample of
176 registered nurses, (71 former Soviet union and 96 Filipino) was selected from national convention hosted by the Philippines nurses association of America. The findings of the study showed that former Soviet union registered nurses perceived pay and professional status as important, although they were least satisfied with pay for Filipino registered nurses. Organizational policies and interrelations were considered as the most important factors. Although the average length of residence in the host country was similar in two samples, significant differences were found between former Soviet Union and Filipino registered nurses with respect to demographical variables and components of job satisfaction.

On the basis of above review of literature, it is concluded that public sector employees are highly satisfied in salary and other allowance, social affiliation with co-workers, working hours and relationship with customers as compared to private sector banks employees. Management policies and working conditions are different in public and private sector banks (Antony Joseph 2001). Females express themselves as less satisfied with their jobs than males (Moguerou Philippe 2002). Job satisfaction varies with different factors like job tenure, job position, retirement plan and geographic area (Chen-Chung Ma, Michael E, Samuels, Judith W, Alexander 2003). Factors like salary, academic qualification, career prospectus, supervision, management, working environment, culture have different impact in the satisfaction of both female and male employees (Tashim Shamima 2006; Bender A. Keith and Heywood S 2006). Nature of work supervision, opportunities for promotions and pay emerged as major source of less satisfaction (Luddy Nazaam 2007; Ahmad, Tengku Ab Hamid and Aminah, Ismail and Tengku Aizan, Ngah and Azahari, Noryati 2010). The job satisfaction level in urban employees is more than rural employees. Demographically significant differences were found among age, gender, and experience, work location and general job satisfaction between urban and rural employees. Middle age employees have lesser job satisfaction than younger and old age employees on all the dimensions of job. It is concluded from the thorough analysis that different employees at different jobs have different satisfaction level. Female employees are more satisfied with ability utilization, activity, authority, colleagues, creativity, moral values, recognition, responsibility, social services, social status, advertisement, policies and practices, supervision human relations, supervision technical and working conditions than male employees. Age, gender, experience and workplace location, emerged as an important
predictors of job satisfaction (Ghazi, safdar rehma 2007). Job satisfaction is positively correlated with intrinsic motivation (R.Oudejans2007). A significant negative correlation between levels of burnout and job satisfaction was found particularly in respect of emotional exhaustion and depersonalization.(George. E, Louw. D, Badenhorst2008). Higher stress levels are related to lesser performance whereas higher job satisfaction indicated higher performance (Gole.V.S. Shhu, Rashmi; Kjeldmand and Holmstrom.2008). Autonomy, workload, work/private life conflicts, pay and community satisfaction have an impact on job satisfaction (Kaplan Dustin2009). Relationship among age, gender, years of job experience and present position were found to be significant and marital status job hours, qualifications and organizational level were not significant (D. rukpa 2010). Consideration to leadership behavior have significant impact on both intrinsic and extrinsic job satisfaction (Ahmad A, Zainal, Yekta .A. Zeinab2010). Organizational culture also affect turnover primarily through its effect on job satisfaction i.e.satisfaction with work itself, quality of supervision and pay job satisfaction has significant positive influence on organizational commitment. Work itself, supervision, salary, coworkers and opportunities for promotion are positively related to commitment (Malik.E.Muhammed, Nawab.samina, Naeem bhasharat, Danish Qaise Rizwaan 2010). Organizational climate has positive relationship with job satisfaction; quality of work life is also positively related with the job satisfaction Adenike. Anthonia2011. As the feeling of quality of work life increases satisfaction from job also increases (Adenike. Anthonia; Churvedi.V and Yadav, S.D. 2011). Pay, promotion, works itself, supervision and co-workers also contribute to increase the job performance in the organization (Hussin.Bin.Anuar2011). Empowerment and positive emotions have a significant impact on employees’ job satisfaction (Yuhanis, Abdul Aziz2011). Supportive organizational culture has positive impact on on –the job satisfaction (Barbara Bigliardi, Alberto Ivo Dormio, Francesco Galati, and Giovanni Schiuma2012). Accountability has positive and significant relation with job satisfaction (Feyzi.T, Danesh.S.Y.Sayed, and Taliseh.L.salimah2012). Quality of work life organizational health and organizational commitment are significantly related with job satisfaction (Heidarie.A, Askary.p, Saedi.s, and Gorjian.b2012). Fringe benefits, nature of work, contingent awards, pay, promotions and supervision factors have direct impact on job satisfaction (J.Sathyapriya, Shri ram.V, kumar.S and Aparne.k, 2012). Organizational trust, contingent rewards and communications are
significant predictors of organizational commitment (Laschinger.2012). A significant relationship among job satisfaction, leadership and organizational commitment are found (Mehmet Top, Menderes Tarcan, Sabahattin Tekingündüz, Neşet Hikmet 2012). Rewards and organizational justice have impact on job satisfaction. It is also found that those who have high occupational efficiency are more satisfied with their job in comparison to those who have less occupational efficiency (puju. A. Javeed and Bhat .a. shabir Siva Kumar M and Siddique Mohammed; Paolo. D. Antonio 2012). Job satisfaction positively influences effectiveness commitment, continuance commitment and normative commitment, (Yucel Ilhami 2012). Emotional self awareness and emotional self management are related with job satisfaction. Knowledge sharing plays an important mediating role between organizational culture and jobs satisfaction (Canon Tong, Walder Ip Wah Tak, Anthony Wong; Afzaal Tane and S.H. Afzaal; Eklund Mona, Hallberg Rehm 2013). Work place, setting and interviewing policy also affect work processes of employees and their attitude, commitment, satisfaction and performance of organization (Gathungu. James and wachira. w. Hannah, Gayathiri. R and Ramakrishna Lalitha 2013). Occupational stress does act as partial determinant of job satisfaction (Ismail. A, Yas. A and Yunis. Y. K Nek. 2009). Leadership behavior and psychological empowerment has significant impact on job satisfaction (Lin, fen-li and T. c. chan 2013). Job satisfaction increases with increase in tenure of employees (Singh. A, Sanjeev. R 2013). Improvement in social responsibility aspect have a significant impact on job satisfaction and organizational commitment of the employees (Yon. S. Ching, H. Chen-Chun, Wang, bin-Hsian, Liu, ni-kang 2013).

3.3 ORGANIZATIONAL EFFECTIVENESS

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The effectiveness of organizations constitutes its ability to perform a function with optimal levels of input and output. Organizational effectiveness is used to measure number of things, from the relationship between employee performance and company profits to the correlation between manufacturing processes and production volume. No set parameters exist for organizational effectiveness and it follows no definitive mathematical formula -- each organization creates its own method of measuring effectiveness. Measuring effectiveness can help a small business without the ability to
absorb ineffective processes modify its approach to avoid loss. For the present study following dimensions i.e. Employee career development, Employee growth/development, Employees, management and employment satisfaction, Executive development and quality of the employee, Employee encouragement, Employee recognition and identification, System openness and community interaction, ability to acquire resources and organizational health has been used. Keeping in view the dimensions the following studies has been reviewed.

**Pamela Shockley Zalabak & Kathleen Ellis (2000)** examined (a) job satisfaction and perceived effectiveness as important explanatory processes for the outcomes of organizational culture, relationships, and information receiving and sending, and (b) and also compared the traditional model with the competing conceptualization. For this purpose, 2245 individuals in 21 organizations in various parts of the world were utilized as a sample. Results of the study reveal that 54.8% of the variance in perceptions of culture, relationships, information receiving, and information sending can be explained by job satisfaction and perceived organizational effectiveness. Also the Results demonstrate that the competing conceptualization is a significantly better than the traditional model.

**Dean Elmuti and Yunus Kathawala (2000)** explored why and how organizations are using global outsourcing and identify problems that effect global outsourcing success. Global outsourcing is a management strategy by which an organization delegates major, non-core functions to specialized and efficient service providers. Global outsourcing represents a significant shift in the way organizations manage and staff their business support activities. The results showed that organizations generally considered themselves successful at global outsourcing. However, while they achieved significant improvement in organizational effectiveness, they were not achieving the order of magnitude improvements ascribed to global outsourcing.

