CHAPTER 2

Review of literature not only helps in the discovery of important variables locating the comparative data and discussion of results, but provides insight regarding strong points and limitations of the previous studies. Thus, it helps in improvement of the present investigation.

The present chapter embodies a brief review of the researches done in the area related to the variables under investigation. These studies have been classified under the following heads:

- Organizational Citizenship Behaviour
- Organizational Culture
- Organizational Commitment
- Organizational Justice
- Emotional Intelligence
- Personal Values

Studies related to organizational citizenship behavior

Vaijayanthi, Shreenivasan and Roy (2014) hypothesized that Job Satisfaction (JS) will strongly relate to OCB. Primarily exploration of the conceptual aspects of OCB construct in Indian context was done and secondly JS was investigated as a precursor of OCB. The results indicate that the cognitive measure of JS positively correlated with conscientiousness, altruism, courtesy and civic virtue dimensions of OCB. Also, the extrinsic factors of JS were more strongly correlated to OCB than intrinsic factors. An ex-post-facto study by Jena and Goswami (2014) examined the shift workers’ personal factors and personality characteristics as predictors of Organizational Citizenship Behaviour (OCB). The relationship between individualism, collectivism, demographic variables and OCB were examined giving implications for further research.
Examining the literature and rationalizing the determinants and consequences of organizational citizenship behavior in Indian context, Dash and Pradhan (2014) include HR practices, employee engagement, and job embeddedness as determinants of organizational citizenship behavior in their model. Positive consequences conceptualized are high employee retention, job satisfaction and low absenteeism whereas work-family conflict and role overload as negative consequences. The paper exhibits implications for HR Practitioners and management experts in Indian organizational context to nurture good OCB for better performance.

Further, relationship between justice dimensions and Organ's (1988) 5-factor conceptualization of organizational citizenship behaviour (OCB) i.e. helping, compliance, sportsmanship, courtesy and civic virtue behaviour was tested by Gupta and Singh (2013). They discovered that perception of empowerment justice influences helping, compliance, sportsmanship, and civic virtue dimensions [Organ,1988] whereas interpersonal justice[Organ, 1988] significantly predicts courtesy behavior.

A survey conducted by Chaudhary, Kumar and Phillips (2013) examined the relationship between organizational citizenship behaviour (OCB), organizational justice (OJ) and job behaviours (job satisfaction and organizational commitment) for the first time in Indian banking sector. Results indicate that employee’s perception of OJ influences OCB and job behaviour at workplace. Also, dimensions of OCB and perception of OJ; OJ and job behaviours; and OCB and job satisfaction signify relationships partially. Further, effects of job candidates’ inclination to exhibit organizational citizenship behaviors (OCBs) on selection decisions made during job interview was explored by Podsakoff, Whiting and Mishra (2011). Data from 480 undergraduates supports the notion that job candidates exhibiting higher levels of helping, voice, and loyalty behaviors were by and large rated as more competent, received higher overall evaluations and salary recommendations than job
candidates low on these behaviors. Adding to the findings, candidate’s response to OCB-related questions tends to have a better effect on selection decisions for the higher level positions in contrast to the lower levels.

In a field study, Rispens, Greer, Jehn and Thatcher (2011) explored and found that the greater degree of relational closeness in work groups buffer the negative affiliation between relationship conflict and group-level helping behavior and positive association between relationship conflict and group-level counterproductive work behavior. Specifically, it is recommended that relationship conflicts are only harmful in relationally remote work groups where members modestly are familiar with each other and do not sense within group closeness in any respect.

Amin, Hassan, Ariffin and Rehman (2011) researched on training institutes of an oil and gas company in Malaysia as a case. They discovered intrinsic motivation, represented by OCB as a strong motivating factor for knowledge sharing behaviour, whereas moderate effect on an individual's knowledge sharing intention is represented by extrinsic motivation. The results also show that individual’s gender and education level in contrast to experience level differ in manifesting their knowledge sharing intention into behavior. Today’s organizations realize job satisfaction level of employees purely reflects the shallow relationship between the employee and the employer. Only the employee intellectually and emotionally allied with the organization, dedicated towards its goals and values, goes beyond the basic job requirements, is an engaged member.

Two constructs, employee engagement and organizational citizenship behavior which have an impact on the organization’s performance were explored by Saradha and Patrick, (2011). The conclusions show temperate level of engagement and OCB experienced by employees and noteworthy relationship was found between engagement and OCB. Also, career intention
currently, job satisfaction, pay and benefits, management, equal opportunities, and organization citizenship behavior had substantial impact on employee engagement.

Another study by Jain, Giga, Cooper (2011), concentrates on discovering the influence of power asserted socially on Citizenship Behavior in Organizations (OCB) and the mediating role OCB plays in relating social power to individual and organizational effectiveness. All the acceptable ranges of fit indexes in a mediator analysis indicate the significant mediation of OCB in between both social power and effectiveness. Also an impact of social power on personal dimensions of OCB and effectiveness is verified as significant in the multiple regression analysis results. Further, a study by Singh and Singh (2010) intended to scrutinize the impact of role overload and perceived Organizational Support on Citizenship Behavior in Organizations (OCB). Outcomes of correlation analysis conducted to assess the nature of relationship amongst the variables indicate a positive correlation in between role overload and OCB intended for individuals (OCB-I) as well as for perceived organizational support with both OCB intended towards individual and OCB intended towards organization, although no significant relationship was found in between role overload and OCB intended for organization (OCB-O). The examined mean difference of scores on OCB was proved to be significant in the context to gender, marital status, types of organization (public/private) and rating sources (self/superior). A support is also rendered by the outcomes of hierarchal regression analyses to the conclusions of correlation analyses used in the study.

Results of a correlation study by James, Velayudhan, and Gayatridevi (2010), indicated a positive relationship in between Organizational Citizenship Behaviour and Emotional Intelligence. Also, a significant difference is concluded in between higher and lower authority level executives for civic-virtue, courtesy, self-confidence, personal fulfillment, empathy, anxiety, stress and assertiveness dimensions. Yoon (2009) intended to investigate the impact of organizational citizenship behaviours on the success of a system named enterprise resource
planning (ERP). To accomplish empirically analyzing OCBs constructs based on the five dimensions i.e. altruism, conscientiousness, courtesy, civic virtue, and sportsmanship, a measure was developed. Using structural equation modeling, empirical verification of the relationships between constructs of OCBs and success variables (i.e. information quality, work efficiency, and proposed intention of IT innovation) of ERP system was executed. Providing strategic insights for a successful management of ERP systems by identifying the magnitude of impact on ERP by organizational citizenship behaviors is a valuable input of this study.

Furthermore, a different study discovered the connections amid between transformational leadership behaviors, organizational justice and citizenship behavior in organizations (OCB), which is further intervened by LMX, POS and Trust. The structural equation modeling results exhibit positive and through relation in between both transformational and transactional leadership behaviors, and organizational justice (distributive, procedural, and interactional justice) and mediating impact of citizenship behavior in organization (OCB) with leader-member exchange (LMX), perceived organizational support (POS), and trust (Asgari, Asgari, Ahmad and Samah, 2008). Meierhans, Rietmann and Jonas (2008), investigated the influence of just and supportive leadership behavior on organizational citizenship behavior as self-acknowledged by employees. Mediating impact of employee’s commitment to the organization as well as supervisor is assumed while testing the model to observe the influence of just and supportive leadership on OCB. Overall, support for the tested hypotheses is rendered by the results of structural equation modeling indicating that nurturing fair and supportive leadership can be meaningful in organizations. It has been examined by Chen, Wang, Chang and Shin Hu (2008) from a social exchange standpoint the influence of leader-member exchange (LMX) on the trust, perception of support received and confidence of subordinates in their medical organization supervisors and its succeeding impact on
subordinate’s citizenship behavior in organization (OCB). Nurse’s trust in the supervisors along with their perception of supervisory support, which as a result encourage OCB, is originated and affected with the level of excellence of leader-member exchange. Findings also mean that attained excellence of LMX does boost nurses' commitment, reduce turnover significantly, and advance their OCB, which results in greater effectiveness in organization.

Further, research by Ryan (2007) examines relation of organizational citizenship behaviors (OCB) which is a kind of work performance and level of employee's moral reasoning, extending analyses driven support to the ethical area of accounting behaviors that include OCB. Results found significant positive relationship in between moral reasoning and two OCB dimensions i.e. interpersonal helping behavior and sportsmanship. It recommends moral reasoning in profession is intrinsically professed good by employees whereas employers benefit economically from it. This was in context to previous research where positive relation was found in high level of moral reasoning and different types of ethical behavior in public accounting profession and that subordinates proactively participate and put in their best efforts to change their work situations.

