CHAPTER - II

REVIEW OF LITERATURE
INTRODUCTION

There has been in recent years, a growing interest particularly in the west to understand the process of commitment in work life, such as organisational commitment,\(^1,2\) work involvement (sometimes referred as work commitment or work centrality)\(^3\) and other career related concepts like, commitment to profession and to individual career orientations.\(^4\)

Many researchers considered commitment as dependent variable, attempted to identify its determinants and other behavioural and affective outcomes which influence the perceptions of individuals in work organisations.\(^5,6\)

This chapter mainly focuses on the development of the concept of organisational and career commitment, its implications and the factors influencing these attributes through a detailed survey of related research studies.

CONCEPT OF ORGANISATIONAL COMMITMENT

Many definitions of organisational commitment were attempted during the last two decades. (e.g. McGee & Ford, 1987,\(^7\) Meyer and Allen, 1984,\(^8\) Mowday, Porter and Steers, 1982,\(^9\) Reichers, 1985).\(^10\) Based on these definitions an attempt can be made to ascertain the key components of organisational commitment.
ORGANISATIONAL COMMITMENT - DIFFERENT COMPONENTS

Most commitment studies approached the commitment concept from attitudinal or behavioural perceptions through which different dimensions have emerged.

Some explanations to the commitment phenomenon are given below:

Becker (1960)\(^1\) explained commitment as an evaluation attitude by an individual between 'sidebets' accruing in the present organisation and the perceived cost of doing otherwise by leaving the organisation.

Sheldon (1971)\(^2\) was of the view that organisational commitment is a positive evaluation of the organisation and the employees' intention to work towards its goals.

Kantor (1968)\(^3\) considered that organisational commitment is stimulated by social and work outcomes which constitute major components influencing the employees' organisational loyalty.

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According to Lee (1971)\(^5\) organisational commitment refers to sense of belongingness or loyalty towards the work
organisations, often being termed as organisational identification.

Long (1978)\textsuperscript{16} correlated perceived employee ownership attitudes with an increased level of organisational involvement while defining organisational commitment.

Cook and Wall (1980)\textsuperscript{17} said that commitment phenomenon reflected a person's affective reactions to the characteristics of employing organisation.

It is evident from the conceptualisations mentioned above that organisational commitment is some form of psychological bond between employees and organisations. However, there seems to be an ambiguity in explaining the operational indices of the concept.\textsuperscript{18}

One common view is, that commitment is a complex and multi-facet construct. In a widely accepted paradigm in the organisational theory, organisation and their members are seen in exchange relationship. Each party makes certain demands and perceive certain expectations on the other, while providing something in return.\textsuperscript{19}

Therefore, Meyer and Allen (1984)\textsuperscript{20} conceptualised a multidimensional organisational commitment measure that drew on the early works of such investigators like Porter, Steers, Mowday and Boulian (1974),\textsuperscript{21} Becker (1960),\textsuperscript{22} Weiner and Vardi (1980).\textsuperscript{23}
Further, Allen and Meyer (1991)\textsuperscript{24} refined the concept and gave their three dimensional construct of organisational commitment as (a) Affective component, referring to the employees' emotional attachment, identification and involvement in the organisation, (b) Continuance component describing commitment based on costs that the employee associates with leaving the organisation and (c) Normative component, relating to employees feeling of obligation to remain with the organisation.

Earlier Porter & Lawler (1968)\textsuperscript{25} explained organisational commitment as the "Willingness of an employee to exert high level of effort on behalf of the organisation, a strong desire to stay with the organisation and an acceptance of its goals and values." This definition was made operationally feasible by Porter et.al.,(1974)\textsuperscript{26} in their classification that it is the strength of an individual's identification with, involvement and loyalty in the employing organisation. These three dimensions have been taken for the purpose of the study to determine the level of organisational commitment as perceived by the sample executives of the corporate organisations.

\textbf{IMPORTANCE OF ORGANISATIONAL COMMITMENT AND ITS IMPLICATIONS}

Organisational commitment is of interest to both behavioural scientists and practicing managers for many years (Mowday et.al., 1982).\textsuperscript{27} Most managers inclined to associate high commitment with increased productivity and lower
turnover of employees. Organisational scientists strove to understand the various facets of commitment and their differential relationships to both antecedents and outcomes through empirical assessment of its causes in a variety of organisational settings like commercial establishments, cooperative societies, universities, research institutes, hospitals and other service organisations (Brook et.al., 1988, Steers, 1977, Allen & Meyer, 1990, Jermier et.al., 1993, Randall et. al., 1994, Mathieu and Zajac, 1990.

March and simon (1958) pointed out that employees contribution to the organisations take two general forms - productivity and participation. Hence students of organisational behaviour have attempted to establish linkages between employee attitudes and organisationally relevant behaviours, though with mixed results (Vroom 1964).

One implication is, that, some optimal level of employee commitment might foster organisational adaptability. Organisations that are adaptable either induce commitment to their members or tend to attract and retain optimum level of committed employees.

People become members of the formal organisation because, they can attain the personal career related objectives they desire through their perceived membership only. If a person discovers that he can not obtain the rewards as he originally desired, either leaves the
organisation or he accepts those rewards which he can obtain and at the same time feels less committed to that organisation (Bateman & Strasser, 1984). 36

Hence, "the nature of one’s commitment to an organisation may undergo radical change depending on the relationship between belief and reality. Convergence of belief and reality would tend to strengthen commitment, while divergence should cause decreased commitment." (Goffman, 1961). 37

Following are some supportive empirical findings which highlight the implications of organisational commitment.

1. Highly committed employee may perform better than less committed ones. (Jaugh, Glueck and Osborn, 1978). 38

2. Commitment may represent one useful indicator of the effectiveness of the organisation (Edger Schein, 1969). 39

3. Lyman Porter et.al., (1974) 40 suggested that,"one of the most significant outcomes of the increased commitment of employees is a more stable work force".

4. According to Angle and Perry (1981) 41 "in an industry where labour pool and technological consideration would combine to make turnover particularly expensive, commitment to stay might exert more powerful impact on operating costs though indirectly".

Organisations whose members were strongly committed would have high participation and show voluntary efforts on
high production. Such organisations have relatively low levels of absenteeism, tardiness, voluntary turnover and show higher levels of operating efficiency. In addition, the committed employees engage in spontaneous innovative behaviours on behalf of the organisation (Steers, 1977).\textsuperscript{42}

**FACTORS INFLUENCING ORGANISATIONAL COMMITMENT**

Organisational commitment was studied through a variety of correlates, demographic and work concepts.

**A. DEMOGRAPHIC VARIABLES**

1. Age is positively correlated with organisational commitment whereas educational level is negatively correlated as reported in various studies (Sheldon, 1971,\textsuperscript{43} Hrebiniak and Alutto, 1972;\textsuperscript{44} Steers, 1977,\textsuperscript{45} 1977.a, Stevens et.al., 1978,\textsuperscript{46} Nick Oliver, 1984).\textsuperscript{47}

The argument often used to explain this relationship is that increasing age and decreasing levels of education tend to reduce the feasibility of obtaining desirable alternative employment and therefore tie the individual to present organisation.