**Liu, Yang (2001)** investigated the relationship between organizational culture and effectiveness in the Western Cape banking industry with the help of a model on model on organizational culture and effectiveness. The study used data from six organizations to test the applicability of the model in the context of the Western Cape banking industry. The results of the study reveal that organizational culture has a positive impact on effectiveness.
Michita Champathes Rodsutti, Fredric William Swierczek, (2002) explored the relationship of organizational effectiveness and leadership in Southeast Asia. A sample of Managers from 1,065 multinational companies based in Thailand and representing 31 different nationalities was selected. International leader characteristics and organizational culture are found to determine an appropriate multicultural management style. Executive motivation is strongly influenced by this multicultural management style. Different dimensions of organizational effectiveness, including return on assets, job satisfaction and personal satisfaction are positively related to specific aspects of leader's characteristics, organizational culture and multicultural management style.

Carl and Denison (2003) examined the relationship between organizational culture and effectiveness for foreign-owned firms operating in Russia. Beginning with a model of organizational culture developed in the United States, this research study presented a multi method analysis of culture and effectiveness in a transition economy. For this purpose the data from 179 foreign-owned firms operating in Russia were utilized to compare the results to those obtained for firms in the United States. The results of the study reveal that effectiveness in Russia relies more on adaptability and flexibility than it does in the United States. Furthermore, the legacy of the Communist era forces firms in Russia to deal with a workforce with a unique time perspective and a unique set of sub cultures that often undermines attempts at coordination and integration.

Rick Ledbetter (2003) explored the impact organizational structures on organizational effectiveness in ground prairie fire department. The results of the study indicate that organizational structure is influenced by multi factors. A definite connection between organizational effectiveness and structure exits. While fire services are compatible with hierarchical structure, the improvement in performance observed.

Solomon Negash, Terry Ryan and Magid Igbaria (2003) works on quality and effectiveness in Web-based customer support systems. The quality of a Web-based customer support system involves the information it supplies, the service it provides, and characteristics of the system itself; its effectiveness is reflected by the satisfaction of its users. Data from a survey of 726 Internet users are used to test
theoretically expected relationships. The results of this study indicate that information and system quality determine effectiveness while service quality has lesser impact.

**Stanziola, J and Schmitztania (2003)** identified how devolution has affected the organizational effectiveness in the day care sector. This study has also examined the local implications of decentralizing the provision of social services in Lee County, Florida. Organizational effectiveness has been defined in terms of goal setting, efficient use of resources, and reputation. The results of the study suggest that any devolution policy that aims to include faith-based organizations in the provision of social services will face the challenge of weak information flow mechanism within the industry.

**Abo-Alhol, Tariq R. A. (2004)** examines the effectiveness of participation in Quality Circles (QCs). The study includes major factors affecting QCs effectiveness, which are employees' involvement, adequacy of training, leadership, employee perception, purpose of setting up QCs, number of projects implemented, management support, job satisfaction, commitment and willingness to expand effort, and intent to quit. The study is conducted in large manufacturing and service organizations. For this purpose, a sample of 109 employees from five manufacturing and service organizations. The results of the study show there is no relationship between training and involvement in QCs, a very weak correlation between leadership and adequacy of training has been found. Nonetheless, there is significant positive relationship between management support and scores of projects implemented. Besides, improved problem solving skills, QCs develop positive attitudes among employees who derive job satisfaction when they feel that their companies are a good place to work. Also, they are more willing to extend their efforts for their companies. Even though, these impacts are seen in manufacturing QCs than service counterparts, still the conclusion shows that the Quality Circles concept is more effective.

**Chien-Ta Ho, Dauw-Song Zhu, (2004)** use an innovative two-stage data envelopment analysis model that separates efficiency and effectiveness to evaluate the performance of 41 listed corporations of the banking industry in Taiwan. The results of the study reveal that a company with better efficiency does not always mean that it has better effectiveness. There is no apparent correlation between these two indicators.
Fook, Chan Yuen (2004), examines the effectiveness of School Leadership and Management Course (KPKS) through three levels namely participant’s satisfaction, learning enhancement and organizational effectiveness. This study also attempts to investigate the relationships among these three variables. For this purpose, 221 headmaster participants plus their 221 senior assistants and their 2210 teachers (10 teachers per school) have been selected. The findings of the study indicate those participants are satisfied. Physical facilities, followed by course content, lecturers’ presentation and course benefits. The levels of knowledge, skills and confidence of the participants have been found different and significant after attending the course as compared to before. Knowledge enhancement is most evident in the aspect of curriculum and co curriculum. Skills and confidence have also been enhanced in the aspect of office and financial management. The findings of this study also indicate that there is no difference in the perception of headmasters, senior assistants and the teachers with regards to organizational effectiveness. The headmasters are found to be least interested in implementing innovation projects and they are mostly busy in day-to-day management and administration. A significant and positive relationship has been identified between participant satisfaction and learning enhancement. Besides that, a similar weak relationship has also been identified between participant satisfaction and organizational effectiveness. However, a weak to moderate relationship has been identified between learning enhancement and organizational effectiveness.

Fu, Qianhong (2004) explores the relationship among trust, social capital, and organizational effectiveness by tracing the origins and development of the concept of social capital. It tries to find out the relationship between social capital and trust by comparing their origins or sources. Finally, these two ideas are placed in organizational context to develop an analytical distinction between trust and social capital while classifying and exploring the implications of these two primary perspectives on organizational effectiveness. The results of the study conclude that trust and social capital are mutually reinforcing i.e. social capital generates trusting relationship that in which in turn produces social capital.

Hsiuju Rebecca Yen, Brian P. Niehoff (2004) examined relationships between OCB and indicators of organizational effectiveness i.e. employee-level customer-service behavior; and unit-level measures of profit, efficiency, and customer
perceptions of service quality—for bank branches in Taiwan. Organizational citizenship behaviors (OCBs) describe actions in which employees are willing to go above and beyond their prescribed role requirements. The results of the study suggest a significant relationship between OCB and a number of the indicators of effectiveness (employee-level customer-service behavior; and unit-level measures of profit, efficiency, and customer perceptions of service quality).

Raja gopala and Rekha (2004) studies the relationship between emotional intelligence factors and organizational effectiveness. These emotional intelligence factors are self-awareness, self-regulation, self-motivation, social awareness, social skills and behavioral aspect. A sample of 70 employees has been taken from 171 employees working as the managerial staff in BILT Industrial Packaging Company Ltd. (BICO), Coimbatore. The results of the study highlight the relationship between ‘Emotional Intelligence and organizational effectiveness’ at BIPCO. The findings of the study signify the fact that it is important for an organization to test the emotional level of persons before their selection.

Samantara.R (2004) examines the relative effectiveness of conflict management strategies in the frame work of superior - subordinate relationship .The five methods of conflict management examined are (1). Withdrawing 2.Smoothing 3.Compromise 4.Forcing 5.Problem solving. A sample of 345 managers belonging to the steel as well as paper industry has been selected for the study. An analysis of the conflict management methods in terms of their impact on "perceived" measure of organizational effectiveness, i.e. productivity, adaptability and flexibility, reveal that problem solving is the most effective method of conflict management.