Attempts were executed by Chiun Lo, Ramayah, Swee Hui (2006), to scrutinize association of leader-member exchange (LMX) and Citizenship Behavior in Organizations (OCB) followed by observing a direct impact of LMX on OCB. Findings confirmed a significant impact of LMX on subordinate’s citizenship behavior exhibited. Further, while exploring the moderating impact of gender of the supervisor on LMX and OCB relationship among executives working in the East Malaysian manufacturing units, the results were found to be discouraging and not in confirmation with the hypothesis.

Relationship of organizational justice dimensions to trust in organization and in supervisor, which consecutively affects OCB among workers in joint ventures (JVs) and state-owned enterprises (SOEs) within China was examined by Wong, Ngob and Wong (2006). The
analyses leads to the following findings firstly, the positive effect of distributive justice on trust in organization is more in JVs as compared to SOEs; secondly, procedure justice effects trust in organization positively and is more in SOEs than in JVs; thirdly, there is similar effect of interaction justice on trust in supervisor in both joint ventures and state-owned enterprises; fourthly, trust in organization affects OCB in both types of organization and lastly, only in Joint Ventures trust in supervisor has an impact on OCB. Furthermore, Wang, Law, Hackett, Wang and Chen (2005) showed through a model that leader-member exchange entirely mediates amid perceived transformational leadership, task performance and over and above citizenship behaviors in organizations. It is the nature of leader-member exchange that will intervene with the amount of task performance, citizenship behavior and the manner in which transformational leadership is perceived in organizations.

Foreign workers request for employment in a foreign country, devoid of sponsorship from a firm in their domicile country and cling to provisional work visas in the host nation. Research examining employment relations and work behaviors of these workers overseas is very modest although there is an increasing records of such workers. Soon, Dyne and Begley (2003) in this regard represent social exchange theory to make prediction about disparity in work perceptions, attitudes as well as behaviors. The researchers draw a comparison between overseas and local workers depending on difference in their exchange relations. Outcomes also express inferior distributive justice judgments, performance and citizenship in organizations when a comparison is drawn in between overseas and local workers. Furthermore, it is concluded that task interdependence intensified discrepancy in distributive and procedural justice, performance, and citizenship in organizations.

Blakely, Harris and Fulle (2003) observed relation in between self-monitoring and citizenship behavior in organizations (OCB) among trained and executive employees from research lab of federal government. Rating of supervisors for OCB of subordinates were generated and its
matching was done with self-ratings of 172 subordinates for self-monitoring, job satisfaction (JS), organizational commitment (OC), perceived organizational support and job characteristics. Similar ratings were collected again one year later which rendered support for the hypothesis that individuals who conduct high of self-monitoring are more liable to execute OCBs that are other-directed. Another study conducted by Ryan (2002), lends a support to a positive association of OCB and dimensions of the Protestant work ethic (PWE) i.e. hard work and independence and this association is significant which means that only those believing in hard work and independence will exhibit citizenship behaviour. Haworth (2001), in a research investigated relationship of procedural justice, perception of system knowledge, faith in citizenship behaviors in organizations (OCBs), and OCBs. A framework to Expectancy theory was utilized to craft serial predictions. Extension of past research was observed in the outcomes to demonstrate that the relationship of procedural justice to OCBs is not basic, but relatively procedural justice interacts with both perception of system knowledge and faith in OCB, consecutively affecting the rate of OCBs.

Likewise, research by Kent and Chelladurai (2001) verified the proposal that quality of perceived leader-member exchange (LMX) between second level managers including associate, assistant, athletic directors and their subordinates will be linked with perceived transformational leadership behaviors (TL) of the athletic director. The second proposal stating organizational commitment (OC) of subordinates and citizenship behavior in organizations (OCB) will be correlated both with perception of transformational leadership and leader-member exchange. Correlations followed by regression analyses revealed that three dimensions of transformational leadership significantly correlate with leader-member exchange (LMX). Furthermore, the sorted TL dimensions and LMX were associated differentially to commitment and OCB. KOYS (2001) addresses the concern for employee attitudes and behaviors that are positive and its impact on business outcomes that may or may
not be positive or to be precise will business outcomes that are positive, lead to employee’s positive attitude and behavior. Statistical outcomes of a cross-lagged regression analyses demonstrate that employee’s attitude and behavior at one time are associated to effectiveness in organizations at another time. Results adjoin evidences stating Human Resource outcomes manipulate outcomes in business in place of the business outcomes impacting the outcomes of HR.

Investigation of workplace justice roles, achievement determined behavior and pay satisfaction to forecast prosocial act was conducted by Lee (2001). Conclusions involve exclusive variance in in-role behavior accounted for by achievement striving, documentation process of fairness perceived in skill-based pay's indicate positive alliance with extra-role along with in-role behavior. The researcher also notes exclusive contribution of pay satisfaction to both these behaviours. Apparently, in order to observe relationships amid leader monitoring methods, workplace justice as perceived by employees and citizenship behavior of the employee Niehoff and Moorman (1993) in the hypothesis of the study stated that there is a negative effect of monitoring on citizenship as strict control may restrain employees from performing extra and non-rewarding duties. Examined structural equations modeling outcomes indicate direct and indirect association among the variables and it can be recommended that the observation method including monitoring influenced citizenship in a negative manner but on the counterpart also had a positive influence in the course of its effect on perceptions of fairness by the employees.

**Studies related to organizational culture**

It is rightly stated “you can’t sell it outside if you can’t sell it inside”, telling the significance of culture in organizations that attaches and encourages citizenship behaviour in
organizations as a prominent aspect bringing all organizational employees nearer and belonging to their place of work by inducing effective functioning within organizations. A number of researchers define culture as a benefit or a problem depending on the kind culture that is created in the organizations. If people understand culture it means they understand the difference between rules that may be formal or informal, the procedures involved in conducting tasks and the actual way adopted (Wallach, 1983). Numerous researches were reviewed on organizational culture with regards to different variables, some of which are reported here. Multilevel path analysis applied by Williams and Glission (2014) on a sample of 2,380 youth in 73 child welfare systems in United States offer direct and indirect effects of climate and culture on outcomes of the youth. Results of the analyses exhibit systems having more proficient and non-resistant cultures in organizations leading to more purposeful, busy and less stress within the climates providing better outcomes amongst youth. It was recommended with conviction that the administrators of child welfare are capable of bringing effectiveness in the support service which was possible through interventions that develop definite dimensions of climate as well as culture.

Hartnell, Ou, Kinicki(2011) verified hypotheses regarding the relation between culture of three types and three key indices of effectiveness in organizations (including attitudes of employee, financial performance and operational performance namely, innovation and product as well as service quality). Based on records, of 84 empirical research studies including data from 94 individual samples, point toward the results that clan, adhocracy, and market cultures confirm to be differentially and positively related to the criteria of effectiveness. Conflict handling typologies namely integration, accommodation and compromise were observed by Oly Ndubisi (2011) for the effect of these typologies on trust and commitment amongst service providers of human resource (HR) outsourcing in China and India. With regards to the study outcomes both similarities along with dissimilarities
were observed. More exclusively, styles of conflict handling are related significantly to trust and commitment and trust has mediating impact on the association of conflict handling styles and commitment. Culture has a moderate impact of compromising style on trust and commitment which is significantly higher for the Chinese service providers in comparison to the Indians whereas, it impose a direct impact on commitment but not on trust.

Knowledge management plays a mediating role for the relation in between culture in organizations, strategy, structure, and organizational effectiveness was examined by Zhenga, Yangb and McLean (2010) through a survey conducted on 301 organizations. It leads to the results suggesting that knowledge management shows complete mediating impact of organizational culture on effectiveness of organizations, whereas it partly has mediating impact of structure and strategy of organizations on its effectiveness. Moreover, investigation by Joo (2010) reveals the dual impact of perception of culture promoting organizational learning and quality of leader–member exchange on organizational commitment and ultimately on turnover intention amongst employees. Highest level of organizational commitment was exhibited by the employees when a higher learning culture was perceived and they were supportively supervised in the organization. Strong mediating role of organizational commitment was revealed in employee’s turnover intention in the output of the analysis. Overall, variance in organizational commitment was around 43% explained by both learning organization culture and the quality of LMX. Summing up the results, impact on organizational commitment was due to the perception of organizational learning culture and LMX quality that can be considered as antecedents, consequently making a negative contributing to turnover intentions of the employees.