2. 'Age and tenure' could function as predictors of organisational commitment because of their surrogate measures of investment in the organisation since they are negatively related to number of available alternative job opportunities.
'Tenure' could be indicative of non-transferable investments such as close working relationship with coworkers, retirement benefits and skill utilisation unique to particular organisations (Grube, 1990).  

Dunham et al., (1994) reports that tenure and lack of alternatives may be treated as sunk costs associated with organisational commitment.

3. Females were more committed to their employing organisations than males. The rationale usually presented for such findings is that females enjoy less inter-organisational mobility than males, though historically, women have been more involved than men in their work. This finding was consistent with researches which treated commitment as an instrumental attachment to organisational membership (Hrebinik & Alutto 1972, Steers, 1977).

4. Economic rewards such as pay, promotion, pension benefits etc. are found to have been positively correlated with organisational commitment (Allen and Meyer, 1990, Becker, 1960, Mottaz 1988, March & Simon, 1958, Sheldon, 1971).

5. Managerial hierarchy shows that higher the managerial level, higher is the commitment and vice-versa.
B. WORK RELATED VARIABLES

1. Work accomplishment and relationship with superiors are found to have influenced organisational commitment (Lee, 1971). Brown (1969) discovered that individuals tended to identify with the organisation in three situations.

   i) When they saw organisation as providing opportunities for personal achievement.

   ii) When they had power within the organisation.

   iii) When there are no other competing objectives, than organisational identification.

2. Hrebiniak and Alutto (1972) found that best predictors of organisational commitment were role tension, years of service, dissatisfaction with the bosses, and lack of organisational advancement (Career mobility).

3. Bruce Buchanan II (1974), in his research, "Building organisational commitment: The socialisation of managers in work organisation", attempted to identify the kinds of organisational experiences like role clarity, expectations realisation, job challenges, personal importance etc., which have the effect on stimulating commitment among managers.

   He further identified that years of service in the organisation, social interaction with peers and supervisors,
job achievement, hierarchical advancement etc., are the likely factors affecting organisational commitment.

4. Hall and Nougaim (1968) suggested that need changes and experiences one undergoes to gratifying the needs stimulate organisational commitment.

As such during the initial years in an organisation, basic training and initiation towards new work experiences are most critical in the career life of employees and as young persons they tend to have role readiness, plasticity and special motivation due to new placement, as their primary concern was career safety. This seems to influence the level of commitment of members (Schein, 1971, Caldwell, 1962, David & Hall, 1966).

When the years go by, in spite of their organisational experiences, they seem to express mature and realistic perceptions towards the organisation.

5. Other empirical studies report that
   i. Job challenge (Buchanan, 1974, Hall and Schneider, 1972),
   ii. Amount of feedback provided on the job (Ross and Zander, 1957, Porter & Steers, 1973),
   iii. Organisation trust and dependability (Hrebiniak, 1974),
   iv. Opportunities for social interaction and perception of personal investment or personal importance to the organisation (Sheldon, 1971) and
vi. Rewards or realisation of expectations (Grusky-1966). \(^71\) were also analysed and found to be related to organisational commitment.

6. Work experience was more closely related to commitment to the organisation (Steers 1977). \(^72\) This partially supports Buchanan’s (1974) \(^73\) study which described commitment as "a function of work experience, facilitating socialisation process and forming of group attitudes towards the organisation".

7. Further it was found out from Steers (1977) \(^74\) study that the following antecedent variables were significantly associated with commitment. They are

- Need for achievement
- Group attitudes towards the organisation
- Organisational dependability
- Perceived personal importance to the organisation and task identity
- Other four variables i.e., opportunities for optimal interaction, feedback, and expectations met had shown significant relationship with organisational commitment in a variety of sample population.

8. Meyer and Allen (1991) \(^75\) proposed that performance, promotability and intention to quit were found to be associated with different forms of commitment.
9. Steers and Porter (1983)\textsuperscript{76} found out earlier that employees show greater emotional involvement towards their work organisations, who believed that their contributions are highly valued and regarded positively by the organisation. This increases employee innovation and voluntary participation towards organisational growth and success.

10. Employees, managers and organisations are increasingly turning in to training as a means to address work issues (Goldstein, 1980,a.).\textsuperscript{77} Managerial training is used to improve current job skill, to prepare for career advancement and retool for new or challenging job requirements (Goldstein, 1989)\textsuperscript{78} and have become in many cases, the main socialisation process for new employees (Feldman, 1989).\textsuperscript{79}

Employees' organisational commitment levels are likely to predispose them to view training as more or less useful, both to themselves and to the organisation and also have influence on training effectiveness. Mowday et.al.,(1982)\textsuperscript{80} proposed that initial work experiences should influence the development of commitment through training.

From the exchange theory perspective, training may be viewed as an investment in the relationship between a person and company - and can contribute to an employees' organisational commitment (Farrel Rusbult, 1981).\textsuperscript{81} Employees may view an affective training experience as an indication
that the company is willing to invest in them and cares about them, thus training may enhance their commitment to the organisation. This should be particularly true if training met participant’s expectation and desires (Louis et.al.,1983). 82

When training fails to meet trainee’s expectations and desires, it will reflect on the attitudes towards one’s job on the negative side through dissatisfaction, lower commitment and voluntary turnover (Katzell, 1968, Hicks and Klimoski, 1987). 84

People who liked training and feels their expectations are met by training, demonstrated positive attitude towards the organisation. (Hoiberg & Berry, 1978). 85

Tannenbaum et.al., (1991) 86 study reveals that a comparison of pre and post training attitudes showed a significant increase in organisational commitment. Training fulfillment, academic self-efficacy, training motivation, and test performance in training were also positively related to organisational commitment.

ORGANISATIONAL COMMITMENT AND TURNOVER INTENTIONS

Samuel Aryee et.al., (1991) 87 studied the influences of the determinants of organisational commitment and turnover intentions among professional accountants employed in professional settings and non professional settings
(Accounting firms and non-accounting firms respectively) as staff accountants in Singapore.

The general findings of the study support the congruity thesis. The study revealed that

a. Job satisfaction, realisation of professional expectations and professional commitment contribute to organisational commitment.

b. Job satisfaction correlated positively with realisation of professional expectations.

c. Skill utilisation significantly affects the organisational commitment levels in non professional organisations where as professional commitment emerged as a significant predictor of organisational commitment in professional settings.

d. Realisation of professional expectation, skill utilisation and professional commitment were, through their affective reactions on job satisfaction and organisational commitment, influenced the turnover intentions of public accountants.