Lee Zay-Tzai, and Tseng Fen-Ya (2005) studied the relationship between organizational culture and organizational effectiveness. This study defined the eight dimension of organizational culture as:(1),tolerant/ Staff- oriented; (2) Achievement-oriented;(3) innovative; (4)analytical; (5)Social- relationship (6) rewarding staff; (7) Stable work environment;(8) Demanding. This study also suggested three dimensions of organizational effectiveness :(1) Structural flexibility/ control;(2)focus internal/ external; (3)strategy means/ends. For this purpose, a sample of 144 employees from electronic industry was selected in Taiwan. The results of the study reveal that eight dimensions of organizational culture had a positive influence on organizational effectiveness.
Suhardini, Didien (2005), identified the relationships between the type of organizational culture, organizational learning capability and organizational effectiveness in Indonesian higher education institutions. Research model was developed indicating the relationships among several culture and learning factors that have been argued as important to organizational effectiveness. Three hundred and two participants in study programs in ten provinces in Indonesia participated in this study. The results of this study indicate that there are positively significant relationships between each type of organizational culture (group culture, adhocracy culture, market culture and hierarchy culture) and organizational effectiveness. Adhocracy Culture and Market Culture significantly explain the variability on the level of organizational effectiveness of adhocracy culture; and of market culture. Group culture and hierarchy culture was not significantly related to organizational effectiveness. Furthermore, there were positively significant relationships between each type of organizational culture (group culture, adhocracy culture, market culture and hierarchy culture) and learning style. Adhocracy culture and hierarchy culture significantly explained the variability on the level of Learning Style of adhocracy culture and of hierarchy culture. Group culture and market culture were not significantly explaining the variance of Learning Style. There were also positively significant relationships between each type of organizational culture (group culture, adhocracy culture, market culture and hierarchy culture) and learning capability. Adhocracy culture and hierarchy culture emerged as highly significant variables. Group Culture was not significantly explaining the variance of learning capability. Learning style and learning capability were found to be the intervening variable but not as moderating variable. Learning style and learning capability had significant influence on organizational effectiveness. The result also revised the model of the relationships between the organizational culture, learning style, learning capability, and organizational effectiveness.

Vijai, Srivastaba, Kailashand Biswas (2007), Studies the relationship between Human resource management, individual behavior and organizational effectiveness. A sample of 357 managerial employees has been selected from Indian organizations, which, over the past decade, have been undergoing quite a few changes, especially in terms of managerial philosophies and tendencies. The results indicate that while human resource management can indeed become a business,
strategic partner, it needs to focus upon individual needs and requirements, especially those that are intrinsic in nature. The study reveals that human resource management should also take into account the dominant social norms and values while formulating the policies and practices that can enhance organizational effectiveness.

Makmee, Sujiva and K.Sirichai (2007) developed an effective evolution model for faculties at higher education institutions in Thailand and causal factors at the field and department levels for correlation and effect in effectiveness of faculties of education were also investigated. A sample of 1024 respondents consisted of 680 faculty members and 344 supporting staff from 4 public autonomous universities and 4 public universities in Thailand was selected for the study. The model of organizational effectiveness was described by nine variables. The result of the study showed that perceptions of members in faculties of education in public autonomous universities regarding faculty of educational effectiveness were quite high for all variables except for academic development which was moderate in case of public universities. The perceptions of faculty members were quite high for all variables, except for the ability to acquire resources and money which was moderate.

Hsu chin-Hsien, Bell C. Richerd and Cheng Mei-Kuei (2008), explored the relationship between transformational leadership and organizational effectiveness in the field of recreational sport and leisure. It also examined the components of transformational leadership, and then investigated several approaches to the conceptualization and measurement of organizational effectiveness. The results of the study indicate that greater transformational leadership seems to be at least indirectly related to higher degree of organizational effectiveness.

Gary Yukl (2008) studied the relationship between leadership and organizational effectiveness. The flexible leadership theory explains how top executives and other leaders can influence the financial performance of a business organization. Three key determinants of financial performance are efficiency, adaptation, and human capital. A wide range of leadership behaviors, management programs, structural forms, and external initiatives have been used to influence these performance determinants. Management programs and systems are usually more effective when they are mutually compatible and appropriate for the situation. Effective performance requires a cooperative effort by the multiple leaders in an organization, and they must be flexible and adaptive as the situation changes.
Kathleen Ellis & Pamela Shockley Zalabak (2009) examined (a) the overall relationship between trust in top management and immediate supervisor and overall estimates of satisfaction and perceived organizational effectiveness, (b) compares the amount of variance in satisfaction and effectiveness that can be explained by trust in top management to the amount of variance explained by trust in immediate supervisor, and (c) clarifies the role of information receiving as a predictor of trust in top management and immediate supervisor. For this study 2068 individuals in 60 organizations in the U.S. and Italy were utilized as a sample. Results of the study indicated that Trust in top management was more strongly associated with satisfaction and effectiveness than was trust in immediate supervisor. This study also indicated that after controlling for geographic location of company and type of industry, information received about job and organizational issues uniquely explained 26% of the variance in trust in top management and 13% of the variance in trust in immediate supervisor.

Ayanda, Sani and Kadir (2010) attempts to cover the gap that strategic human resource management practices are important for enhanced corporate performance of private sector organization by examining the effect of strategic HRM practices on the effectiveness of public sector organizations. For this purpose, a sample of 225 civil servants cutting across thirty ministries and agencies in Nigeria state was selected. Result show that strategic human resource management has positive alignment with overall government objectives; line management, training development, compensation career planning system and employee participation are the most important strategic human and management practices that has more impact on organization effectiveness in public sector.

Biswa and Soumendu (2010) study the two attitudinal variables of job satisfaction and job involvement as mediators between psychological climate and employees' turnover intentions and extend its impact on organizational effectiveness. For this purpose, a sample of 357 managers/executives has been selected. The results indicate that psychological climate is a statistically significant predictor of organizational effectiveness and that job satisfaction and job involvement are important mediators in transmitting the influence of the predictor variables.

Ismail Rahmat and Azlan Shah Ali (2010) established the relationships between the formalisation of construction firms on the level of coordination and
effectiveness of refurbishment projects. About 94 construction companies were selected for the postal questionnaire survey. Findings of the study show that highly formalised construction firms require higher level of coordination than lowly formalised construction firms. In highly formalised construction firms, the participants managing refurbishment projects tend to circumvent formalisation by having more informal interactions, which contradicts the needs of the firms. The effectiveness of highly formalised construction firms is not significantly better than lowly formalised construction firms.

Angela Koh-Tan (2011) explores the different perceptions of effectiveness among four constituent groups of stakeholders in Singapore national sports associations. The four groups are athletes, board members, coaches, and secretariat staff. It uses a focus group and semi-structured interviews across 25 national sports associations. The results of the study show that the four constituent groups discuss multi-faceted perceptions of effectiveness by providing varying interpretations, meanings, inferences, and relational issues depending on the roles they hold. While confirming multi-dimensional perceptions of effectiveness, the study uncovers three determinants of effectiveness: communication, athlete management, commitment and organization of the management committee as most important for the four constituents groups of stakeholders.

Bsat, Mohammad Z. and Fadaei-Tehrani (2011) investigated the causes of the U.S manufacturing sector to lose its luster and its global edge. Changes in manufacturing practices as well as changes in internal culture of organizations created doubts the inherent strengths of U.S manufacturing sector is in a position to meet and compete with other global manufacturing businesses. For this purpose of study a sample of 108 manufacturing company’s CEOs was selected for this study. The data was collected about organizational profile, organizational practices, organizational performance, business environment, organizational strategy and organizational culture. The results of the study reveal that the characteristics of practices and the culture of manufacturing organizations are strongly related to their financial performance, the quality of their products and the degree of product and process innovation that they exhibit. The elements of organized culture are in many cases strongly related to financial performance. As measured by sales growth, market share and profitability. Teamwork, a philosophy of growth and expansion, and a strong
focus on goals are all strongly related to financial performance. Innovation is inversely related to price and cost cutting. The inverse relationships are particularly strong in areas of technological competitiveness and rate of change in processes.

Eydi, Ramezanineghad, Yosefi, Sajjadi and Malekakhlagh (2011) studied the general and specialized literature on organizational effectiveness and draws an article on organisational effectiveness in sport and non-profit organizations. For this purpose five major approaches of organizational effectiveness i.e. Goal attainment approach, systems of resources, internal procedure, multiple constituency and competing values framework were reviewed. Results show that two approaches of multiple constituency and competing values framework as a multi dimensionality had a most usage in sport environment.

