Chapter - II

LITERATURE REVIEW

The purpose of the present chapter is to review the available research studies similar to the theme of the present piece of research work. Since, the very purpose of the present work was to study job satisfaction and work commitment as a function of Type A and Type B behaviour patterns, the variables involved are required to be reviewed that therefore would have helped in identifying the novelty of the present study and moreover, in giving rational justification in findings of present study. The survey of literature, therefore is the only means to highlight the importance and relevance of the study in question, hence it is imperative to review first the available literature relevant to job satisfaction, work commitment and then with regard to Type A and B behavioural patterns that follow:

Job-Satisfaction and its related Studies:

The phenomenon of job satisfaction is as old as human existence but studies on job satisfaction started only after Hoppock’s study on skilled workers in 1935. In the same year (1935b) he conducted a survey on teachers using job-satisfaction blank. Hoppock is a pioneer who not only coined the term job-satisfaction but also had initiated the study by developing job-satisfaction blank. Subsequently, job-satisfaction studies caught managers, supervisors and psychologists’ attention. Job satisfaction phenomenon is so important that even today it occupies the relevance for both employees and employer as it is a hall-mark of almost all work related outcomes.
After Hoppock’s study there was a gradual increase of studies but since mid-1950’s job satisfaction studies were at increase. Morse and Weiss (1955) & Veroff et al. (1960) studied satisfaction across various hierarchical levels. Rosen (1961a, 1962b) reported on the basis of his study that managers and middle-level managers do not significantly differ in their satisfaction at work. Porter (1961) reported that management personnel differ in their need-satisfaction. Again, Porter (1962) reported based on his study that need-satisfaction increased with each hierarchical level of management for higher order needs (esteem need, autonomy need and self-actualisation need), while the lower order needs (security and social needs) were almost equal across all managerial levels. Lawler and Porter (1967) found significant correlation between satisfaction and performance. Following Maslowian and Porter’s models scores of studies were conducted and findings reported but the findings of Herzberg et al. (1959) broke new ground in studying job motivation and satisfaction. Herzberg et al. (1959) in their study found that the factors which were associated with high satisfaction (satisfiers) were somewhat different from the factors associated with no satisfaction (dissatisfiers). Following Herzberg’s model, scores of studies were carried on and certain criticisms were also raised. Vroom (1964) criticized Herzberg on the ground of respondent’s ego-defensive reaction to the question. King (1970) showing agreement with Herzberg approach had also criticized on three grounds: (i) That the study is technique-bound and its results can be confirmed only if identical method of investigation i.e., CIT is used, (ii) that the result reflect a defensive reaction of the subjects to the questions, and (iii) it is a sample-biased.
Job-satisfaction phenomenon is so popular and important that it can never lose its importance. Abundance of research studies on job-satisfaction are available, so, we will only restrict in the fore-going writings which appeared only from 1990’s till date. These are being cited below:

**Lang and Johnson (1994)** conducted a random telephone survey on N=211 adults to examine the effect of firm size on job-satisfaction. A single-item measure of initial fit was obtained for respondent’s reason in choosing the job at the time of employment.

**Abramis (1994)** conducted a meta-analysis of studies of two primary correlates of work role ambiguity, job-satisfaction and job performance. To determine the role ambiguity to satisfaction and performance, 88 studies were examined which were taken from Psychological Abstract of the years between 1967-1990, 39 of which were included in the meta-analysis. Results suggest that the role ambiguity is significantly and negatively related to satisfaction and performance but very weak relation was obtained with to the latter. True variance in correlation exists across studies, suggesting that the effects of role ambiguity vary depending on other variables. Results suggest that role ambiguity is a valid construct in organizational research and that it is usually associated with lower job-satisfaction. **Knoop (1994)** analyses the relationship between importance and achievement of work values with job-satisfaction and found that both importance and achieved values individually and combined significantly related to satisfaction. Total variance explained by the work values included 63% for satisfaction with the work itself, 9% for satisfaction with pay, 43% for satisfaction with promotions, 16% for satisfaction with
supervision, 29% for satisfaction with co-workers and 35% for overall job-satisfaction.