A multi-variate analysis of the determinants of job turnover, by Arnold and Feldman (1982), revealed that

Intention to quit the present organisation and actual turnover of chartered accountants taken for the study were influenced by overall job satisfaction, organisational commitment, perceived job security and intention to search for alternative jobs.

Intention to search for alternatives was strongly associated with age, job satisfaction and organisational commitment.
Turnover was found to be a function of tenure, intention to search for alternatives and perceived job security.

Realisation of expectations from the job (both skill utilisation prospects and rewards) was found to be a highly significant factor in determining the organisational commitment levels and turnover intention.

MANAGERIAL STAFF AND THEIR COMMITMENT TO THE ORGANISATION

Paul Hersey et al., (1990) reports that effective managers personally project pride in the organisation and they also instill the same pride in others. A manager positively demonstrates this managerial commitment towards the organisation in three ways.

1. Building the image of the organisation by constantly projecting it in a positive way. The excellent manager builds supports for what the organisation does and effectively prevents deviations from systems and procedures.

2. Showing loyalty to the organisation by supporting the higher management by his active "lead up" in the organisation. Excellent managers take decisions from the above, "make them work and expects others to do likewise".

3. They operate by the basic organisational values. If the organisation has clearly defined and communicated a set of basic beliefs, it is managers' responsibility to
function in a manner consistent with those fundamental beliefs of the organisation. Managers are clearest models of what the management stands for.

4. An excellent manager has commitment to task and
   - knows and supports the mission of organisational goals and objectives.
   - ties individual objectives to longer organisational goals.
   - Places greater emphasis on accomplishing the mission than on procedures.
   - Give more importance to organisation, people and teamwork.

ORGANISATIONAL COMMITMENT AND JOB SATISFACTION

Over the last two decades researchers have identified a number of variables that appeared to contribute to either job satisfaction or organisational commitment. These variables can be roughly divided into three groups.

1. Variables that describe job/work characteristics.
2. Characteristics of organisation
3. Characteristics of employees.

Several studies have reported existence of relationship between job satisfaction and organisational commitment.

Bateman and Strasser (1984)\textsuperscript{90} found commitment to be precursor of satisfaction. Marsh and Mannari (1977)\textsuperscript{91} and Williams and Hazer (1986)\textsuperscript{92} found satisfaction to be a precursor of commitment. Porter et.al., (1974)\textsuperscript{93} simply found the two as highly correlated. But contrary to the above Curry
et. al., (1986)$^{94}$ found no evidence of causal relationship in either direction.

Mathieu and Zajac (1990)$^{95}$ conducted a series of Meta analysis between organisational commitment and a variety of variables including job satisfaction.

They obtained an average of correlation of.53 across 43 studies (total = 15531) between organisational commitment and overall job satisfaction. Brook, Russel and Price (1988)$^{96}$ performed two sets of confirmatory factor analyses that illustrated discriminant validity among measures of job involvement, job satisfaction and organisational commitment. The results of these studies suggested that although job satisfaction and organisational commitment are strongly correlated, they do constitute different concepts.

The nature of the relationship between job satisfaction and organisational commitment has been a point of debate among researchers. This issue becomes particularly important as management practitioners consider the relative utility of different organisational interventions. If ‘change agents’ introduce interventions designed specifically to increase job satisfaction, and satisfaction acts as a precursor to commitment, then organisation will reap benefits from the increases in both variables.

Alternatively, if commitment is a precursor of satisfaction, then such an intervention would have a more limited effect.
Porter et al., (1974) suggested that satisfaction represents an unstable and immediate affective reactions to work environment compared with organisational commitment, which they viewed as a long term slower developing attitude. Therefore, they proposed that satisfaction would causally precede organisational commitment. Mathieu (1988) and Mathieu and Hamel (1989) found support for satisfaction as an antecedent of organisational commitment.

Williams and Hazer (1986) used confirmatory structural modeling techniques and re-analysed results from studies conducted by Michaels and Spector (1982) for models in which job satisfaction was placed causally prior to organisational commitment.

However, Farkas and Tetrick (1989) suggested that causal relationship between satisfaction and commitment may change over time.

ANTECEDENTS OF COMMITMENT AND JOB SATISFACTION

1. Task characteristics have been widely viewed as antecedents of job satisfaction (e.g., Hackman and Oldham, 1980; Fried and Ferris, 1987).

2. Mathieu and Zajac (1990) found support for a relationship between perceived task characteristics, and organisational commitment.
2. Perceived training characteristics were hypothesised to have positive influence on both satisfaction and commitment, when tested on military cadres (Mathieu, 1988).

3. Jackson and Schuler (1985) conducted a Meta analysis of the correlates of role ambiguity and role conflict and found that moderate relationship exists to show influence on job satisfaction and organisational commitment.

4. Mathieu and Zajac (1990) included greater number of studies in their subsequent meta analysis and also found support for moderate level of correlations between role ambiguity and role conflict and organisational commitment. Further role overload and role strain were also found to have negative relationship with commitment.

5. Kemery et.al., (1985) found that role related constraints experienced by the employees influence the level of job satisfaction and subsequent thinking of "propensity to leave the organisation."

6. Previous researches suggest that "achievement motivation" correlated significantly with organisational commitment and job satisfaction (Steers and Spencer, 1977)
7. Likewise experience (tenure) in the organisation had a positive influence on organisational commitment and job satisfaction. (Mathieu, 1988).

Jones and James (1979)\textsuperscript{108} explained that Group/Unit training and level of understanding/cohesion in an organisation correlated highly with standards of performance and job satisfaction, which influence the level of commitment.

More so, feedback, opportunity to meet challenges etc. have impact on job satisfaction, perceived personal well being and subsequently on the level of organisational commitment.

Mathieu (1991)\textsuperscript{109} in his study on cross level non recursive model of the antecedents of organisation commitment and job satisfaction, developed and tested with survey responses from 588 US Army cadets found that,

a. Commitment and satisfaction were found to be reciprocally related, where influence of job satisfaction on commitment was found to be more stronger than the reverse effect.

b. Influence of role strain and training effect on organisational commitment were completely moderated by job satisfaction.

c. Organisational environment, scope for feedback and work challenges significantly affect the work
performance of the individual as well as group/or unit performance, which affect the levels of satisfaction and subsequently on affective reactions towards organisational commitment.

d. Likewise achievement motivation and the perceived realisation of professional expectations have shown a significant influence on both job satisfaction and organisational commitment.

Glisson and Durick (1988)\(^{110}\) found that personal characteristics like age, sex, education and income significantly predict organisational commitment but play no role in predicting satisfaction. Job experience and work need fulfillment affect job satisfaction, which in turn seem to influence organisational commitment. Employees' perceived organisational dependability correlated with both job satisfaction and organisational commitment.

ORGANISATIONAL COMMITMENT MODELS

Nick-Oliver (1984)\(^{111}\) designed a contingency model which gives a comprehensive picture of the development of commitment process, shown in Figure 1.