Hassan, Faqir, Shah, Zaman, Ikra and Imran (2011) examines the extent to which styles of decision-making approaches in resources allocations influence the perceived organizational effectiveness. For this purpose, a sample of 302 senior faculty members and administrators from all 24 higher education institutions in Khyber Pakhtunkwa Pakistan have been taken. The results of the study show the rational collegial style of decision making positively influences organizational effectiveness. Conversely, autocratic/political style of decision making negatively influences organizational effectiveness.

JI-young-An, Young-Hee Yom and Jeanne S. Ruggiero (2011) investigated the predictors of organizational effectiveness, focusing on organizational culture and quality of work life. A sample constitutes 145 nurses working in Korean university hospitals. The results of the study reveal that there are significant correlations between organizational culture, quality of work life, and organizational effectiveness.

Koigi.Nalice (2011), studies leadership style (Transactional and transformational), leadership personality (Machiavellianism, narcissism, masculinity, femininity, individualism and collect vision), organizational culture (entrepreneurial and market-orientation), strategic management and corporate ethics are in relation to organizational effectiveness. It is generally accepted that leadership and organizational culture play a critical role in managing the effectiveness of enterprises. A sample of 256 senior executives from 53 public enterprises has been selected. The results of the study reveal that transformational leadership exerts a positive influence
on both organizational performance and individual performance intention; that self
deceptive narcissism motivates individual performance intent but decreases
organizational performance; that an entrepreneurial, market and strategic management
orientation positively influences organizational performance; and that strategy
implementation positively influences individual performance intent.

Malik, Muhammed and Saleem (2011), studies the impact of employee's
performance and employees motivation towards organizational effectiveness. Effect
of employee’s performance, their motivation and environment of organization on
organizational effectiveness has been also examined. For this purpose, a sample of
103 respondents in telecommunication and banking sector from four cities of
Pakistan: Islamabad, Lahore, Gujranwala, and Faisalabad have been selected. Results
of the study reveal that increased employees performance accelerates organizational
effectiveness, as employees get self motivation, the organizational effectiveness
moves in a positive way. More over this study also indicates that the positive
organizational environment promotes the organizational effectiveness.

S. Kumar and Bijaya(2011) examines the impact of employee engagement
on organizational effectiveness along with the various factors influencing employee
engagement. The results of the study reveal that organizations with higher levels of
employee engagement outperform their competitors in terms of profitability. Engaged
employees give their companies crucial competitive advantages -including higher
productivity, customer satisfaction, and lower employees turnover.

Nazari Rasool, Ehsuni, gangoei and Ghasemi (2011) studies the effect of
human relationship skills and interpersonal communication and its relationship with
organizational effectiveness among Iranian sport managers. For this purpose, a sample
of 670 sports managers have been selected from Iranian sports academy. The results
of the study show that there is a significant relationship between communication
skills, interpersonal communication with subordinates and upper management and
organizational effectiveness in sports academy.

Amah EdWinahand Baridam Don (2012) examines the impact of
adaptabilityon organizational effectiveness. Adaptability has been taken as
independent variable where as organizational effectiveness as dependable variable.
The independent variable, adaptability has been measured by creating change,
customer focus and organizational learning. The dependent variable has been measured by profitability, and market share. A sample of 320 managers from all the 24 banks in Nigeria has been taken. The results of the study reveal that adaptability positively influences organizational profitability and market share. There is no significant relationship between adaptability and organizational productivity. The results of the study also reveal that increase in the level of adaptability in organization enhances profitability, and market share. This means that adaptability is positively associated with organizational effectiveness.

A.onaolapo.A and A.odetayot.T (2012) examines the effect of accounting information system on organizational effectiveness. The study basically examines the effects of accounting information on quality of financial reports and decision-making. A sample of 10 personnel from each construction industries in Ibadan, Oyo state has been selected. The results of the study reveal that accounting information system has a significant effect on organizational effectiveness among the construction companies. It is found that good accounting information enhances administrative effectiveness, good financial reports and better decision making.

Bakhsha Ndeh and G.Mohsen (2012) Evaluates and compares the effectiveness of sport sponsorship among the selection teams of Iranian football Premier League. A sample constitutes 216 individuals for Estghed, 245 individuals for Traktar and 291 individuals for Persepolis. The results of the study show that sport sponsorship among the selected teams has been found effective. Furthermore, the results show that there is a significant difference between the effectiveness of sponsorship among the selective teams.

Edwina Amah (2012) examines the effect of Corporate Culture on organizational effectiveness in the banking industry. A sample of 320 managers from all the 24 banks in Nigeria has been selected. The results of the study indicate that adaptability positively influences organizational profitability and market share. There is no significant relationship between adaptability and organizational productivity. Shared mission, employee involvement, and shared values (consistency) are positively related to profitability, productivity and market share. Based on these results it is also concluded that corporate culture has significant influence on organizational effectiveness.
Eskandarpour and Amiri Mariam (2012) study the relationship between emotional intelligence dimensions (self awareness, self control, self motivating, social skill, and sympathy) and organizational effectiveness. For this purpose, a sample of 44 managers has been selected from Ardebil universities. The results of the study show that there is a significant difference between different levels of emotional intelligence and effectiveness of university managers.

Hassan, Badaer, alyoubi and Ibrahim Mary (2012) examines the role of knowledge management strategies in improving the performance of a lot of industrial and business organization in Saudi Arabia. The results of the study reveal that the major organizations that apply knowledge management strategies effectively achieve better performance in view point of: productivity, turnaround time and overall organization efficiency.

Parastoo, Amran and Gheysari (2012) review the definition of productivity, efficiency, and effectiveness and the necessity of paying attention to both side of productivity (i.e. effectiveness and efficiency) in banks. The results of the study find that banks' managers and policy makers have to evaluate their productivity and also their productivity's position accurately based on effectiveness and efficiency.

Shukla K Naveen (2012) identifies the factors that affects employee motivation and also examines the relationship between organizational effectiveness and employee motivation. The results of the study show that factors like empowerment and recognition have positive effect on employees' motivation. More the empowerment and recognition of employees in an organization is increased, more is their motivation to work, and also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motivated to tasks accomplishment, higher will the organizational performance and success. Recognition and empowerment play an essential role in enhancing employee motivation towards organizational tasks. By appreciating the employees for their work done and giving them participation in decision making give them internal satisfaction with their job, organization and organizational environment.

I-Chao Lee, Yu-Je Lee, Chang Hui-Lin, Chin-Lang Lin (2012) explores the affect of interaction on organizational effectiveness between organizational change and organizational culture respectively on organizational effectiveness. For
this purpose, a sample of 212 employees of senior nursing agencies in Taiwan has been selected. The findings of the study show that while the nursing agencies under existing organizational culture are implementing the organizational changes, the investment for Cloud Computing Technologies has made significant positive moderating effect on organizational effectiveness.

**Rosmah Mohamed and Sarlis Alias, (2012)** evaluated the effectiveness of employee training programs in the banking sector in Malaysia. This study specifically examined the reactions of the employees to the training programs and the level of employee’s learning with the employee’s transfer of training. A sample of 36 employees who attended the Intermediate Central Banking Course was selected. Training feedback questionnaires, pre and post tests, face-to-face interviews, learner development plan reports and behavioural surveys were used to evaluate the effectiveness of the training. The study revealed that the reactions to the training were received on average basis. Pre and post test to determine learning resulted in an average increase in knowledge. The results for employee performance revealed overall positive feedback on the face-to-face interviews and behavioural surveys.

**A. Colbert, Murry, and Bradely (2013)** examine whether top management team personality and leadership are associated with organizational effectiveness beyond the effects of Chief executive OfficerPersonality and leadership. Using direct measures of personality and leadership it is found that mean levels of conscientiousness among top management team members have been related to organizational performance: similarly Chief executive officer conscientiousness and transformational leadership have also been found related to organizational effectiveness. Followers’ commitment to the organization has been found to be associated with higher levels of transformational leadership from both i.e. Chief executive officer and top management team members. The results of the study show that organizational effectiveness is influenced not only by the Chief executive officer, but also by a dominant coalition of leaders. It is also found that show that the Chief executive officer plays a distinct role in influencing organizational financial performance and collective organizational commitment.