With the era of transnational manufacturing the world turns flat and boundaries break down completely it is here that an understanding of culture that may be national or organizational becomes more and more important in order to obtain competitive advantage. Manufacturers
are required to appreciate the appropriate role of culture and the change in organizational
dynamics as a result. In connection to this, the stated study by Naor, Linderman and
Schroeder (2010), carried out an investigation at multilevel on the dimensions on
manufacturing performance to understand the impact of eight cultures (national and
organizational). A comparative analysis of 189 manufacturing units using ANOVA indicated
that organizational culture within the plant varies on power distance, future orientation, and
performance orientation. It was revealed that comparatively organizational culture effect
more on manufacturing performance than national culture or the fit between them as
suggested by analysis through hierarchical linear modeling. In addition, both economic and
infrastructural Country Developmental Indexes, do not exhibit impact on manufacturing
performance, which reinforces the concluded weak influence on manufacturing performance
by the national level factors. Eventually, in order know the impact of the human resource
management practices and culture of organization on the managerial effectiveness in Indian
public sector organizations attempts were generated by Singh (2010) in a study of global
Indian economy which is tolerant. The research study discovered that the practices in human
resource management and organizational culture remain strong predictors of managerial
effectiveness for the surveyed organizations in the public sector. It was observed that the
human resource management practices and culture in organizations give an edge to sustain
well in a competitive environment within a changing state of affairs of the international
business environment with an extremely cutthroat market economy.
Among the topics of existing organizational significance both organizational culture and
organizational commitment are important, there has been an attempt to explore the dynamics
of these two concepts by scholars Mathew and Ogbonna (2009). They investigated the effect
of culture on organizations on commitment in software sector organizations in India that is
well-known to be dynamic and people-centered. Ethnographic methods together with in-
depth interviews, observation as well as document analysis were adopted to arrive at the findings that evolve series of insights and expose the integrated, differentiated along with the fragmented character of organizational culture. Impact of this character on the perception of connection with organizational commitment is also proved. Apparently, it is also assumed implicitly by a number of managers and researchers in management that organizational culture has an impact on the firm’s effectiveness, although not many empirical studies provide detailed insight about the relationship. Gregory, Harris, Armenakis and Shook (2009) examined attitudes of employee in a research conducted in 99 healthcare facilities in United States. They found that employee attitudes have a potential to mediate the relationship in between the culture in organizations and varied measures of effectiveness in organizations. The findings confirmed providing evidence for the mediatory role played by employee attitudes in determining the culture–effectiveness relationship.

As per the assumption of strategic approaches like the resource based view, there is sufficient scope to achieve sustained competitive advantage by the organizations, on the basis of differentiation made by organizational culture regardless of the environmental constraints. On the contrary, assumptions of other perspectives state that national culture pose a lot of constraint to managerial practices and organizational culture. In this context a review by Gerhart (2009) found that most of the difference in organizational cultures can’t be explained by the country in total but due to national cultural differences that too in a minor sense. A model suggested by the researcher presents sufficient opportunity for organizational differentiation within countries that have larger variance both in cultural values and associated variables at the individual level. Thus, culture in the organization definitely provides an edge to achieve the goal of having competitive advantage in the market. Further, while searching the role of psychological contracts, Richarda, Capehartb, Bhuianc and Taylord (2009) in a study offer that various organizational cultures and relational
psychological contracts are in association with each other as compared to transactional contracts. They also stated that both types of contracts also play a mediatory role. Moreover, clan cultures impact relational contracts in a positive manner whereas transactional contracts are negatively associated, while a reverse effect is evident for hierarchical cultures. In addition to this, both employee yearly earnings as well as organizational commitment as in relation to the two types of culture are mediated by the psychological contract.

Further, Zain, Ishak and Ghan (2009) recommended that in order to manage an organization and improve its overall performance, an understanding of corporate culture is vital as management philosophy. Using survey method teamwork, communication, rewards and recognition and training and development that are corporate culture dimensions, were examined with employees’ organizational commitment. A sample of 190 employees of a Malaysian listed company responded in the survey. Results indicate all dimensions of corporate culture as essential determinants that motivate employees to be committed. Implication of the findings is that employee commitment can be extracted by considering these dimensions while rendering favorable working environment leading to organizational success.

Hierarchical regression analyses to better understand and to test the impact of teamwork, communication, reward and recognition, and training and development as corporate culture dimensions on employees’ organizational commitment in six semiconductor packaging organizations of Malaysia, Boon (2006) through the investigation revealed that all corporate culture dimensions and employees’ commitment show positive association. Moreover, communication was associated with considerable improvement in organizational commitment of the employees of the Malaysian semiconductor sector.

Another research on Australian engineering, procurement and construction management consultancy by Igo and Skitmore (2006) discovered the dominant market-oriented culture
form currently existing when checked on its perceived level of appropriateness by involved individuals. A misalignment between employee’s thoughts about culture that is needed and is perceived to exist was found. This was perceived as the most desired culture form was employee focused culture. Moreover, the role of culture has been emphasized for generating entrepreneurial orientation (EO) that is proved as an essential attribute of high performing firms. In this context Lee, Lim and Pathak (2005) investigated and identified differences in the data generated from the university students in United States, Fiji, Korea, India, and Malaysia that are nations with significant difference in their cultural. It was explained through the results that a requirement of customized educational approaches considering exclusive cultural context is there in order to develop entrepreneurial orientation among university students. This was supported by the differences evident on most of the entrepreneurial orientation dimensions among the nations.

The purpose of a paper by Srivastava (2003) was to portray interest on certain facets of organizational culture and work related values. An effort to examine organizational culture, competence and effectiveness, with a sample of 450 employees from three hierarchical levels i.e. Managers, Executives and Supervisors working with Maruti Udyog, Escorts and Pepsi foods was made. As per the results it was obvious that Maruti Udyog employees scored significantly higher on all the four values in comparison to the other two organizations i.e. Escorts and Pepsi. Whereas, employees of Pepsi scored relatively higher on Leadership, Positive attitude to work and Job Commitment dimensions. Also Managers scored little higher than the Executives and Supervisors on the same variables as evident from the results. In addition to this, Pepsi supervisors scored higher in comparison to executives on Job Competence and Commitment dimensions, all over the three organizations. Further in another investigation conducted, the competing values framework was used as a tool to probe into the association between organizational culture and many significant job related variables
by Goodman, Zammuto and Gifford (2001), where the findings identify that group cultural values positively related to commitment in organizations, job involvement, empowerment and job satisfaction variables, whereas negatively related to turnover intentions. At the same time hierarchical cultural values relate negatively to commitment in organizations, job involvement, empowerment and job satisfaction variables in the study and relate positively to turnover intentions.

The impact of managerial culture on commitment in organizations was examined by Coopey (1995). Here the framework is conceptual with culture having impact on individual attitudes mediated through relationships via psychological processes. The developed themes portray a two-fold argument i.e. (1) managers are at times seen as captured in a culture that protects privileges through accountability processes, and (2) acting as exemplars of commitment in organizations is often found difficult for managers by potential followers. Another research by Reilly III, Chatman and Caldwell (1991) connects three significant themes in organizational behavior: firstly interest in assessment of person-situation interactional constructs is renewed; secondly, the culture in organizations quantitatively assessed, and thirdly the "Q-sort," applications or template-matching, approaches to assess person-situation interactions. Results propose interpretable nature of the dimensionality of individual preferences for cultures in organizations and the existence of these cultures. Further, if person-organization fit is measured a year after it predicts job satisfaction and when actual turnover measured after two years organizational commitment can be predicted. Thus evident results attested the significance of comprehending the fit between individuals' preferences and cultures in organizations.

**Studies related to organizational commitment**

Training being an important Human Resource practice is considered significant for employee work-related attitudes. A systematic investigation by Yanga, Sandersa and Bumatayb (2012)
revealed the associations amid employees’ perceptions of training (training-related benefits, supervisor support for training, and access to training) and organizational commitment types (continuance, affective, and normative). The strength of these associations was known through the results showing employees’ perceptions of training in relationship with organizational commitment and moderated by employee’s self-construal. A review of 58 longitudinal research designs studies, Morrow (2011) sum up ongoing management of affective organizational commitment (AOC). The appraisal gives way to antecedents that empirically demonstrate impact on AOC i.e. socialization practice, organizational change, HR practices, interpersonal relations, employee–organization relations and “other” category as residue. The review furnishes insight that the weakest strategies for boosting AOC is the perception of individual’s attachment to organization; achieving high levels of AOC has been an exclusive focal point for most of the theories and research and low AOC is a matter of concern for organizations which further makes it difficult for them to address such situations.