He explained that expectations of the individuals combine with the features of work environment to produce perceptions towards organisations.
FIGURE - 1
NICK-OLIVER'S CONTINGENCY MODEL OF ORGANISATION COMMITMENT

Individuals
Expectations  Values

Channels of influence

Perception

Commitment (Attitudinal) and behavioural

Work environment Organisational / opportunities rewards / & constraints
These perceptions, moderated by individual values and environmental features, (for example, supervisory practices, payment systems and so forth) develop into attitudes and behaviour. These 'attitudes and behaviours' feedback to the individuals in the form of value perceptions and attitude modification and in work environment to produce commitment to the organisations.

Richard M. Steers (1977), in his study on "Antecedents and outcomes of organisational commitment", developed a model of organisational commitment and its behavioural outcomes (Figure 2). He found that,

1. Highly committed employees have a strong desire and intention to remain in the organisations.
2. Show greater effort on the job.
3. Willing to contribute towards organisational goals and expectations.
4. Low absenteeism and turnover.
5. Age, opportunities for achievement, education, job characteristics and role tension are shown to be influencing organisational commitment.

The above models are based on the study of the commitment level of non managerial personnel. However, the present study deals with the commitment perceptions of corporate executives. Therefore a comprehensive model is needed to study their commitment perceptions. Based on the review of past research in this area, an attempt is made to develop a theoretical model for executive commitment which is illustrated in the concluding part of this chapter.
FIGURE - 2
RICHARD STEERS MODEL SHOWING HYPOTHESESSED ANTECEDENTS AND OUTCOMES OF ORGANISATIONAL COMMITMENT

1. Need for Achievement
2. Age
3. Education

Personal characteristics

1. Task identity
2. Optional interaction
3. Feedback

Job Characteristics

Organisational Commitment

OUT COMES
1. Desire to remain
2. Intent to remain
3. Attendance
4. Employee retention
5. Job performance

1. Group attitudes
2. Optional dependability
3. Personal impact

Work experience
"The general topic on careers have been consistently studied for many years in the west. Behavioural scientists have generally focused their efforts on related career topics like occupational career choice, career development and career mobility" (Hall, 1976). The concept of career commitment is related to the comprehensive study of career oriented attitudinal behaviours of individuals in their career life.

According to Hall (1971) career commitment is, "....the strength of one’s motivation to work in a chosen career role".

As described by Lodhal and Kejner (1965), Commitment to entire career field or role is to be distinguished from commitment to job (i.e.) job involvement. Further, many terms like "occupation, profession and career have been used interchangeably in the commitment literature. Meyer et.al., (1993) choose to use the term ‘occupation’ rather than profession, because both professionals and non professionals can experience commitment to the work they do. They attempted to apply the three component model of organisational commitment which they developed (affective, continuance and normative forms of commitment) to examine the concept of occupational commitment. They choose to avoid using the term ‘career commitment’ as suggested in Blau (1985) and
Arnold (1990) study, arguing that there is an element of ambiguity in the meaning of 'career'.

They defined career as a planned pattern of work from one's entry into the work life till retirement such as involvement in a particular job, occupation, or profession.

Hence, 'career' is a much broader term than other forms of work related nomological constructs, and in its comprehensive form it means the pre-determined approach of an individual to design a particular way of life through a chosen occupational role.

**CAREER COMMITMENT - DIFFERENT CONCEPTUALISATIONS**

1. Greenhaus (1971, 1973) in his studies, used a concept 'career salience' and measured it by taking three dimensions. They are:
   i. Personal attitudes towards work in general,
   ii. Vocational Planning and thought and
   iii. The relative importance of work.


   But this seems to be the concept of 'work involvement' (Kanungo, 1982) which is defined as the importance of centrality of work throughout one life."
Thus there seemed to be conceptual ambiguities in defining career commitment in many studies (Gorn and Kanungo, 1980) and Morrow (1983).

Researches on concepts related to career commitment, such as professional commitment, occupational commitment and career orientation, when viewed in broader perspective, pave way for precise definition and measurement of career commitment.

Further it is important to identify "career commitment" in more specific terminology than 'work in general' so that it is distinctly measured without any conceptual redundancy in comparison with other commitment measures like work involvement, job involvement or occupation commitment (Gary J. Blau, 1985).

Although the referents 'profession and occupation' or 'vacation' are somewhat restrictive, past researches on these concepts clearly focus on the individual's willingness and perception towards his job or work related concepts, with respect to his career life plans. Further the determinants of career commitment can be choosen from the pool of items and dimentionalities prescribed in variety of work related commitment researches.

Hence, a more cohesive and meaningful measurement of career commitment is attempted in the present study drawing from the three important related concepts namely professional commitment, occupational commitment and career orientation.
PROFESSIONAL COMMITMENT

One approach to measuring professional commitment is to ask individuals, the extent to which they engage in certain professionally related activities such as reading journals, attending meetings or joining association (Price and Mueller, 1981). Professional commitment can also be operationalised in terms of the individual's reluctance to leave his/her professional role. (e.g., Thornton, 1970).

OCCUPATIONAL COMMITMENT

It is defined as a strong identification with the chosen profession, and it can be operationalised in terms of the individual's desire to remain in an occupation inspite of the availability of feasible alternatives (Downing et.al., 1978).

There is an element of restraint or limitation in this particular concept, when considering the ground realities in India. Unlike in western countries, alternative job chances, altogether different from the present occupational choice are not that much feasible in India. Once a person is engaged in and acquainted with a particular line of career or profession, alternative job chances in terms of switching over to different organisations are possible, but chances are remote for changing the present line of work activity. The changes of occupation is possible only for those who have mastered in more than one line of profession whose percentage is very much less in India.
CAREER ORIENTATION

This concept has been defined in different ways with many dimensions.

One of the dimensions which Liden & Green (1980) found to be part of career orientation was individual's interest in larger class of work activities than those associated with specific job or organisation like,

i. acquiring more expertise and knowledge in the chosen career line.

ii. willingness to take responsibilities on innovative efforts.

iii. associating with persons who are in the same field, with a fundamental aim to develop his skills and update the knowledge.

Greenhaus (1971) in his investigative study on career salience in vocational behaviour has earlier advocated this view.

PREDICTORS OF CAREER COMMITMENT

Researches on career issues show several different perspectives.

One perspective called differentialist view (Van Maanen & Schein (1970)) emphasises individual differences (e.g., personality) as the primary predictors of subsequent individual career behaviour (Holland 1966).
A second perspective called organisational view emphasises situational characteristics (e.g., superior subordinate relationships, ‘work in general’ in the organisation etc.,) as predictors of the subsequent individual career behaviour (Hall, 1971).

Based on these ideas, London (1983)\textsuperscript{126} has presented a broad theoretical framework suggesting that both individual and situational variables are important predictors of career behaviour. Specific individual characteristics suggested in his model include

1) Primacy of work in one’s life
2) Internal control - in which one choose to identify with his profession or career psychologically.
3) Development orientation
4) Job Involvement (with respect to specific work related measures).
5) Organisational commitment, moderated by his career related prospects and expectations in the work organisation.