**Obisi Chris, Samuel R, T. Sikirulahi (2013)** studies the organizational effectiveness in terms of workers right and management prerogatives in Nigerian organization post 1999. The results of the study reveal that the emphasis has not
changed. The results of the study also observe that workers agree strongly for their rights and management prerogatives which are also reflected in their commitment towards their duties, functions and job performance.

**Shahid and Shahid (2013)** explore employee's commitment as a predicator of achievement, productivity, and effectiveness. The results of the study reveal that employees who are engaged in their work and committed to their organizations give their companies crucial competitive advantage- including elevated productivity and lower employee turnover. Employee engagement has also been found enduring predicator of concrete organizational performance.

**Vida, Keshtkaran and moadab (2013)** determine the association between organizational effectiveness and the personnel managers’ position of control in Shiraz University of Medical Sciences. For this purpose, a sample 168 respondents of 8 departments has been selected from personnel managers in Shiraz University of Medical Sciences. The results of the study show that there is a significant association between organizational effectiveness and managers’ position of control. Since managers with internal position of control are more effective than those with external position of control. Therefore individuals with internal control position to managerial posts are preferred.

It can be concluded from above review of literature that Organizational culture, relationships, receiving and sending informations help in determining organizational effectiveness(Pamela Shockley Zalabak&Kathleen Ellis.2000). Organizations generally considered themselves successful at global outsourcing (Dean Elmuti and Yunus Kathawala 2000). Organizational culture has a positive impact on effectiveness, return on assets; job satisfaction and personal satisfaction are related to specific aspects of leader characteristics, organizational culture and multicultural management (StyleLiu, Yang 2001). Effectiveness relies more on adaptability and flexibility(Carl F. Fey and Daniel R. Denison 2003). A definite connection between organizational effectiveness and organizational culture exists whereas information system and system quality determine organizational effectiveness(Rick Ledbetter ;Solomon Negash,Terry Ryan and Magid Igbaria 2003). Problem solving skills of the quality circle develop positive attitudes among employees who desire job satisfaction when they feel that their companies are good place to work. They are more willing to extend their efforts for their companies(Abo-Alhol, Tariq R. A. 2004). A company
with better efficiency has not always mean that it has better effectiveness (Chien-Ta Ho, Dauw-Song Zhu, 2004). There is weak relationship between participant satisfaction and organizational effectiveness (Fook, Chan Yuen 2004). Learning enhancement has moderate relationships with organizational effectiveness. Trust and social capital generates trusty relationships that in turn produce social capital (Fu, Qianhong 2004). When employees are willing to go above and beyond their prescribed role requirements, they ultimately effect employee-level customer service behavior, level of profits, efficiency and customer perception of service quality (organizational effectiveness) (Hsiuju Rebecca Yen, Brian P. Niehoff 2004). Conflict management methods in terms of their impact on “perceived” organizational effectiveness (productivity, adaptability and flexibility) reveal that problem solving is the most effective method of conflict management (Samantara.R 2004). Learning styles and learning capability have significant influence to organizational effectiveness (Suhardini, Didien 2005). Organizational culture has the direct relationship with organizational effectiveness. Relationships between each type of organizational culture i.e. group culture, adhocracy culture, market culture and hierarchy culture and organizational effectiveness is significant. Adhocracy culture and market culture significantly explain the variability on the level of adhocracy culture and market culture. Group culture and hieracral culture is not significantly related to organizational effectiveness. Each type of organizational culture has significant positive relationship with learning styles and learning capability. Thus in order to obtain a high level of organizational effectiveness, organizations must be changed to have higher levels of learning style and learning capability (Lee Zay-Tzai, and Tseng Fen-Ya 2005). Human resource management should also take into account the dominant social norms and values while formulating policies and practices that can enhance organizational effectiveness (Giri.N.Vijai, Srivastabva.B.L. Kailash, Biswas.S. 2007). Perception plays an important role in the realization of organizational effectiveness (Makmee.p, Sujiva.S and K.Sirichai 2007). Transformational leadership is indirectly related to higher degree of organizational effectiveness (Hsu chin-Hsien, Bell C. Richerd and Cheng Mei-Kuei 2008). Effective performance requires a cooperative effort by the multiple leaders in organization, and they must be flexible and adaptive as the situation changes (Gary Yukl 2008). Strategic human resource management alignment with overall government objectives; line management development training and development, compensation, career planning system,
employee participation have more impact on organisational effectiveness (Ayanda, J. Oladipo and Sani and D. Abdul Kadir 2010). Psychological climate is significant predictor of organisational effectiveness. Job involvement and job satisfaction are important mediators in transmitting the influence of predictor variables to the criterion on variables (Biswas, Soumendu 2010). Higher level of coordination is required to achieve organisational effectiveness. Proper communication, commitment and organization of management committee are the determinants of effectiveness (Ismail Rahmat, Azlan Shah Ali, 2010). Organisational strategy and innovation both have important relationship and impact on organisational effectiveness. Multiple consistency and competing value frame in support environment (Angela Koh-Tan 2011 Bsat, Mohammad Z. and Fadaei- Tehrani 2011). Rational style of decision making positively influences organisational effectiveness (Eydi Hossein, R. Ramezanineghad, B. Yosefi, S. N. Sajjadi, E. Malekakhlagh 2011). Autocratic/political style of decision making influences the organisational effectiveness (Hussain, Zaman, Mullah and Imran, 2011). Organisational culture and quality of work life undoubtedly lead to improved organizational effectiveness (Ji-young-An, Young-Hee Yom, Jeanne S. Ruggiero 2011). Transformational leadership exerts a positive influence on both organisational performance and performance intention. So it is required that leadership style and charismatic personalities to be taken into account in and development process (Koigi, N. Alice 2011). Increased employees performance accelerate organisational effectiveness as employees get self motivation and the effective organisational environment also promotes the organisational effectiveness (Malik, E. Muhammed, G. M. Muhammed and Nasser. Saleem 2011). Organizations with higher levels of employees’ engagement outperform their competitors in terms of profitability. Engaged employees give competitive advantage i.e. higher productivity, customer satisfaction, and lower employee turnover. Thus organizations need to better understand how different employees are affected different factors of engagement and tune those in order to achieve the strategic outcomes as well as to improve effectiveness (Sundarey, Kumar, Bijaya 2011). Communication styles, interpersonal communication with subordinates and upper management have strong relationships with organisational effectiveness (Nazari Rasool, Ehsuni M, Gangoei A. F and Ghasemi H 2011). Adaptability positively influences organisational productivity and efficiency. Increase in the level of adaptability in the organization will enhance
profitability, and productivity (Amah Edwinah and Baridam Don 2012). A good accounting information system enhances administrative effectiveness and leads to better decision making in the realization of organisational objectives (A.onaolapo.A and A.odetayot.T2012). The meaning of organisational effectiveness is different for different organizations. In addition to continuous adaptability, employees should be involved in decision making process, especially in issues that concerns with them, as this will make them committed to the advancement of such decisions taken. Organization's value enables them to act in the interest of the organization at all times. So organization helps in management of shared values. Shared values need to be reformulated in response to variety in the organisational environment to enable the organization adapt to environmental turbulence (Edwina Amah 2012). Application of knowledge management strategies effectively achieves better performance in the view point of productivity, turnaround time and overall organisational efficiency. Management has to evaluate their productivity and also their productivity position accurately based on effectiveness and efficiency (Eskandarpour.B, and Amiri Mariam 2012; Hassan A.Alsereily, BadaerA, alyoubi and Ibrahim M.M El.E Mary 2012). Empowerment and recognition have positive effect on employees’ motivation. More the empowerment and recognition of employees in an organization, more will their motivation to work will enhance, also there exists a positive relationships between employee motivation and organisational effectiveness. The more the employees are motivated to tasks accomplishment higher will be the organisational performance and success. Recognition and empowerment play an essential part in enhancing employee motivation towards organisational tasks (Parastoo Roghanian, Amran Rasli, and Hamed Gheysari 2012; Shukla.K.Naveen2012). Organisational changes has positive moderately effect on organisational effectiveness (I-Chao Lee, Yu-Je Lee, Chang Hui-Lin, Chin-Lang Lin.2012). Training programme increased knowledge of the employees(Rosmah Mohamed, and Arni Ariyani Sarlis Alias, 2012).Professional role influences organisational performance and collective organisational commitment affects organisational effectiveness(Colbert,Murry.and Bradley 2013) So in order to achieve organisational effectiveness it is required for every organization that rights and management prerogatives should be in proper manner and also reflect in their commitment towards their duties, functions and job performance. Employees who are committed in their work and commitment to their organizations give their companies crucial competitive advantage (Obisi Chris, Samual.R, and T. Sikirulahi 2013).
3.4 JOB INVOLVEMENT, JOB SATISFACTION AND ORGANIZATIONAL EFFECTIVENESS