The current study conducted in cultural context of Brazil by Casper, Harris, Taylor-Bianco and Wayne (2011) examines a diversity of relationships concerning work–family conflict. Results point out that when work interferes with family it was related to high level of continuance commitment whereas perception of supervisor’s support was associated with affective commitment of high level. A reverse buffering effect was revealed for an interaction between family interference with work and perception of supervisory support predicting continuation in commitment so that the association was more under circumstances of higher support. Further, structural relationships were explored by Yafang and Shih (2011) amid internal marketing, commitment in organization and service quality. Practical applications of the findings reveal internal marketing playing a vital role in elucidating employee’s perception of commitment in organization as well as service quality. Internal marketing and
service quality are mediated by organizational commitment. Therefore, internal marketing needs to be given emphasis to control frontline nursing staff. This will in turn help to generate improved commitment in organizations and service quality.

As a rising trend values at individual-level have been examined so as to appreciate the attitudes and employees behaviors at a workplace in a better way. Cohen and Shamai (2010) by means of this study, aimed to persist the above stated trend by assessing the relationship among police officer's individual values and psychological well-being and affective commitment in organizations. Efforts regarding search for examining controlling power of demographic variables regarding the relationship in between individual values and the two dependent variables is also sorted out. As expected the regression analysis revealed a positive relation in between psychological well-being and the values of benevolence, self-direction and achievement, whereas a negative relationship in between psychological well-being and the power and tradition values. Astonishingly, commitment in organization showed a negative relation to achievement and positive relation to power and the relation found reverse for the psychological well-being. An inverse relation in between psychological well-being and commitment was also revealed in the results.

Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales and Steiger-Mueller (2010) proposed a wide variation in the association between leader–member exchange and employees' affective commitment in organizations. This notion is termed as supervisor's organizational embodiment. This engages the extent to which the employees identify their supervisor at the workplace. Findings indicate that with increment in supervisor's organizational embodiment, association in between the leader–member exchange and affective organizational commitment increased. The review of the related literature reveals that there is a relation in between organizational learning, commitment in organization, job satisfaction and work performance. Rose, Kumar and Pak (2009) explored
and found organizational learning was positively associated to organizational commitment, job satisfaction, and work performance. Adding further to the findings, a positive relation in between organizational commitment, job satisfaction and work performance. These variables also show partial mediatory relation in between organizational learning and performance at work.

An individual level of analysis tested a multilevel model at the level of a unit in order to study linking of quality of leader-member exchange and structural empowerment to the psychological empowerment and organizational commitment of nurses. Spence, Finegan and Wilk (2009) through a multilevel path analysis revealed facts of a significant individual and contextual impact on organizational commitment of nurses. Both unit-level quality of leader-member exchange and structural empowerment had a significant direct impact on psychological empowerment at individual-level and organizational commitment. The relation when analyzed at the individual level, in between core self-evaluations and commitment in organizations was mediated by psychological empowerment.

Further research on commitment, fairness in procedure and organizational citizenship behavior by Lavelle, Brockner, Konovsky, Price, Henley, Taneja and Vinekar (2009) recommends that employees uphold discrete beliefs and direct behaviors headed for numerous targets in the workplace. The current investigation planned to assess for target similarity impact, where the relation in between commitment, fairness in procedure and citizenship behavior in organizations were anticipated to be comparatively strong when referred to the same target in contrast to different targets. As per the prediction, it was establish that when constructs were in reference to the same target, a positive relationship in between commitment and citizenship behavior and a mediatory impact of commitment was likely to emerge on the positive association between fairness in procedure and citizenship
behavior in organizations. This target similarity effect was found to be supported amongst survivors of layoff and project teams of students.

The rationale of a research by Turker (2009) is to analyze the way corporate social responsibility affects the commitment of employees in organizations in context to the social identity theory. A sample comprising of 269 Turkey business professionals was tested and the findings indicated that corporate social responsibility to social/non-social stakeholders, employees and customers predicted commitment in organizations significantly. According to Vandenabeele(2009) various outcome variables and Public Service Motivation are linked. This relationship demonstrates a mediation impact of job satisfaction and commitment in organizations. First, some ideas regarding ways to deal with HR in an effective and efficient public sector is provided, as individual public service motivation seems to correlates with performance. Apart from this, job satisfaction and organizational commitments’ mediating role facilitate public executives to discover additional openings to attach public service motivation in an effective manner.

Further, Joo and Lim (2009) investigated the impact of personal characteristics like, proactive personality and contextual characteristics i.e. organizational learning culture and job complexity on the employees intrinsic motivation and commitment in organizations. Perceived higher learning culture and job complexity leads employees to exhibit highest commitment in organizations. Intrinsically motivated employees showed higher proactive personality and perception of higher job complexity. Perceived job complexity by employees mediated the association among organizational learning culture and commitment and the relation in between proactive personality and intrinsic motivation partially. On the whole, about 44% and 54% of the variances in organizational commitment and intrinsic motivation is accounted for by organizational learning culture, proactive personality, and perception of
job complexity. Apart from this, the association in between organizational learning culture and commitment in organizations is moderated by proactive personality.

Previous research by Bergmann, Lester, Meuse and Grahn (2000), investigating employee’s commitment has a focal point primarily on commitment in organizations. A limited number of researches investigate “professional and professional association commitment”. Within the current investigation, examination of the effects of satisfaction in context to “human resource practices and employee empowerment on organizational, professional, and professional association commitment” was conducted. On the whole, the support was rendered by the findings to the distinctiveness of every sphere. Satisfaction with regards to human resource practices and empowerment of employees show signs of a powerful relationship with commitment in organizations. When professional association commitment was compared with satisfaction in context to human resource practices, empowerment of employees was extra powerfully associated to professional association commitment. Professional commitment more narrowly resembled the prototype of results obtained with commitment in organizations, but very few relationships show evidence that were significant.

DeConinck and Bachmann (1994) examined 335 marketing executives with in a structural equation model and expressed their commitment in organizations. Predictors of organizational commitment as evident in the results show that distribute justice at a higher level, job satisfaction, promotional opportunity and seniority were significant enough to consider as a valid outcome. Further it was indicated that the degree of commitment in organizations significantly influence the marketing executives intent to quit their jobs.

Two studies were conducted by O'Reilly and Chatman (1986) on a sample of eighty-two non-faculty university employees, whose mean age range in between 31–40 yrs and one hundred sixty two business students at the undergraduate and Master of Business Administration level. The researchers investigated relationships amid the commitment dimensions and
stipulated and extra role activities. Research findings of a survey recommend the following: (1) psychological attachment may be predicated on compliance i.e. instrumental involvement for particular extrinsic rewards; (2) identification i.e. involvement depending on affiliation desire; and (3) internalization which is involvement consequential from congruence amid individual and organizational values. It was also evident in the outcomes that identification and internalization exhibit a positive relation to prosocial behaviors but a negative and inverse relation to turnover. Financial donations to a fund-raising campaign were predicted by internalization. On the whole, the results indicate the significance of basic commitment dimensions utilizing concepts of attachment at a psychological level and the varied forms attachment of this stature can assume. Therefore, it seems to be tacit through the present investigation that the aspects with a psychological base have an impact on the commitment of the employees exhibited in the course of work and organization. Organizational justice can also be assumed as one of the psychological aspect that focuses on perceived fairness within procedures, interaction, information and distribution of various resources in the organization.

**Studies related to organizational justice**

Although the apprehensions for just and fair dealings with the employees have been live for an extended time period but it was when Homans (1961) initiated the notion of distributive justice that scientists researching on the social scenario started focusing on this basic facet of human behavior. In addition to this Blau (1964) and Adams (1965), as scholars worked and researched on the notion, much relevant to the behavioral research in organizations. Various facets of justice in context to the organizations have found to be investigated at discrete levels including distributive, procedural, and interactional justice. Eventually, to discover perceived distributive, procedural and interactional justice as associated to engagement of employees Ghosh, Rai and Sinha(2014) made efforts to unfold the probability of inter-relationships in between the above stated justice dimensions. The inter-relations amid justice dimensions in
the organizations i.e. distributive, procedural and interactional are evident in the results of the investigation. Further while determining job engagement, distributive and interactional justice precede over procedural justice, whereas the significant role played by distributive justice chased by procedural and interactional justice, was confirmed by the output of the analysis regarding the determination of Organizational Engagement.

In a research conducted all the way through, Inoue, Kawakami, Ishizaki, Shimazu, Tsuchiya, Tabata, Akiyama, Kitazume and Kuroda (2010) investigated the cross-sectional relation amid justice in organizations i.e., procedural and interactional justice and psychological distress or work engagement. The mediatory roles were also explored regarding job stressors i.e. job demands and control, or their combined connection, imbalance created in effort-reward and support at worksite. A sample of 243 workers which included 185 males and 58 females was surveyed from a Japanese manufacturing firm. Results from a bivariate analysis, revealed that procedural and interactional justice have a significant but negative association with psychological distress. These variables further showed significant and positive relationship with engagement at work. Work reward showed significant mediation amid procedural or interactional justice and psychological distress; whereas support at worksite mediated significantly amid procedural or interactional justice and engagement at work as per the mediation analysis.