Specific situational characteristics which he suggests that can help predict career commitment are

i. Organisational ambiguity, in terms of clarity, structure and stability of work goals and methods.

ii. Superior relationship and control in work situations.

‘Gary Blau’ (1985) in his study on prediction and measurement of career commitment investigated
a) If a distinct measure of career commitment could be operationalised and
b) Such a measure showed a different relationship to withdrawal cognitions scale more than measures of other work commitment concepts.

Significant findings reported in the study are:

1. Career commitment is quite distinct from job involvement and organisational commitment.

2. Career commitment showed significant negative relationship to career withdrawal cognitions - whereas job involvement and organisational commitment did not show negative correlation for the same.

3. However, job involvement and organisational commitment show significant negative relationship to job withdrawal cognitions - whereas career commitment does not.

4. The results indicate that "Job" and "career" should not be used in the same sense for turnover research - as they are two different terms altogether.

5. Turning to predictors of career commitment, two individual and two situational characteristics were found to be the best predictors of career commitment.

"Unmarried persons with more work experience" and "low role ambiguity and high supervisor initiating structure" help leading to stronger career commitment.
TURNOVER INTENTIONS IN ORGANISATIONAL COMMITMENT AND CAREER COMMITMENT

Many studies on turnover research explained that turnover intentions of individuals are influenced by specific job conditions, job involvement, job satisfaction and organisational commitment (because a job is often associated with the organisation.

However, career commitment would not necessarily be related to such withdrawal cognitions since it is associated with a broader set of references like profession, occupation etc., than the specific job. Yet, an individual with a higher level of career commitment should less likely to have career withdrawal cognitions.

The rationale for posing these differing relationships is drawn purely from Gouldner's distinction between "Locals Vs. Cosmopolitans". Individuals with high local orientation are high on loyalty to the employing organisation and likely to use an inner reference group orientation. Since such individuals are more likely to be committed to their organisation and involved in their jobs, they are less likely to think of leaving the job.

Meanwhile, individuals with a high cosmopolitan orientation are low on loyalty to their organisations and likely to use outer reference group orientation (like professional association). Such persons are more likely to be
committed to their professions and less likely to think about leaving the organisations.

Yet, individuals with high career commitment will more likely to leave a job, if they feel it will enhance their career prospects.

RELATIONSHIP BETWEEN JOB, ORGANISATION AND CAREER COMMITMENTS AND WORK OUTCOMES

An individual in a work setting experiences simultaneously varying degree of commitment toward several aspects of working life, such as employing organisation, the job, task or personal career. Work outcomes, therefore, may be better understood as a function of all such commitments combined rather than a function of one commitment type or another separately.

For example, a person may be committed to job or work but not necessarily to his organisation (Stevens et.al., 1978). Similarly, the most likely behaviour to be affected by job commitment would be the task oriented behaviour. Likewise, overall performance effectiveness is affected more by an effort put into a task than by the degree of attachment to the organisation.

Work behaviour may also be affected by a commitment to personal career. Greenhaus (1971, 1973) investigated the concept primarily in the context of career choices. Since career commitment may be characterised by an individual, as
a long term and future orientation, it is not expected to be associated with present work outcomes as strongly as organisation or job commitment are.

Based on the above, a model of commitment types and work outcomes is presented in Figure 4, as suggested by Wiener and Vardi (1980).

THE NORMATIVE VIEW HYPOTHESIS

Another aspect of commitment-outcome relationship is the extent to which the overall magnitude of this relationship that vary across diverse occupational groups and work situations (Wiener. 1982).129

'Wiener' used Fishbein's (1975)130 notion of behavioural intention, where a distinction is made between two types of beliefs: beliefs about consequences of a given act and a normative belief about a given behaviour. Commitment is predicted on the latter type. According to this view, a committed individual retains membership in the organisation or exerts high degree of task efforts, not because he has figured out that doing so is to his personal benefit, but because he believes that he should behave this way since this is the right and expected behaviour. This work behaviour can be viewed as a function of two processes i.e., motivation and commitment.
FIGURE 3
A MODEL OF TYPES OF COMMITMENT AND BEHAVIOURAL OUTCOMES

Commitment Type

Job / work

Efforts

Career

Performance effectiveness

Intention to Stay

Attachment

Behavioural outcomes

Organisation
Weiner and Vardi (1980) research on the commitments and behavioural outcomes of insurance employees and professionals in a chemical manufacturing firm suggested that

1. It may be theoretically sound to view commitment as a normative attitude, based on values and expectations in terms of loyalty and duty. This view requires a separation of normative processes from calculative ones in the prediction of work behaviours. It leads to the expectation that the relationship between commitments and work behaviour will be especially strong in work situations where members involvement tends to be value based.

2. Professional employees show higher relationship on commitment based behaviours than commission based insurance agents.

3. While the professional employees exhibit normative view of affective attachment towards the organisation, Insurance agents supported the calculative view, as predicted in Hrebiniak and Alutto (1972) study.

4. Calculative organisational commitment and work commitment leads to job satisfaction and vice-versa. Hence, individuals who feel a strong desire to stay in the organisation are also more satisfied with their work and organisations.
5. The relationship between commitment types and work behaviours are systematic and predictable.

6. Job commitment mostly associated with work effort and performance effectiveness, but organisational commitment is primarily related to attachment to the organisation.

7. Professionals show a relatively better level of career commitment than insurance agents - who are treated as non-professionals.

ORGANISATIONAL/PROFESSIONAL COMMITMENT ORIENTATIONS

Some studies indicate that corporate professionals are able to harmoniously relate their organisational and professional activities, if their situation within the organisation reaffirms certain principles of professionalism (Kornhauser, 1962).  

The degree of professionalism in the organisational involvement of managerial personnel, therefore is an important determinant of the compatibility of the two commitments.

The findings of Russel Thornton's (1970) study suggest that professional and organisational commitments are compatible provided an individual feels satisfied on organisational/professional experiences and perceives an organisational situation as reaffirming and exemplifying certain principles of professionalism like, adaptation of
special knowledge and skills, better supervision and control etc. This would help an individual to involve more effectively in his professional responsibility, thus more favourably deposed towards his organisation also.

Nissim Aranya and Ferris (1983)\textsuperscript{133} studied the perceived organisational - professional conflict among the American and Israeli professional accountants and developed a model to represent their findings (Figure 4).

They argued that the root of organisational / professional conflict, stems, in part from the use of control systems in an organisation. As long as the organisationally directed behaviour is consistent with the specified ethical code of an individual, conflict will not arise and vice-versa.

All the three forms of commitment, i.e., Organisation, Profession and career correlated negatively with intention to leave the profession.

Organisational commitment measures also correlated significantly with intention to leave the occupation, the professional activity and supervisor evaluation of performance.