Job involvement and job satisfaction are crucial elements for organizational effectiveness. The employee job satisfaction is influenced by their job involvement. Job satisfaction of high participation employees is higher than those of low participation employees. Employee participation is positively related to performance, satisfaction, and productivity of an employee (Wagner, 1994; Verma, 1995).

Ismail Bakan, Yuliani Suseno, Ashly Pinnington & Arthur Money (2004) investigated the direct and indirect effects of financial participation and participation in decision-making on employee job attitudes. The central premise is that both financial participation and participation in decision-making have effects on job attitudes, such as integration, involvement and commitment, perceived pay equity, performance-reward contingencies, satisfaction and motivation. After reviewing the theoretical and empirical literature and testing two theoretical frameworks, a new model was constructed to consider combined effects of both financial participation and participation in decision-making, herein referred to as employee participation. This model is based on the assumption that both the combination of financial participation and participation in decision-making ('employee participation') produce favourable effects on employees' job attitudes. The test of the new model showed that employee participation does not produce more favourable effects on employee job attitudes, than does participation in decision-making on its own.

Scheichor J.D., W. D. John and Greguras J. Gary (2004) examine the affective-cognitive consistency of job attitudes and its implications on job performance. For this purpose, a sample of sixty-five employees from a wide range of industries in California has been selected. The results of the study suggest that cognitive consistency is a significant moderator of job satisfaction-job performance relationship. It has also been found that there is correlation between job satisfaction and performance.

Narayan Shyam and Rangnekar S. (2005) explored the influence of HRD climate and organizational climate along with the job involvement on managerial effectiveness. The objectives of the study are - (a) to identify role of HRD climate, (b) to identify the role of organizational climate and (c) to identify the role of job
involvement on managerial effectiveness. For this purpose, a sample of 31 Assistant Engineers of Madhya Pradesh states electricity board has been selected. The results of the study reveal that the organizational climate, HRD climate and job involvement has significant correlation with the managerial effectiveness.

Boeve D. Wallance (2007) studied job satisfaction of physician assistant. The factors of job satisfaction have been divided into two categories: intrinsic factors about the respondents (work itself and opportunities for advancement) and extrinsic factors about the institutional faculty support (salary, superiority support, and coworker relations). For this purpose, a sample of 1142 faculty members has been selected. The results of the study reveal that physician assistant faculty members are more satisfied with their job i.e. work itself, co-workers relations, advancement opportunities, and supervisory support. Salary has a low relationship and no predictive value for overall job satisfaction of physician assistant faculty.

Russell Hoye (2007) explores the relationships between commitment, involvement and perceived performance within voluntary sport organizations. The study specifically examines these relationships within the context of country race clubs in Victoria, Australia. After controlling for the effects of board-member age, has been found that commitment and involvement account for 31% of variance in perceived board member job performance. Affective commitment has been found to be the most significant predictor of performance, followed by tenure and the number of hours individuals devote to job.

Seok Hee Jeong, Taewha Lee, Sook Kim, Myung Ha Lee, Mi Ja Kim (2007) describe the effect of the principles of learning organization on organizational effectiveness. For this purpose, a sample of 629 professional nurses who had worked full-time for more than one year in the general units of nine tertiary medical hospitals in South Korea has been selected. Results of the study reveal a significant positive relationship between nurses' use of the principles of learning organization and organizational effectiveness. The learning organization principles of shared vision and team learning were statistically significant predictors for organizational effectiveness. The principles of learning organization enhanced organizational effectiveness of individual nurses.
Alev Katrinli, Gulem Atabay, Gonca Gunay, and Burcu Guneri (2008) explore the relationship between leader–member exchange quality and organizational identification and the mediating role of job involvement in this relationship. A sample consisted of 148 nurses working in a private general hospital has been taken. A statistically significant and positive relationship has been found between leader–member exchange quality and organizational identification. The results also reveal that job involvement mediates the positive effects of leader–member exchange quality on organizational identification.

Khan S.M., T. K. Bahman, T. K. Mohammad, K. Parvez (2009) investigated the relationship among mental health, job satisfaction and organisational commitment among Aligarh Muslim University non-teaching employees. For this purpose, a sample of 104 employees was selected from Aligarh Muslim University. The results of the study reveal that there was a correlation between organisational commitment and job satisfaction but the score of mental health and job satisfaction and mental health and organisational commitment are not significantly correlated. There was no significant difference between age level, gender, education level, monetary savings and job tenure on mental health. Increased employee age was associated with enhanced positions of organisational authority, prestige, status, and confidence—all potential contributions to job satisfaction. Also older employees were more likely than younger employees to have established a better personnel–environment-fit resulting higher job satisfaction. The mean scores of middle age employees were higher than the mean score of younger employees, but there was no significant difference between these groups. Also the results of the study showed that there were no significant relationship between gender, educational level, monthly salary and job tenure of employees on the mean scores of affective continuance, contribution, normative commitment, and over all organisational commitment respectively. Old employees are less committed than middle age and younger employees.

Kuang-Hsun Shih, Yin-Ru Hsieh and Binshan Lin (2009) examines the relationship between two variables i.e. self-efficacy and job involvement of internal auditors of companies. It also aims to explore its intervention on self-efficacy and job involvement using organizational power as another variable. For this purpose, a sample of 600 auditors of publicly listed Taiwanese companies that have subsidiaries
in China has been selected. The results of the study reveal that there is a significant and positive correlation between self-efficacy and job involvement of internal auditors. Organizational control power does not exhibit intervening effects on self-efficacy and job involvement.

Mansuri G. M (2009) studies and finds out the difference between job satisfaction and certain adjustment variables i.e. (family, income, health, social and occupational adjustments) in males and females. For this purpose, a sample of 120 employees from public and private sector of Anand district has been selected. The results of the study reveal that job satisfaction increases with the increase in adjustments. There is significant difference found between job satisfaction and adjustments among public and private sectors employees. Male and female employees differ in the level of job satisfaction. Higher the family income of the employees, greater is the job satisfaction.

Michael, Andrew E (2009) investigates job attribute preferences and determines the extent to which there may be a potential business-related problem arising from poor person-environment- fit and low job satisfaction levels. The responses are obtained from 1766 respondents comprise of 366 high school graduating class students, 705 post-secondary/tertiary level students, and 695 employees from 16 bank branches, five financial co-operatives, 15 elementary schools, six secondary schools, five tertiary educational institutions and five semi-nationalized industries. The results of the study reveal that extrinsic job attributes are more important than intrinsic job attributes in determining job choice decisions. Employees' overall job satisfaction levels are negatively related to a composite measure of extrinsic job factor rankings. Person job demands abilities fit, person job needs supplies-fit, person-organization needs supplies fit, person-organization goal congruence and person-organization value congruence are positively and moderately related to employees' overall job satisfaction. Employees express overall satisfaction with their job. The results also show that employees were relatively less happy with promotion opportunities, the freedom to choose their own work methods, their superiors, and company policies and practices. Job/employer choice decisions made according to the instrumentality of the job attributes are not related to low levels of person job-fit and person-organization fit.
Murray, David Andrew (2010) investigates the leadership styles of six U.S. Navy Recruiting Districts with recruiting effectiveness. For this purpose, a sample of 706 respondents has been selected. Results indicate strong positive correlation between transformational leadership and effectiveness. The results also show that transformational and transactional leadership are positively correlated to perceived outcomes of extra effort, effectiveness, and job satisfaction.