According to Cole, Jeremy, Bernerth and Holt (2010) the relation in between organizational justice and withdrawal outcomes are explored to know mediatory linkages of emotional exhaustion. Generated data from a sample of 869 military personnel and civil servants; was subjected to an analysis with structural equation modeling techniques, they scrutinized an integrative model combining research work on justice and stress. Proposed findings state that perceived justice and psychological health of individuals turn out to be related to each other. As per the prediction, linkage between distributive and interpersonal justice only and
withdrawal reactions of individuals are mediated by emotional exhaustion. But this is not true for procedural and informational justice. Distributive and interpersonal justice according to the results indicates a negative relationship with emotional exhaustion whereas emotional exhaustion is related negatively to organizational commitment which consecutively influences turnover intentions negatively. A study conducted by Liljegren and Ekberg (2009) observes the cross-sectional and two year longitudinal relation in between perception of justice in organizations, self-rated health and burnout. A global organizational justice model i.e. with and without correlated errors in measurement and a differentiated i.e. distributive, procedural and interactional organizational justice model which is with and without correlated errors in measurement were included as two varied models that were tested. Statistically significant cross-sectional and positive longitudinal associations with organizational justice and self-rated health are evident in context to the global justice, whereas organizational justice and burnout exhibit significant negative relationship. Investigations connecting perception of justice to the employee outcomes have submitted social exchange as its central theory based premise.

Biswas, Verma and Ramaswami (2013) investigated a concept based model that link distributive and procedural justice to engagement of employees through mediators of social exchange, explicitly perception of support in organizations and psychological contract. The data was generated from two hundred and thirty eight executives from manufacturing as well as service sector organizations in India. Findings recommended that perceived organizational support mediated the association in between distributive justice and employee engagement. Consequently, both perceived organizational support and psychological contract showed mediating the association of procedural justice and engagement of employees in the organization. A study by Kumar, Bakhshi and Rani (2009) investigates through a field sample relation in between perception of organizational justice, job satisfaction along with
organizational commitment. Considering the obtained results it can be indicated that the distributive justice is related significantly to job satisfaction whereas procedural justice does not show any association. Adding to the outcome, both distributive justice along with procedural justice is observed as having significant relation to commitment in organizations. According to Chegini (2009) dimensions of justice in organizations, include various forms of justice that may be organizational, distributive, policy, inter individual and informational. Correlation coefficient test leads to the research findings which show that all those dimensions of organizational justice that qualified the test were related positively to citizenship behavior in organizations. Recommendations from the results also render that mechanisms of informational justice needs to be planned by means so that policies and relations are maintained in a just manner. The purpose of this paper by Nirmala and Akhilesh (2006) focused on identifying practices in a manufacturing firm that are absolutely just and rightsized. This was done with an effort to readdress justice in organizations. A sample comprising of one hundred and seventy seven Indian employees working in a manufacturing firm were interviewed outlined their outlook on rightsizing processes. Their perspective was utilized to compare and contrast to recognize just rightsizing practices within organizations. At the preliminary stage of rightsizing numerous practices are observed to be implemented equivalently by implementers, stayers and separated categories of individuals. Also, there is a need to improve upon practices relating to the genuine process of separation and later on, include processes like communication, managing graceful exits, leadership, process evaluation and employee assistance programmes with respect to stayers and separated.

Elovainio, Bos, Linna, Kivimäki, Mursula, Pentti and Vahtera (2005) observed contributors to sickness absence in a combination of uncertainty and justice in organizations. The sample in the study comprised of 7083 male and 24,317 female employees of a Finnish public sector organizations. The employees filled questionnaires drafted to examine several
factors like organizational justice, workload etc. Outcomes of hierarchical regression analysis reveal that subsequent to age, income and health behaviors adjustment, low procedural and interactional justice relates with long sickness absence spells. These associations were further reliant on work-time control experiences and perception of work changes. Another study is on 2969 hospital employees from one hundred and sixty two wards. They participated in a follow-up study conducted for two long years in Finland which investigated the association in between job decision latitude, justice in organizations and employee health. Using certified sickness absence medical records to portray indicators of health problems, the investigators in the study suggest as results that latitudes of job decision and justice in organizations jointly vary noticeably in between units of work, adding further to variations at individual level. Furthermore, an association is evident amid job decision latitude and organizational justice at individual level and work unit level collectively. It was also found that only an individual level prediction for justice evaluations were depicted by sickness absence (Elovainio, Kivimäki, Steen, Vahtera, 2004).

Further in three different studies, data generated from Indian manufacturing and newspaper firms was utilized by Aryee, Chen, and Budhwar (2004) to inspect the relation in between politics in organizations and procedural justice. Analysis through structural equation modeling leads to the results revealing procedural justice related to task performance rather than organizational politics and the contextual performance aspects of interpersonal facilitation as well as dedication for job. Alongside, justice in organizations was recommended as a novel procedure to observe the impact of psychosocial work setting on health of the employees by Kivimäki, Ferrie, Head, Shipley, Vahtera and Marmot(2004). Their piece of writing deliberates the relational component of organizational justice as predictor of health that is the justice of treatment by supervisors at the interpersonal level. Results obtained point out that those men experiencing lower justice or any unfavorable
changes in it were likely to be at higher risk of poor health. Positive changes in justice were related to reduction in this risk amongst men. Also, poor health was predicted by lower justice in women. Yet, this was true only before adjustment to other indicators of stress and not after adjustment. Inspite of adjustments, unfavorable change in justice was related to the poorest prospects of health. The levels to which employees are justly treated at workplaces appear to forecast their health independent of ascertained work stressors. Further in another longitudinal study, Kivimäki, Elovainio, Vahtera and Ferrie (2003) examined the relationship in between constituents of organisational justice that is, decision making procedures justice and justice for interpersonal treatment and of employees health. As indicated in the results low vs. high decision making procedures justice was related and showed 41% and 12% higher risk of sickness absence in men and women respectively after baseline characteristics adjustment. This study showed that more the employees dealt with in a just manner at their workplaces, it predicts their health independently.

To study a social exchange model of multifocal justice Rupp and Cropanzano (2002) evaluated supervisor’s perceptions originating for justice to those originating from the whole organization. As per the hypothesis development of multifoci social exchange associations mediate the connection between multifocal justice as well as multifoci outcomes e.g. performance and organizational citizenship behaviour. Further, expectations were made obvious for justice focused at organization and relationships to forecast outcomes relevant to the organization. These expectations also stand true for supervisory centered justice and relationships to forecast outcomes relevant to supervisor and organization equally. The findings in general lend support to the expectations of the researcher, comparatively more for interactional justice and less for procedural justice. Another research was conducted by Samuel, Aryee, Budhwar and Chen(2002) on employees of Indian public sector organization working full-time to examine the social exchange model of work attitudes and behaviors of
the employee. As revealed through the results distributive, procedural and interactional organizational dimensions for justice were in relationship with organization centered trust only whereas interactional justice was in relationship with supervisor centered trust. Further, it was exhibited in the results that the relationship between distributive justice along with procedural justice and work attitudes of job satisfaction, intentions for turnover and organizational commitment was partially mediated by trust in the organization but it was noticed that trust in the organization completely mediated the relationship in between interactional justice and the above stated work attitudes. On the contrary, trust in supervisor completely mediates the relationship in between interactional justice and work behaviors of performance in the task and dimensions of citizenship behavior that are individual and organization oriented.

To observe the relation amid perception of justice levels in addition to self-rated health, slight psychiatric disorders and documented sickness absences in a group of 506 male and 3570 female employees of hospital were selected as sample whose age ranged in between 19 to 63 years (Elovainio, Kivimäki and Vahtera, 2002). It was found through regression analyses that higher sickness absences were evident among the employees who perceived low justice. Those perceiving high justice comparatively showed lower sickness absences. The association outcomes continued to remain significant subsequent to adjustment for behavioral risks, job control, workload as well as social support. It could be pronounced with conviction that low justice in organization is a threat to employee’s health. Apparently, procedural and distributive justice dimensions are frequently judged by individuals as the fairness of any legal system at large. It is a matter of concern for people the way legal decisions are taken and the precise outcomes attained by judges as well as juries. This paper by Jackson and Fondacaro(1999) focuses mainly on procedural justice. Analysis of principal components verified that grown-up adolescents use various diverse criteria for assessing fairness in
procedures in context to the family. These criteria are analogous to the ones that people utilize to appraise the fairness in the legal procedures including personal respect associated to the rational and objective treatment, steady and non-discriminatory treatment mirroring social status/standing beside instrumental participation with a chance to be heard sometimes. It was confirmed by means of hierarchical multiple regression analysis that factors regarding procedural justice are related to deviant behavior in adolescents. So, in context to the above findings it is presumed outcomes of behavior are directed by perceived justice even in organizations and absence of just treatment will give rise to deviant behaviors.