Continued employment in an organisation seems to develop positive involvement in the occupation.

Organisational and career commitment was related to positive experiences in the organisation like job
FIGURE 4
MODEL SHOWING PERCEIVED ORGANISATIONAL-PROFESSIONAL CONFLICT

Organisational Commitment → Perceived Organisation Professional Conflict → Job Satisfaction

Organisation Professional Conflict → Professional Commitment

Job Satisfaction → Migration Intentions

Organisational Commitment → Perceived Organisation Professional Conflict → Professional Commitment

Migration Intentions → Job Satisfaction
satisfaction, better training experience and increased investments in an organisation like years of experience, employment status, Income and service benefits.

Commitment to the occupation/present career correlated positively with behavioural outcomes like, professional activity, voice, citizenship and negatively with intention to leave, absenteeism and feeling of neglect.

Employee behaviour on the job seems to be influenced jointly by commitment to the organisation, occupation and career.

CAREER MOBILITY AND ORGANISATIONAL COMMITMENT

General findings of Oscar Grusky's (1966) study on career prospects in an organisation revealed that managers with moderate career mobility were:

- Less committed to the organisation and most committed managers were those most mobile in their career path.
- Strength of organisational commitment was positively associated with seniority.
- Differential mobility expectations such as managers receiving some promotions may feel a weaker commitment, when their rewards prove smaller than anticipated.

The study also revealed that

1. There is a positive relationship between professional and organisational commitment.
2. Organisational/professional conflict is negatively related to job satisfaction and positively related to migration intentions.

3. Reward systems, management position, conflict between work standards and procedures in an organisation and ability utilisation are important variables that contribute to the perceived organisational and professional conflict and are responsible for the level of satisfaction and the intention to migrate from the current organisation.

In an exploratory study on commitment to organisations and occupations, Meyer et.al. (1993) found that both affective and normative commitment correlated significantly in a positive direction with intention to remain in the present occupation.

- Managers with less education and having more experience showed stronger commitment, than did the managers with higher academic qualification.

- Managers seem to compare their progress on upward mobility with others in similar positions of corporate hierarchy. Female managers and managers with less educational background showed higher commitment levels because of the rewards they perceived were found to be related to their career expectations, much higher than their expectations.

On the other hand, male managers and those with higher educational and professional background, having considerable job opportunities elsewhere, showed inconsistent levels of organisational commitment.
It seems that lack of available alternative opportunities at a similar managerial status influences to promote strong commitment with the present organisation.

This study suggested that greater the obstacles, the individual has to overcome in order to obtain organisational rewards, the stronger is the commitment.

Larson (1977)\(^1\) in his findings reported that professionals' commitment to profession and employing organisation are mutually exclusive attitudes and his commitment develops during the professionalisation of his work/job and further accelerated in the process of being socialised in the chosen profession. This confirms the view that professional/career related commitment and organisational commitment are situational specific and hence a function of the specific organisational and cultural settings (Hall, 1967),\(^2\) Montagna, 1968).\(^3\)

Further, organisational commitment logically develops only after the professional has accepted employment in a given organisation. Since the decision to join a particular profession in a choosen career field logically precedes the decision to join a particular organisation, these two attitudes seem to be sequentially dependent, rather than mutually exclusive (Sorensen, 1967).\(^4\)

Aranya et.al.,(1983)\(^5\) reported that organisational and professional career conflict was related to individual’s level of job satisfaction and turnover decision.
Samuel Aryee et al., (1991) in his study on the attitude of professional accountants employed in different organisations reviewed that job satisfaction, realisation of professional potential/or expectations and individual's professional and career oriented perceptions contribute to the level of organisational commitment. They argued that realisation of professional expectations and scope for skill utilisation of managerial staff were unrelated to turnover intentions directly but indirectly through occupational commitment and job satisfaction.

They suggested that organisations which employ professionals and executives may need to understand sources of professional's job satisfaction by providing healthy work environment to induce professional values and culture. This will facilitate the enhancement of professional and organisational commitment of management personnel as their career related aspirations are fully satisfied.

Thus, the discussion on the career commitment and the review of past research reveals that career commitment consists of mainly two aspects namely professional commitment and career orientation. The present study uses these two dimensions for the measurement of career commitment. Professional commitment includes three aspects i.e. professional involvement, professional loyalty and professional identification. Career orientation includes,
acquiring career related knowledge, affiliation with professional network and career growth.

VALUE PERCEPTIONS

Values are measures of worth given to events in life. Basically, for an individual, values represent preferable modes of conduct based on strong convictions and significantly influence the behavioural patterns in different ways (George Edgin, 1978).

There are different views on the dimensions of 'values' and its classification. One approach which is relevant to the present study is ERG theory (Existence, relatedness and Growth).

ERG - THEORY

Clayton Alderfer of Yale university has reworked Maslow's need hierarchy to align it more suitably to facilitate empirical research. His revised need hierarchy is labeled ERG theory.

Alderfer argues that there are three groups of core needs i.e., existence, relatedness and growth.

The existence group of needs are concerned with fulfillment of basic material and existence requirements. Maslow's physiological and safety needs are brought together in this group.
The relatedness group of needs incorporates the desire to maintain important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's love need and external component of his esteem classification.

Finally, Alderfer isolates growth needs as an intrinsic desire for personal development. This includes Maslow's intrinsic component of esteem needs, like self-actualisation, enrichment of innerself etc.

Further, ERG theory demonstrates in contrast to Maslow that (1) more than one need may operate at the same time. (2) If the gratification of higher level need is stifled or difficult, the desire to satisfy a lower level need increases.

ERG theory, unlike Maslow does not assume rigid hierarchy and assumes that individuals' need structure is primarily based on the inherent values of individuals. Therefore need satisfaction is instrumental to value satisfaction.

Thus, by focusing upon persons' values we would be dealing with a concept that is more central, more dynamic and more economical, from the organisations' as well as individuals' perspective.

Clayton Alderfer's modified need hierarchy, thus collapses Maslow's five hierarchical needs into three i.e., Existence, Relatedness and Growth (ERG).
PHYSIOLOGICAL NEEDS / EXISTENCE NEEDS

Needs required to preserve human life. They include all of what Maslow termed as physiological needs relating to material safety.

SOCIAL NEEDS / RELATEDNESS NEEDS

They refer to all socially intended needs i.e., how people relate to their surrounding social environment. These include the need for meaningful social and interpersonal needs.

ESTEEM - SELF ACTUALISATION / GROWTH NEEDS

They reflect the individual's desire to be self confident, productive and creative. The desire to engage in tasks that require the full utilisation of abilities and that develop additional capabilities and skills.

This ERG model is born out of reality that all needs are prescribed by values and values in turn operate as boundary for the needs.

Maslow's five basic needs and McCelland's three motives (need for affiliation, need for power and need for achievement) have been incorporated into this three level classification.