Thomas W.H.NG and Daniel C. Feldman (2010) provide a comprehensive meta-analysis of the relationships of chronological age with the job attitudes. Results of the study reveal that the relationships between chronological age and favorable attitudes (and/or to less unfavorable attitudes) toward work tasks, colleagues and supervisors, and organizations are significant. The study also reveals that organizational tenure, race, gender, education level, is moderately related with job attitudes.

Nasir R, Fatimah O., Mohhamadi S. M., Shahrazad W.W, Kharudin R., and Halim W. (2011) investigates the relationship between job satisfaction and task performance among employees of Behzirty organization in control provinces of Iran. For the purpose, a sample of 450 employees has been taken. The results of the study reveal that there is a significant relationship between job satisfaction and job performance. It is also shown that gender and education moderated the relationship between job satisfaction and task performance, while age and tenure have lesser impact on job satisfaction and task performance.

P. Matthijs Bal and Dorien Kooij (2011) investigate the relationship between work centrality, psychological contracts, and job attitudes (work engagement, job satisfaction, and turnover intention). For this purpose, a sample of 465 employees in a Dutch health care organization has been taken. Structural equation models support the mediating effect of psychological contract between work centrality and three job attitudes (work engagement, job satisfaction, and turnover intention). Moreover, it is also found that the relations between work centrality and psychological contract are indeed stronger for older workers than for younger workers. Psychological contract mediates the relations between work centrality and job attitudes.
Blachul T. (2012) examined job satisfaction and job dissatisfaction as separate constructs conceptualized by Friedlander. For this purpose, a sample of 110 respondents has been selected from Broward country, Florida. The results of the study indicate a positive relationship between job satisfaction and intent to stay and a negative relationship between job dissatisfaction and intent to stay. Industry work experience and job involvement do not moderate the job satisfaction and intent to stay relationship and job dissatisfaction and intent to stay relationships.

Isabelle C. Nicole (2012) evaluates the staff job satisfaction in physical rehabilitation services and the work-related variables as well as its correlation to patients’ satisfaction. For this purpose, a sample of 222 rehabilitation professionals’ practices in various public and private health care settings of Jeddah area has been selected. The results of the study confirm a positive correlation between the effort-reward imbalance and the productivity of the rehabilitation staff. It is supported by the level of job satisfaction of the therapists which is related to the numbers of patients per day, caseload, hours of work and high productivity measures. From the aspects of positive rewards, the role of the supervisor and doctors appears as important motivators. It is also found that therapists value the fact of being given the opportunity to participate and discuss opinions in the patient management and quality management. While no evidence confirms a positive correlation between patients’ satisfaction about their treatment or the rehabilitation process and the staff job satisfaction, both management patients’ and staff satisfaction vary significantly in public and private hospitals.

Rani Pooja (2012) conducts a comparative study focused on job satisfaction among male and female teachers of senior secondary schools in Sangrur district of Punjab. A sample of 100 school teachers has been selected. The results of the study reveal that female teachers are more satisfied as compared to male teachers. These results may be attributed to the fact that females are better in mental health level as compare to male school teachers.

A. Sedegh Mohammad and Ftekhari M. (2013) assess the relationship between organisational commitment and job satisfaction of agricultural extension experts in Guitan provinces. A sample of 183 persons has been selected for the said purpose. The results of the study show that there is a direct and significant relationship between job satisfaction and organisational commitment. There is also direct and
significant relationship between job satisfaction and all indicators of organisational commitment.

**Bcheshtifor M. and Emanbakhsh M (2013)** study the relationship between job involvement and service quality. The results of the study reveal that employee involvement can support employee’s objectives to raise levels of work performance and can also evaluate the quality of employees’ lives at work. Employees’ involvement is critical element of work quality, both in itself and for other key dimensions of work quality such as physical working conditions and work intensity.

**Benjamin O. Omolay Ademola B. Owolabi O, Olajumoke C. Omole and Kehinde D. Ekundayo (2013)** investigate the influence that job satisfaction and organization work climate has on job performance. It also explores the relationship between the organizational variables (job satisfaction and organization work climate) and job performance. For this purpose a sample of total of One hundred and Seventy-nine (179) employees among the non-academic staff of Ekiti State University, Ado-Ekiti in Nigeria has been selected. The participants comprise of Eighty-nine (89) male and Ninety (90) female employees who fall between age range of 25 years to 55 years. Results of the study reveal that no significant relationship exists between job satisfaction and job performance. Likewise, there is no significant relationship between organization work climate and job performance. Results also show that there is no influence of job satisfaction and organization work climate on job performance.

**Emami F., Omidian A.M., Hashemi F. Sayd, Paoumnie (2013)** study the relationship between organisational commitment and job involvement among the male physical education teachers at several districts in Mashhad of Iran. For this purpose, a sample of 162 people has been selected. The results of the study reveal there is a significant relationship between organisational commitment and job involvement.

**Eric Delle (2013)** investigates the influence of perception of organizational politics on employee’s work-related outcomes like job involvement and turnover intentions by using banks, telecommunication and insurance companies in the Ghanaian business industry. A sample of 138 respondents from eight service-oriented organizations has been taken. The results of the study show that perceptions of organizational politics have been positively and significantly related to job
involvement. However, no significant relationship has been found between the perceptions of organizational politics and turnover intentions.

Hailemariam Gebremichael and Dr. B.V. Prasada Rao (2013), study the relationship between job satisfaction and organizational commitment. For this purpose of study a sample of 203 respondents has been selected from the academic and support staff of Wolaita Sodo University. The results of this study indicate that there exists a weak, but significant, positive relationship between job satisfaction and organizational commitment in both academic and supportive staff. Furthermore, it also has been concluded that there is no statistically significant difference in the job satisfaction and organizational commitment between academic staff and support staff at Wolaita Sodo University.

Heyecan Giritli1, Begum Sertyesilisik and Basak Horman (2013) determine whether feelings of job satisfaction would lead to organizational commitment by construction employees. For this purpose of study a sample of 219 respondents has been selected from construction industry. The result of the study reveals a relatively strong correlation between job satisfaction and organizational commitment.

Khattak A.M., Iqbal, Nadeem, Khaituk R. S. (2013) studies the relationship among employees’ involvement and organisational performance in Pakistani organizations. Three components of employees’ involvement are studied which includes empowerment, team orientation and capacity development. A sample of 504 respondents has been selected from different Pakistani organizations. Results of the study confirm that organisational performance increases due to employees’ involvement in organizations. Further, more empowerment, team orientation and capacity development also contribute positively relationships to organizational performance. An organization which delegates the authority to employees, their performances enhance in comparison to those organizations who do not delegate the authority to their employees. Organizations who allow their employees to work in teams show more performance than those who have both team-based/individualistic structures. In Pakistan those organizations which develop employee’s skills and knowledge have performed as well as compared to those organizations which don’t develop skills of their employees.
Mohd Shakir (2013) studies the impact of age, gender and length of experience on the effectiveness of secondary school principals. For this purpose, a sample of 500 teachers and 100 principals of secondary school level of Aligarh and Ghaziabad Districts of Uttar Pradesh have been selected. The results of the study revealed that principals of above 45 years of age are more effective than the principals who are up to 45 years of age. Male and female principals do not differ in their effectiveness. Length of experience has a significant influence on the effectiveness of secondary school principals. Principals having 11-20 years of experience are more effective than the principals who have 0-10 years of experience. Principals who have above 21 years of experience are more effective than the principals having 0-10 years of experience and 11-20 years of experience.