Applicants react to systems related to employment and selection; this creates a model of justice as suggested by Gilliland (1993). This provides a basis for comprehending previous findings and formatting research in future. Reviewed literature on organizational justice and important outcomes provide a structure for the model that was proposed in the write up. Justice regarding procedures of selection system is investigated in context to ten procedural rules. The approval and defiance of these rules offer the base for reactions towards fairness. Equity, equality and needs are examined with respect to distributive justice of hiring decisions. The model also comprises of the interface in between distributive and procedural justice along with the association of reactions to fairness headed for individual as well as organizational outcomes. In addition to this, pay and job satisfaction that are personal outcomes were more precisely predicted by distributive justice, than procedural justice. The reverse was applicable for commitment in organization and supervisor’s evaluation of the subordinate that are organizational outcomes. Nevertheless, McFarlin and Sweeney (1992) supported that justice in procedures and distributions also interrelate while making a prediction of outcomes in organizations. No matter the individual tends to be practical in his/her behavior but while perceiving justice the emotional involvement is definitely there. Therefore, the present researcher feels that if the individual feel justly treated he/she will
show extra role behavior and it definitely has to do with understanding the things from other’s point of view.

Studies related to emotional intelligence

Numerous researches have inspected the emotional intelligence outcomes, comparatively emotional intelligence antecedents are known only to a modest level. As per the cultural contexts Emotional intelligence has diverse impact on outcomes of management, but is deficient in the systematic analysis of this cultural values impact while the improvement of emotional intelligence occurs which has been suggested in previous researches. Gunkel, Schlagel and Engle (2014) sampling 9 countries including 2067 individuals discovered the role cultural dimensions assume while influencing emotional intelligence. Outcomes of the analysis reveal in particular that collectivism, avoidance of uncertainty and long-term orientation has a positive impact on different emotional intelligence dimensions.

In this study Koyedemir, Simsek, Schutz and Tipandjan (2013) made an assessment and analysis of the degree to which cross-cultural variations link and mediate the relationship of emotional intelligence to life satisfaction. As hypothesized, it was establish while comparing in the analysis that students of India and not Germany state less of subjective well-being along with emotional intelligence. In Germany, emotional intelligence and satisfaction with life were associated to a high extent, than in India. Independent rather than interdependent self-construal, associated to emotional intelligence in Germany; whereas in India, independent along with interdependent self-construals jointly showed significant association to emotional intelligence. Results obtained from structural equation modeling offered support in context to mediational models and affect balance completely mediated the impact of emotional intelligence on satisfaction with life in Germany, but in India variedly impact perception of social support.
The present investigation by Kafetsios, Nezlek and Vassiou(2011) examines various associations amid emotional intelligence of the leader and emotion along with work attitudes of subordinates. This association was also studied between emotional intelligence and work outcomes of the leader and subordinate. With the aim of generating data measures on emotional intelligence, affect at work, job satisfaction and burnout were completed directors of the school and educators. Multilevel analyses series establish that utilized emotion by leaders positively relate to work emotionality and attitudes of the subordinates, whereas emotion regulation and self-emotion appraisal by the leaders negatively relate to emotion and work attitudes of subordinates. It was also noted that emotional intelligence of leaders and subordinates positively relate to their own work emotionality in addition to job satisfaction. Perspective of social interactionist on work emotions finds support alongside an understanding at multilevel regarding the intrapersonal and interpersonal impact of leaders' emotions.

Emotional Intelligence has been distinguished as a significant research, development and application domain. Research by Malekar and Mohanty(2011) invest efforts to synthesize a number of key research findings on emotional intelligence and personal skills, relating to the objectives of development in education and human. The major focus is to present a practical and logical approach towards emotional behavior among humans which will enable students to learn applications to stay physically and mentally healthy, consider career progression and boost productivity in every respect. Outcomes of cluster analysis help forming an emotional intelligence radar and competency ladder to amplify the predispositions of people from research, academics, students and parents to take their emotional intelligence scores to an advance level. Moreover, the key focus of Helen, Casey and Sinha (2011) is to identify
emotional intelligence in individuals who are cocaine dependent compared and with healthy controls. Second level analysis examines the relation in between emotional intelligence, factors in Intelligence Quotient, perception of stress and impulse control in both groups. Analysis outcomes confirmed that cocaine dependents expressed highly selective difficulties in emotional intelligence when compared to their counter parts, exclusively regarding emotional reasoning at higher-level which includes emotional understanding, management and regulation. Also, more the perceived stress and difficulties with controlling impulse more will be the association with problems regarding emotional intelligence.

There exists a growing curiosity to make assessment of emotional intelligence of job applicants as a component of selection process through self-report trait dependent measures. However, it is indicated studies that control conditions of applicants experimentally have warned that using self-report measures for the variable may considerably give higher scores in contrast to the scores suggested in the norm. Therefore, in this context Lievens, Klehe, Libbrecht and Nele (2011) weigh through an emotional intelligence self-report measure; scores of 109 actual applicants to 239 employees already are working in a large ICT organization. This pioneering study demonstrates that on EI measure, applicants’ scores during the selection process are definitely higher with a lesser amount of variance than scores of incumbents.

Further, explorations and convincing practices in emotional intelligence are found to be obstructed by deficient theoretical clarity concerning the relative roles of perception,
understanding and regulation of emotion facets in clarifying job performance. This deficiency also concerns concept based redundancy of emotional intelligence with Big Five personality along with cognitive intelligence; and finally the application of emotional intelligence tag to ability-based as well as mixed-based emotional intelligence constructs. Joseph and Newman (2010) tested and recommended in the current write up theoretical framework that incorporates these factors. The researchers denote an advance pattern amid ability-based emotional intelligence facets, wherein emotion perception necessarily comes ahead of understanding emotion. This consecutively precedes conscious regulation of emotion and job performance. The chronological elements in the above stated model are supposed to be selective while reflecting “conscientiousness, cognitive ability, and neuroticism, respectively”. “Mixed-based” emotional intelligence seems to clarify variances in job performance ahead of cognitive ability along with personality. Data from meta-analysis confirmed the EI model on empirical basis, even though ability-based EI and job performance associations are revealed to be inconsistent. That is to say, emotional intelligence predicts job performance positively, meant for high emotional labor jobs whereas a negative prediction is evident with jobs meant for low emotional labor.

This study on college students by Songa, Huangb, Pengc, Lawd,Wongd and Chene (2010) propose difference in emotional intelligence and general mental abilities while making a prediction about academic performance and social interactions quality. The researchers used samples of 2 college student that supported the notion that power to predict academic
performance lies with emotional intelligence as well as general mental abilities both although
the latter variable comparatively stands as a stronger predictor. Nevertheless, analysis
outcomes indicate emotional intelligence is associated to social interactions quality among
peers but the same does not stand true for general mental ability. Zampetakis, Kafetsios,
Bouranta, Dewett and Moustakis (2009) proposed to examine empirically a conceptual
model showing association amid emotional intelligence, proactivity, creativity and
entrepreneurship accompanied with entrepreneurial intent attitudes. Data was generated
through a questionnaire on a sample of 280 students (business, engineering and science)
selected randomly across 3 Greek universities. Structural equation modeling analysis
outcomes provide strong back up for proposed notion that creativity and proactivity of
students totally mediate the positive impact of emotional intelligence as trait on attitudes
headed for entrepreneurship.

The purpose of this study by Boyatzis and Ratti, (2009) was to document data explaining
competencies coded from fifty interviews and around 53,360 assessments, which differentiate
amid more and less effective managers and leaders in big Italian company and cooperatives.
Derived from a variety of Italian organizations the findings specify that intelligence
competencies (i.e. emotional, social and cognitive) predict effectiveness in roles of managers
and leaders. Mishra and Bhatnagar (2009) observed that a serious challenge for numerous
organizations is influencing perception of customers regarding service qualities during the
course of service interaction to uphold competitive advantage, retain employees within
service sector and promoting well-being. This study examined a sample of four hundred and sixty eight medical representatives of pharmaceutical industry in India. The association of identification with organization and emotional dissonance along with intention of turnover and well-being were investigated. Analysis reveals that despite its effects directly, emotional dissonance mediates the impact on association of organizational identification with intention of turnover plus emotional well-being.