The three major categories of needs have been treated as work values for the purpose of this study. Since, as suggested by Rokeach (1968), values may be seen as the
cognitive representation of inherent faith and induce transformation of needs into satisfaction. But, it is also realised that the relationship between values and needs is not isomorphic.

VALUE PROFILES OF EXECUTIVES

With the rising unemployment in India one has little to choose - in one's occupations. Hence the study of occupational choice and values may be a doubtful starters.

But there is a possibility that the person's being in a occupation itself may exhibit different value profiles.

It is in this context that an attempt is made to study the value profiles of executives. The study assumes importance because these executives belong to the profit-oriented corporate sector and their operations are aimed at or they are directed to fulfill the corporate objectives and goals adapting the distinct culture of the organisation. This makes them variable, as they are often forced to make structural adjustments with in themselves on factors like organisational values and their own personal values, which in turn have implications on organisational and personal career oriented perception.

WORK VALUES AND COMMITMENT

Measurement of work performance (Merrens and Garrett, 1975), central life interests of American managers (Dubin
and Goldman, 1972), organisational effectiveness (Conner and Becker, 1975), organisational commitment (Dubin et al., 1975) and job satisfaction (Blood, 1969) were all studied in relation to value perceptions of executives in organisations. Protestant work ethic, and Central Life Interest (CLI) are often used as different dimensions of value system, to measure the work orientation of individuals in organisations.

Dubin, et al., (1975) found that workers with a central life interest (CLI) in work had a higher commitment to their work organisations. The theoretical rationale underlying central life interest and organisational commitment is two fold. First, some individuals prefer work organisations as the instrument for carrying out their life activities. Second, if work is considered central, then attachment to the institution which provide work opportunities should be greater than if the central life interest of an individual is not oriented towards organisation in general, but on his personal career mobility.

This finding was earlier suggested by Weber (1958) in his pioneering research, who related success in business to religious belief. He proposed that the protestant - calvinistic faith had a spiritual thrust towards capitalism and was based on the assumption that work and financial achievements were means to achieve not only personnel goals but religious goals as well.
As a result, the holder of protestant ethic is committed to the values of hard work, to the work itself as an objective and the work organisation as the inevitable structure with in which those internalised values can be satisfied.

The Dubin et al. study used a combined measure of organisational commitment reflecting the willingness of the individual to stay with the organisation, willingness to exert high level of effort and acceptance of the values and goals of the organisation.

They argued that the work as central life interest is affected by unhealthy work environment like poor salary, undesirable colleagues, improper work allocations etc., and variations in the perceived satisfaction of inherited values leads to variations in the level of commitment organisation.

Werkmeister (1967) while discussing the value orientations and commitment, points out that, the act of commitment is simply a manifestation of individual's own self, and the value considerations leading to commitment reflect value standards that are basic to individual's existence as a person.

Aryeh-Kidron (1978) in his study on "work values and organisational Commitment" found the following results.

1. Age, tenure and income were positively associated with organisational commitment.
2. Income was associated with moral commitment in a small sample of personnel officers.

3. Education was negatively related to the protestant ethic value in case of insurance employees and hospital employees.

4. Respondents reporting greater job identity, feedback and autonomy had higher commitment to the organisation.

5. There were only scattered significant associations between job characteristics and satisfaction as predictors of moral and calculative commitment towards work organisations.

6. Values appear to be related to mainly to the identification with the organisation and internalisation of its values and goals.

7. Value orientations and commitment to the organisation are not global - it maybe reflected on the symbolic characteristics of organisation as well.

8. The environment of the organisation, its technology, structure and goal configuration might be relevant in combination with the protestant ethic, to predict moral and calculative commitment towards organisations.

9. It seems important to recognise that value orientations may be associated with stronger moral identification with the organisation, but not necessarily to remain in a given system.

10. There is complex interaction of task characteristics, demographic variables and value systems of individuals, responsible for predicting organisational commitment.

Many studies on values and value systems have been conducted in western countries, but only a few studies are available in this subject in Indian conditions. The value system prevailing in India is different from the west. There are many studies on the subjects like performance, productivity, motivation morale, job satisfaction and job involvement. But, obviously, studies on the influence of value perceptions of corporate executives on organisational commitment and career commitment are not attempted yet.
In view of the present corporate scenario in India, where organisations are fast changing their outlook to meet the global competition, it is suggested that, personal value perceptions of executives also may have greater influence on their organisational and career commitment phenomenon.

RESEARCH STUDIES ON 'WORK CENTRALITY'

Though the concepts of work involvement and work centrality have been used extensively in the literature (e.g. Dubin, 1956, Kanungo, 1982, Lodahl & Kejner, 1965), there are inconsistencies with regard to nomenclature that has resulted in considerable ambiguity in their meaning and measurement.

There are numerous examples of terms like work alienation, work involvement, job commitment, work commitment etc., which are used by researchers to describe both attitudes or orientations towards 'work in general' and attitudes or orientations towards 'present job'.

In this present study, the concept of 'work centrality' is chosen to examine its influence if any on the commitment phenomena.

The main reason being, it is inferred from the practical observations that, business executives in general exhibit high level of work involvement in discharging their duties, which cannot be defined in a limited sense of job involvement. They are, by virtue of their position in an
organisation, discharge variety of management functions, seem to be imbied with a positive work culture and high work involvement. Hence, it is hypothesised that the executives' perceptions on work centrality may have strong influence on cultivating favourable impression towards the employing organisation (organisational commitment) and also on the prospects of their career related plans and objectives (career commitment).

Earlier work involvement concepts highlighted the performance - self esteem and self image contingency, where individuals identify psychologically with their jobs/work. (Rabinowitz and Hall, 1977).151

The concept of 'work centrality' appears to have origin in Weber's formulation of protestant work ethic (PWE). Later Dubin(1956) extended Weber's concept to include it in his formulation of 'work' as 'central to life interest', which provided insight into the importance of work in individual lives. In its broader sense the concept captures the theme of centrality or importance of work in general rather than involvement in the present job or position in a work organisation.

Kanungo (1982) developed two measures one for work centrality (Which he called as work involvement) and one for job involvement. For example, he pointed that, 'socialisation' together with the 'protestant work ethic' is one way in which individuals learn to value work, but that is
not the only way. Individuals may come to believe through their own experiences that work is to them, a central component of their life.

Therefore, work centrality is seen as a concept developed through the socialisation processes, embedded on the individuals' minds, which they seem to rigorously follow. Hence, it is presumed to be a relatively stable set of beliefs that does not fluctuate greatly in response to the conditions in the immediate work environment.

Under the circumstances, if the inner urge towards the scope for realizing their 'work centric' attitude is not possible in the present work organisation, there is a possibility that their level of organisational orientation may decline and they will be more poised towards fulfilling their career related needs by seeking better organisations to feed their 'work centrality' norms.