Mahfuz Judeh (2013) examines the effect of emotional intelligence on retention of employees. The study aims at analyzing the role of job involvement, as a moderator, in the effect of emotional intelligence on retention. Using data gathered from 241 employees working with hotels and tourism corporations listed in Amman Stock Exchange in Jordan, emotional intelligence, job involvement and retention of these employees have been measured. Results indicate that retention is related to emotional intelligence. Moreover, the study yields support for the claim that job involvement has a moderating effect on the relationship between emotional intelligence and retention.

Odunayo Arogundade and, Abiola Olunubi (2013) fndout needs as predictors of Job Involvement among some selected workers in Lagos state, Nigeria. For this purpose, a sample of two hundred (200) respondents in Lagos state, which constitute one hundred (100) workers in public organizations and one hundred (100) workers in private organizations (that is 50 male and 50 female workers in each group), has been selected. The results of the study show that there are no significant differences between male and female, public and private organizations, old and young employees, and between the various levels of the components of manifest needs on Job Involvement. However, manifest needs jointly contribute in Job involvement of employees.
Patil.U.D and Prabhuswam.M (2013) investigate the relationship between quality of work life and organizational commitment, job involvement and job satisfaction among the employees in the organizations and finds out the factors of quality of work life which affect the human resource productivity. For this purpose, a sample of 100 respondents has been selected from private sector companies’ in Bangalore and Nasik. The results of the study reveal that the quality of work life factors like stress at work and home & work balance are the significant predictors to human resource productivity in organizations.

Sagufta sarwar and James abugre (2013), Study the relationship between employees’ rewards, and their job satisfaction in the service sector. For this purpose, a sample of 110 respondents has been selected from two private organizations. Findings show that rewards induce positive job satisfaction of employees. Findings also show that job satisfaction of employees stimulate their loyalty to the organization. However, a very high level of employee dissatisfaction has been recorded for employees pay and amount of work they do.

Shiuan-Ying Huang, Ya-Ching Huang, Wen-Han Chang, Lung-Yu Chang, Peng-Hsiang Kao(2013), study the effects of job satisfaction of lecturers or higher-level teaching staff on teaching effectiveness at three particular Taiwan-based technological and vocational colleges, with “teaching quality assurance” being the mediator. For this purpose, lecturers or teachers holding higher positions at three particular Taiwan-based technological and vocational colleges have been interviewed. The results suggest that, Taiwan-based technological and vocational college’s teachers’ job satisfaction have a positively significant effect on teaching quality assurance. Teaching quality assurances have a positively significant effect on teaching effectiveness. Teachers’ job satisfactions have a positively significant effect on teaching effectiveness. Apparently, teaching quality assurance has no more than a partial mediating effect and, as is not the sole silver bullet for increased teaching effectiveness, which actually can be achieved by bolstering the teachers’ job satisfaction.

Top M, Tarcan M, Tekeründüz S, Hikmet N.(2013) investigate the relationships among employee organizational commitment, organizational trust, job satisfaction and employees' perceptions of their immediate supervisors' transformational leadership behaviors in Turkish public hospitals. How job
satisfaction, organizational trust and transformational leadership affect organizational commitment, and how organizational commitment, job satisfaction and transformational leadership affect organizational trust have also been investigated. For this purpose of study a sample of Eight hundred four employees from two public hospitals in Turkey has been selected. Also, multiple regression analysis has been used to determine the repressors for organizational commitment and organizational trust. There are significant relationships among overall job satisfaction, overall transformational leadership and organizational trust. Results of the study show that organizational trust and two job satisfaction dimensions (contingent rewards and communication) were significant predictors for organizational commitment. It has also been found that one transformational leadership dimension (articulating a vision), two job satisfaction dimensions (pay and supervision) and two organizational commitment dimensions (affective commitment and normative commitment) have also been found significant repressors for organizational trust.

Türkay Nuri Tok (2013) determines the job satisfaction and organizational commitment levels of civil servants and contracted, and paid teachers working at elementary schools. For this purpose, a sample consisting of 253 teachers has been selected. Out of which 58 teachers are paid, 76 are contracted, and 119 are civil servants from the city of Hatay in Turkey. The results of the study reveal that the teachers' Job satisfaction levels are "moderate" while their Organizational commitment levels are "high." The group with the highest Job satisfaction and Organizational commitment levels is the paid teachers, while contracted teachers have the lowest levels. It is also observed that the teachers' continuance commitment levels were "moderate" and affective commitment levels are "very high" among the organizational commitment factors and there is no significant difference among the groups.

Usop. M.A., and Askan Dar. K.D and kadtong. L. maeda (2013) attempt to find the relationship of work performance and job satisfaction. A sample of 200 teachers from twelve public schools in the division of Cotabto city has been selected. The results of the study conclude that the teachers of division of Cotabato city display a higher degree of performance. They are contented with their job satisfaction factors such as policies, superiority, interpersonal relations, opportunities for promotion and gender, working condition, work itself, achievement, recognition and responsibility.
Thus on the basis of above literature it has been found that the impact of job involvement and job satisfaction varies from individual to individual and organization to organization. Different organizations have different personal, organizational; management factors and other job related environment factors which have the direct impact on the performance of the employees (Scheichor J.D., W. D. John and Greguras J. Gary 2004). Company policy and administration, technical supervision, interpersonal relationship with peers, interpersonal relationship with subordinates, salary, job security, personal life, working conditions, and status these are the factors which substantiate the premises of job involvement and job satisfaction (Boeve D. Wallance 2007; Michael, Andrew E. 2009). Managerial Effectiveness depends on a number of factors like individual's personality, superior subordinate relationship, trust facilitation and surrounding organizational climate. Managers as individuals have different needs and wants and fulfillment of these affects their job involvement. The constant support of the organization through HRD practices increases the level of job involvement and accordingly affects the performance of the managers. Number of studies has verified that the managerial Effectiveness is influenced by organizational climate and HRD climate both. Job involvement has become an important variable to influence the Managerial effectiveness (Narayan Shyam and Rangnekar S. 2005). New employees in the organization are having different expectations from the organization as compared to those employees who are having 15 - 20 years of experience (Mohd Shakir 2013). Affective commitment was significant predictor of member performance (Russell Hoye 2007). The learning organization principles of shared vision and spirit of working and learning in teams (Seok Hee Jeong, Taewha Lee, In Sook Kim, Myung Ha Lee, Mi Ja Kim 2007). The leader-member exchange quality reveals the working environment in that organization (Alev Gulem Atabay, Gonca Gunay, and Burcu Guneri 2008; Katrinli, Murray, David Andrew 2010). Self efficacy and personal adjustment has positive correlation with job involvement (Mansuri G. M; Kuang-Hsün Shih, Yin-Ru Hsieh and Binshan Lin 2009). Favorable attitude towards tasks, colleagues and supervisors and organizations are generally significant predictors for organizational effectiveness (Ismail Bakan, Yuliani Suseno, Ashly Pinnington & Arthur Money 2004; Thomas W.H. NG and Daniel C. Feldman 2010). Articulating a vision, pay supervision affective commitment and normative commitment were significant repressors for organizational trust (Emami F., Omidian A.M., Hashemi F. Sayd, Paoumnie 2013).
Job involvement, job satisfaction have direct and significant relationship with organizational outcomes; (Patil U.D and Prabhuswam M. 2013). Employee involvement can support employee objective to raise levels of work performance. Empowerment, team orientation and capacity development contributes strong and positively towards organization performance. Organizations who allow their employees to work in teams proved/shows more performance and than those who have both team based/individualistic structure. Work performance quality has a positive significant effect on organizational effectiveness (Shiuan-Ying Huang, Ya-Ching Huang, Wen-Han Chang, Lung-Yu Chang, and Peng-Hsiang Kao 2013). Job satisfaction stimulate employees loyalty to organization (Sagufta sarwar and James abugre 2013). As the age passes, employees having more experience proves to be more effective than those having lower age (T. K. Bahman, T. K. Mohammad, K. Parvez 2009; Nasir R, Fatimah O., Mohhamadi S. M., Shahrazad W. W, Kharudin R., and Halim W. 2011).