Further, while examining emotional intelligence and its moderating role in the surface acting strain relationship Prati, Liu, Perrewé and Ferris (2009) tested the hypothesis that high emotional intelligence levels were in relation with weak relation amid surface acting and strain. Results lend support to the hypothesis, that high emotional intelligence attenuate positive relationship amid surface acting, depressed work moods and complaints that are somatic by nature. In connection to same variable, Garg and Rastogi(2009) attempted to observe the relationship amid emotional intelligence as well as stress resiliency among one hundred and forty technical students. The findings advocate that student’s success at personal and professional front is determined by high emotional intelligence that makes them resilient to stress. Characteristics for building resiliency from physiological and psychological view point are also specified, including diverse educational programme implementation enhancing emotional levels so as to be more stress resilient. Holistic development of humans is possible when the key elements of emotional intelligence and stress resiliency are linked together which generates intellectual strength.
In this study Kenneth, Wong, Sum, Song and Lynda (2004) observed emotional intelligence and personality are theoretically diverse. The researchers showed that emotional intelligence incrementally predicted life satisfaction. Ratings of parents on a sample of students, expressed added variances in the life satisfaction of students and powerlessness feelings subsequent to control meant for “Big Five personality dimensions”. Peer ratings in work sample were significant predictors of job performance ratings given by supervisors subsequent to the “Big Five personality dimensions” control. In addition to this previous research Joseph, Berry and Deshpande (1996) concentrates on aspects that impact perceived peers’ ethical conduct of two hundred and ninety three United States university students. Ethical behavior that was self-reported and emotion recognition in others effects perceived ethical behavior of peers; no other significant emotional intelligence dimensions were obtained. Socio demographic variables like age, race, sex along with GPA, major course type did not effect ethical behavior perception by peers.

Thus, the literature review on EI does focus on incremental predictive power; impacting ethical behaviors among peers; stress resiliency and EI links; high emotional intelligence attenuating positive relationship amid surface acting as well as depressed work mood and “somatic complaints”; EI related to social interactions quality with peers and so on. The impact on ethical behavior can also be subjected to the personal values that certainly determine the behavior in any and every situation. So, the researcher also reviewed the
literature on personal values dimensions to get estimation about the individual–situation interface that is ultimately important.

**Studies related to personal values**

Family is a focal point for any social or personal issue in an Indian collectivist culture. However, a lifestyle change followed by values reprioritizing has taken a front foot due to industrialization and urbanization. In this connection Tripathi (2014) focus on ecology, family type and generation as the contextual layout of actual and desired patterns of family values. Using a family values measure, data was generated from ninety pairs of parent and child taken from joint as well as nuclear families of central Indian (i.e. urban, semi-urban and rural areas). Significant influence of ecological setting and generation was evident on positive interaction family value in the analysis outcomes. A factor that came into light significantly for social order, manners and helping values was family type. Interaction related to ecology, family type and generation was significant for social order and helping values. Values shaping had a major influence of the family type and ecological setting. The findings also reveal parenting implications. Further, religion is there in almost all facets of life. Khani, Fallah and Ghasemi (2013) raised a conflicting issue of whether or not religious teachings possibly elucidate varied outcome factors of organizational behavior. Discounting laid down obligations in job description; a religious person deems helping people, philanthropy and fulfillment of client’s affair as being religious and compassionate. Citizenship behavior in organizations is not a part of one’s job description; nevertheless, such behaviors improve
work procedures along with organizational roles. Findings of the research based on
descriptive and inferential statistics, finally make evident religiousness effect on perceptions
of disability by the patients.

Running to make a mark, but running after what nobody knows attitude in the rapidly
changing globalized era according to Sarangi and Kartha(2013) leads to compromising on
personal and work values which creates imbalance amid the two values. The current
investigation was on two hundred and sixty two Indian public sector executives from both
genders with spouses who are salaried and non salaried. The data collected had an aim of
discovering value profile differences between executives’ general and work life and each
value life prioritization. Two life values indicated no significant difference according to the
results for the organizations under investigation. As per the gender differentiation general life
value rather than work life value comparatively had more value for female executives in
contrast to male. ‘Meaningfulness’ component became important while values prioritization
and work value was more importance than general value to all groups. Based on the outcomes
inference can be drawn that executives ably strike a balance amid both value systems at work
and probably the organization culture allows proper care for general life values. Apparently,
Lan, Gowing, McMahon, Rieger and King (2008) observed values and types of values in
addition to scores in moral reasoning levels, for business program students. Statistically, no
significant differences may perhaps be attributed to gender in moral reasoning levels, values
rankings and types of values. However, 8 correlations were significant amid types of values
and moral reasoning levels that offer evidence towards the existence of a systematic association. The relationships are consistent internally as well as with the motivational goals based values model.

Garg, Narang and Kotia (2006) studied the level and relationship of spiritual intelligence with personal values in criminal lawyers in the age group of 40 to 50 years in Jaipur and Sriganganagar city of Rajasthan state. The results clearly showed high level of spiritual intelligence, democratic value and knowledge value in criminal lawyers. On the other hand, low level of power value and health value were found. There were positive correlations found between spiritual intelligence and knowledge value and health value where as a negative correlation between spiritual intelligence and family prestige value. Further, a distinction between immoral, amoral and moral management is evident in the literature. Investigations by Hemingway (2005), formulate a case related to the employee at any level as being a moral agent. Evidence highlighted in the write up suggests that individual moral agency is given up at work and concessions with respect to other pressures are attached to the morality of the employees. So as to say consequent discussion concerning the view of discretion and an assessment of a detached, differing organization of literature is put forward, pointing out that a few individuals in business use their discretions to choose the manner of exhibiting socially entrepreneurial behavior. Corporate Social Responsibility according to the researcher’s assumption is not exclusively economics driven but it may also result from the personal morality, aroused by employees’ own personal values that are socially oriented. A proposed
theoretical framework recommends that individuals may be cataloged as “Active or Frustrated Corporate Social Entrepreneurs; Conformists or Apathetics”, differentiated by the personal values of individualism or collectivism. While discussing the nature of the values, the manuscript highlights the manner in which values may operate as drivers of individual’s behavior and pays specific attention to the entrepreneur’s values, accordingly connecting the ongoing debate on moral agency in the context to the corporate social responsibility.

This theoretical paper written by Hemingway and Maclagan (2005) considered motives of “Corporate Social Responsibility”. A fundamental assumption states that the commercial imperative is not the “corporate social responsibility decision-making” only driver within the private sector companies, but to consider the official acceptance and putting into practice the corporate social responsibility by the companies may perhaps be connected with the personal values changes of the individual executives. Such values may be expressed all the way through the chance to work out the discretions that may possibly arise in a variety of ways. Till this point it is recommended that as corporate social responsibility schemes symbolize values of the individuals, the responsibility in data is not as much of corporate noticeably. Highlighting the private initiative meant to contradict inclination to the outlook of the company as agent, may perhaps operate to strike a chord that individuals are subjected to making a difference indeed.

Organizational culture phenomena like innovativeness impact innovation and consequently performance. For this reason, value system along with entrepreneur’s leadership style are
detected as antecedents for innovativeness as look into by Katrinli, Atabay, Gunay, Guneri and Aktan (2005). Innovativeness relates significantly to various dimensions of leadership like reconciliation of demand, integration, structure initiation, emphasis on production, role assumption, accuracy in prediction alongside orientation of external stakeholder as per the indication in the results. Similarly, innovativeness relates significantly with power values intensity and entrepreneur security. Regression analysis outcomes exhibit innovativeness at the same time as a function of reconciliation of demand, integration along with power.

Ajawani and Verma (2004) studied the values as the correlates of moral values on a sample of 120 adults. Thirty subjects each from 6 groups of values (i.e. theoretical, economic, social, political, aesthetic as well as religious) were studied for their moral value level. It was found that adults with high religious or high social value exhibit the highest level of moral value while those with high economic value, exhibit the lowest level of moral value. Adults with theoretical, political and aesthetic value are in between the two extremes in the degrading term in regard to their moral value level, respectively. It seems that religious and social value prone an individual to maintain more moral value level, respectively. Moreover, religious and social values prone an individual to be more moral while economic value restricts one to be moral. Koenig, (2004) observed that religion fulfils some significant psychological needs within elderly, thus helping while facing approaching death, to search as well as preserve in life a sense of meaningfulness, and to acknowledge the unavoidable loss during old age.
The purist form of social values and social behaviors are motivated by altruism. In one recent study of 423 older adults couples who were followed for five years revealed the benefits of altruism (Brown, Nesse, Vinokur and Smith, 2003). In another study Krause (2003) found elderly with a sense of meaningfulness in life derived from religion exhibit higher satisfaction level, self esteem along with optimism. At the beginning of the study, the couples were asked about the extent to which they had given or received emotional or practical help in the past years. Five year later, those who said they had helped others were half as likely to die. One feasible reason for this outcome is considered that helping others may possibly reduce the stress hormones output, which makes better the cardiovascular health in addition to making the immune system stronger (Kenrick, Neuberg and Ciadini, 2002).