According to Kanungo's reformulation, involvement either in the context of present job or with 'work in general' can be viewed as a cognitive or belief state of psychological identification. An individual's psychological identification with a particular job or (with work in general in turn) depends on the

a. saliency of his or her needs (both extrinsic and intrinsic) and

b. the perceptions he or she has about the need satisfying potentials of the job (or work).
Kanungo (1982) explains that work involvement or work centrality refers to the involvement of work in general or centrality of work in one’s life through normative belief about the value of work in one’s life and it is more a function of one’s past cultural conditioning or socialisation.

Work involvement should also be distinguished from protestant work ethic. Protestant ethic is only symbolizing a person’s belief in work culture, which is evident in other religious or societal faiths also (e.g. Karma or duty as a supreme code of faith (Bhagavath Gita). It may not be even a necessary condition for work involvement to develop. It is conceivable that work involvement is also different from job involvement measures developed by Lodahl & Kejner, 1965, and work values of Blood (1969).

Different studies on job and work involvement by Kanungo, and Gorn & Kanungo suggest the following:

1. It is explained that involvement in one’s present job stems primarily from the perception of need satisfying potential of the job, whereas involvement with work in general is more a matter of past socialisation and experience.

2. Hence, job satisfaction seemed to be more strongly associated with job involvement than work involvement. It is because work centrality is a culturally conditioned normative belief and is not directly dependent on present job satisfaction.

3. One possible outcome of lesser job satisfaction will be a person’s intention to change the organisation, with a view to fulfill his ‘work centric’ needs, when the present job does not provide for objective involvement to the incumbent’s satisfaction.
4. Finally it has been argued that employees with salient extrinsic needs are as likely to be involved in their job as employees with salient intrinsic needs, provided they have equal levels of job satisfaction.

Individuals with 'work centrality' measure valued "interesting nature of work and responsibility" as being the two important intrinsic job outcomes.

Each member of the extrinsic group on the other hand perceived the two extrinsic outcomes money and security as the two most important job outcomes.

Greenhaus (1973) measured the intensity of "general attitude towards work in one's life" and relative importance of work in general.

Marshall and Wijting (1982) also, when focusing his attention on career commitment, emphasised the need for work centrality concept as a pre-requisite for career orientation of employees in the work organisations.

Kanungo's (1980) work involvement measures centres around two major concepts.

1. Work should be considered central to life
2. Individuals personal life goals should be work oriented.

Paul Brooke et al., (1988) in their study revealed that, Work involvement (work centrality) refers to a personal code of ethics regarding work in general (normative belief)
and is distinguishable from job involvement which is related to the cognitive belief regarding a specific job. Thus, while the job involvement is related to the work environment, work centrality is more related to personality and values.

Hence, it can be said that 'work centrality' is an attitudinal outcome, more centered towards the professional demands of the executives than to represent 'on the job settings' as experienced by them.

Empirical evidences detailed above, on work centrality/involvement conceptualisations suggest that individuals' value expectancies on work commitment and their normative belief towards evaluation of work attitudes, play a significant role in influencing the related organisational outcomes like organisational commitment and further affect the career orientations of employees in general, on their calculative career development plans. In this respect, corporate executives seem to be more conscious about, the 'work' related expectations both in terms of their subjective views and the opportunities available to them to fulfill their 'work and career' related needs in the employing organisations.

Many studies dealt with the samples from non-managerial cadre, with different population and from different organisations. Therefore, regarding involvement in the present job, where the conditions of routine working hours or production targets operate, may hold good from the point
of view of workers and therefore job dissatisfaction and other non-fulfillment of work expectations or organisational polices and environment may dampen his spirit of working with due responsibility on the job.

But, the same yard stick cannot be applied to business executives, operating as management staff with functional responsibilities. Hence, 'work centrality', in a broader perspective of executives' attitude towards 'work' in general (not restricted to defining their "on the job responsibilities only") are taken for the present study.

It is hypothesised that such enquiry on work centrality will strengthen the efforts to understand executives' work orientations and its likely influence on their organisational and career commitment perceptions.

Blau and Boal (1987)\textsuperscript{152} predicted that various combinations of organisational commitment and work involvement will have a distinct consequences for organisations.

For example, employees who exhibit both high organisational commitment and high work involvement in discharging their duties and responsibilities should be least likely to leave organisations voluntarily.

Employees who perceive less scope for the realisation of their intrinsic 'work commitment' attitude, due to various inadequacies they experience in their work
organisations, are likely to show low levels of organisational commitment. In such a situation they are likely to show 'apathetic' attitude towards the present job, considering the conditions in which they have to operate and are likely to leave the organisation voluntarily.

Blau and Boal designated employees with high work/job involvement and low organisational commitment as 'lone wolves' and called employees with high organisational commitment and low work/job involvement as "corporate citizens". Because of their strong 'organisational identification', corporate citizens were predicted to leave organisational less frequently than lone wolves.

**WORK CENTRALITY AND ORGANISATIONAL COMMITMENT**

Dubin et.al. (1975) found a strong relationship between centrally life interest of workers and their commitment towards the organisation.

Mathieu and Kohler (1990) also reported support for interaction between organisational commitment and work involvement with several outcomes like absenteeism, turnover, performance etc.

Hence, the present study attempts to address commitment issues in a broad spectrum of work involvement in general than specific job involvement measures, which has limited purpose.
Thus, in the present study to estimate the level of organisational and career commitment perceptions of executives, it was thought that 'work centrality' will fit in more meaningfully than job involvement measures. Further, two other important job outcome measures like 'job satisfaction and realisation of professional potential' are included to understand the commitment perceptions of executives, which are supposed to represent the level of job involvement, though indirectly as presented earlier.

CONCLUSION

The detailed review of research studies on organisational commitment and career commitment reveal that a variety of correlates influence both perceptions. More particularly, job satisfaction, work values, work centrality and realisation of professional potential seem to play an important role in the commitment phenomena.

It is hypothesised that, to study the organisational and career commitment perceptions by corporate executives, the above variables are to be analysed in detail to understand their implications, in addition to the influence of personal and job related characteristics. The main issue centres around seeking explanation to commitment perceptions, from the angle of executives' work and organisational experiences and through their psychological and attitudinal tendencies on basic work values together.
with their general belief on the concept of 'work' itself (work centrality).

All the five independent variables i.e., personnel characteristics, job satisfaction, work centrality, realisation of professional potential and work values were considered, to find their relationship and level of impact, if any, independently on both organisational and career commitment among corporate executives. Hence, the conceptual model of the present study can be presented in the following manner.

**FIGURE 5**

**MODEL SHOWING THE FACTORS INFLUENCING ORGANISATIONAL AND CAREER COMMITMENT**

1. Demographic Characteristics
   
   i. Personal information
   
   ii. Job related information

2. Job Satisfaction

3. Work centrality

4. Realisation of professional potential

5. Work values.

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CHAPTER II - FOOTNOTES


49. Ibid.