Gunde and Havelapanavar (2001) observe the association amid personal values and commitment of banking organization managers. The sample comprised of three hundred and fifty managers from various banks of the Karnataka state. The results indicated that religious, hedonistic and power values relate negatively to commitment in organizations. Social, democratic as well as aesthetic values relate positively to commitment in organizations. Economic, knowledge, family prestige and health values did not show any relation with commitment in organizations. Idler, Stanislav and Hays (2001) discovered inspite of decrease in the church attendance amongst elderly at some point in the last year of their life, their own religiousness feeling along with the strength and comfort that religion gives either remains stable or increases.
Praying and meditation might actually be connected to longevity which also portrays an individual’s religious value. Six year health reports of almost 4000 individuals (women and men) who were sixty five years and even older were taken by McCcCullough (2000). They were asked if they were praying or meditating. Those who were rarely or never praying or meditating had almost 50% higher risk of dying in comparison to the ones who were indulging in prayers for at least once in a month. It was concluded that it may perhaps be likely that prayer as well as meditation might lower the rate of death incidences amongst elderly since stress is reduced along with diminished production of stress hormones for instance adrenaline in the body. Immune system turns stronger with a decrease in production of stress hormones as this has linkage with numerous health benefits.

Religiosity as well as depression was observed by Branco (2000) in two thousand and eighty four occupants of two hundred and seventy nursing homes within ten states. Data was generated from a probability sample of one thousand four hundred and forty nine individuals including 1007 white women and 281 men. Inverse correlation was evident in between religiosity as well as depression amid white men. While in additional groups of white women along with black men and women, religion effects moderated the stress effects. All the different groups demonstrated that there exist varying associations amid religiosity and stress types. Apparently, significant well-being predictors established by Fry (2000) are relevant variables of religion as well as spirituality, for instance personal meaning, involvement in religion, practices in spirituality besides religious salience. Stunningly, the above mentioned
variables seem to be superior predictors in comparison to variables like “physical health, stressful events and social support”. On top of it, religious and spiritual variables effected well being more strongly within the sample that was institutionalized rather than sample of community.

Survival may not be affected by the only religious variable like religious attendance. In addition to this religious activity carried on privately may perhaps also effect. Helm, Hays, Flint, Koenig and Blazer (2000) conducted a 6 year investigation of a probability sample greater than three thousand and eight hundred elderly individuals representing community dwellers within North Carolina. Greater risk of dying over 6 years was forecasted for the individuals who rarely or never participated in religious activities privately. In the overall sample non-significant difference was obtained by health and demographic variables controlling. An interesting result pattern surfaced when the sample was divided into people with impaired and not impaired daily living activities like preparing food and walking certain distances. Obtained scores were not significant after demographic variables control for the impaired group, which means that survival was not affected by religious activities carried on privately. On the contrary for unimpaired individuals, significant effect continued even though demographic and health variables were controlled.

This study by Finegan (2000) searched association amid personal and organizational values along with commitment in organizations. A petrochemical firm’s employees rated twenty four values. This was regarding importance of the value to the employees and to the
organization. Hierarchical multiple regression analyses outcomes reveal that perceived organizational values by the employees predicts commitment. Moreover, various bunches of values predict “affective, normative and continuance commitment”. Multidimensional facets of values are recognized and their importance highlighted in the research and that every cluster of values may perhaps differently affect behavior.

Personal values are considered as "desirable goals varying in importance that serve as guiding principles in people's lives," that control specialty choice and associate to practice satisfaction among physicians. Eliason, Guse and Gottlieb (2000) assessed association of personal values to practice satisfaction as well as to the willingness of physician to be concerned for underserved. Associations existing amid personal values, practice satisfaction and various practice characteristics were also a matter of observation. Stratified random sample of one thousand two hundred and twenty four practicing family physicians were surveyed regarding their “personal values, practice satisfaction, practice location, practice breadth, demographics, board certification status, teaching involvement and payer mix of practice.” Highest rated was motivation to help close ones i.e. benevolence value by family physicians. Positive association of benevolence value type ratings to practice satisfaction was evident. Additionally, increased satisfaction was found for individuals engaged in teaching practices for medical trainees as compared to those not engaged. Positive association was also evident amid a few value type ratings as well as caring for underserved. Rating of tradition value type was significantly higher for those practitioners practicing with more than 40% underserved.
Practices consisting of more than 30% indigent care show significantly higher rating for
universalism value type. When benevolence is viewed as a life guiding principle by family
physicians they state higher level satisfaction with profession. Similarly, physicians also
assuming role of medical trainee’s teachers report more professional satisfaction. Physicians
giving high rating on universalism values provide more care to indigent.

Twin studies by Schubot, Cayley, Eliason(1996) indicate the influence of personal values on
specialty choice. Nevertheless, assessment of the perception of the impact of values in place
of direct measurement of values was executed in both the studies. Here, measurement along
with comparison of the aspirant’s values to primary care v/s other specialties was carried out.
Obtained analysis outcomes make it evident that primary care aspirants in comparison to
other specialties aspirants, give a low rating to power along with self-direction values
whereas a higher rating to benevolence values. Comparatively women attribute a high rating
to universalism and benevolence values in contrast to a low rating to power, tradition along
with conformity values. Medical students when compared to resident groups rate security
values lower. It is further reported that association of personal values with specialty choice is
demonstrated and empirical support provided for incorporation of personal values into the
admissions policies and processes.

Personal social values are identified by Eliason and Schubot (1995) as significant
determinants of specialty choice of generalists though; personal values of generalist
physicians with a mean age of 63 years were not scientifically identified. In order for
benchmarking, the personal values of typical family physicians were assessed as they originate as role models for physicians of current as well as future scenario. The association amid personal values and practice satisfaction when explored show 83% rate of return. With an average practice of 34 years, 93% were males and about 52% indulged in rural areas practices. Out of fifty six values honesty was rated most significant while social power as least significant. Amongst ten common value types, benevolence was rated as most significant and power as least significant by the physicians giving response. Practice satisfaction showed positive correlation with benevolence whereas negative with the power value type. Hence, among ten value types, most significant value was benevolence and least significant was power for the exemplary family physicians. Positive and negative correlation for benevolence and power value types respectively, was obtained with practice satisfaction of the physicians. All these indications may possibly sort out implications for generalist physician’s selection, training as well as career satisfaction.

Religious individual’s subjective thoughts about their own health were not the sole function of physical health; nevertheless such ratings characterize integration of numerous variables, consisting of religious or spiritual well-being of individuals (Idler, 1995). Besides, Krause (1995) found a nonlinear relationship existing amid religiosity and self-esteem, among older adults. Self esteem is the highest with people showing either low or high involvement in religion whereas lowest among older adults with moderate involvement in religion. In a group of studies, Krause (1992 and 1993) observed four hundred and fifty African Americans, 60 years of age. In the investigation (1992), association amid religiosity with both emotional support and self esteem was exhibited, whereas religiosity was not associated to
personal control or depressive affect measures. A world values survey (1993) on around seven hundred American and Canadian individuals within the age group of 55 years or more, expressed that subjective religiosity, along with derived variable depending on five religion dimensions, collectively express positive association to life satisfaction. Degleman, Owens, Reynolds and Riggs (1991) compared injustice and personal power scales and religiosity measures among college students as well as older adults’ in community dwelling. Personal Power scores significantly vary as function of age and gender as per the indication in the results. Significantly low belief in personal power by elderly women created the differences. As per the prediction, comparatively women stand significantly higher than men on injustice scores, expressing a stronger belief for the occurrence of unjust conditions. Difference on injustice was not significant amid older and younger adults. Religiosity measures with significant positive correlation did not show significant correlation with personal power. Result patterns recommend value in making use of detached measures with respect to injustice along with personal power. Lastly, Idler (1987) observed that comparatively religious men with alike objective severity regarding medical illness, reported not as much of disability than did less religious men.

A brief account of preceding studies leads to the conclusion that research in the field of Organizational Citizenship Behaviour in general and in its relation to other variables in particular, seems to be developing fast, touching many new areas. Some such areas include variables, viz., Organizational Culture, Emotional Intelligence, Personal Values, Organizational Justice and Organizational Commitment which have not been able to draw adequate attention of organizational researchers, especially in India. Thus, the investigator planned to conduct the present study in the area which is still least explored. These studies also give rise to the assumptions that these above stated variables will show relationship with the organizational citizenship behaviours and contribute to some extent in determining OCB.