**Witt (1994)** studied main and interactive effects on the job-satisfaction of variables assessing the person (disposition) and situation (organizational climate) across organisations. Disposition refers to the positive affects (PAF) and negative affects (NAF) scales. Results showed that perception of organizational support were more strongly related to job-satisfaction than was disposition (PAF or NAF). NAF had larger moderating effect than PAF on the perceived support-job-satisfaction relationship. **Korunka et al. (1995)** used a partly longitudinal design to examine the effects of work with new technologies (NTs) on psychosomatic complaints and job-satisfaction. Attention was focused on the influence of the work situation (Job contents, employee participation), attitudes and individual differences and it was found that NTs increased psychosomatic complaints and changed job-satisfaction, with the degree of change depending on job-contents, level of employee participation and gender. Job-satisfaction increased if the work with NTs diversified and called for high qualifications but tended to decrease for persons with low qualifications doing mental, monotonous work at visual display units. Effects of work with NTs were also interrelated with attitudes and individual differences.

**Organ and Lingl (1995)** hypothesized that the personality dimensions - agreeableness and conscientious account for commonly shared variance between job-satisfaction and organizational citizenship behaviour (OCB). Findings indicate that these two dimensions do, indeed, account for substantial
variance in satisfaction and that conscientiousness also accounts for unique variance in one dimension of OCB. Satisfaction accounts for unique variance for OCB was not explained by either of these personality dimensions. No evidence was found for differences in main or moderated effects in the UK and US samples.

Schnake et al. (1995) investigated the relationship among the variables—satisfaction, leadership behaviour, perceived equity, and organizational citizenship. 10 supervisors completed an organisational citizenship scale developed to rate the frequency in which their employees engaged in the various citizenship behaviours. Job-satisfaction and leadership behaviour was also measured. Leader behaviour contributed to the organizational citizenship behaviour (OCB). Leader behaviour also contributed to predict power of leadership variables on all OCB dimensions. Only intrinsic job-satisfaction contributed to OCB. Perceived equity did not exhibit an incremental effect beyond the effects of job-satisfaction and leadership on four dimensions of OCB. Singh and Pestonjee (1995) in their study examined the effects of job-involvement and participation on on-the-job and off-the-job satisfaction among different groups. Data were collected from 145 officers and 135 clerical personnel of a large banking organization. Significant interactions between job involvement and participation and between job-level and participation were obtained. Subject participation was found moderately correlated with on-the-job factors.

Gunter and Furnham (1996) examined six biographical and 14 climate perception correlates of 1,041 employees to job-satisfaction and pride in the
organization in four public sector organisations. The alpha reliability scores for climate dimensions were satisfactory. Correlation analysis yielded correlation ranging from .12 to .51 between climate factors and job-satisfaction correlation, between climate and pride in the organization were nearly all positive but generally lower, which were ranging from $r = .80$ to $r = .53$. A stepwise regression analysis was performed separately for each organization on each of the dependent variables. In a nutshell, climate factors emerged as more significant than biographical factors as predictors of job-satisfaction and pride. Noticeable difference among the organization in the overall significance of climate and in the type of climate variables that were also noticed. In the same year Jones, Oswald (1966) identifies the factors which determine human resources reputation of firms involved in research development (R & D). Data were obtained by means of an extensive questionnaire dealing with factors likely to influence employer perceptions. Regression was used to examine the relationship between reputation and other variables. The analysis confirms that a human resource reputation exists as a distinct concept. Innovatory climate and job-satisfaction were identified as the main determinants of reputation among R & D scientists.

Burke again in 1996 examined the sources and levels of job-satisfaction among employees of professional services firm and found that subjects were only moderately satisfied. The men, who were at significantly higher organizational levels than the women, reported significantly greater job satisfaction. When hierarchical level was controlled, these differences disappeared. Women and men at higher organizational levels were more satisfied than those at the lower level.
Ting (1997) findings threw light on that job-characteristics such as pay satisfaction, promotional opportunities, task clarity and significance of skill utilization as well as organizational characteristics such as organizational commitment and relationship with supervisors and co-workers have consistent significant effects on the job-satisfaction of federal government employees. Butler and Cantrell (1997) examined the effect of perceived leadership behaviour on job-satisfaction and productivity. Analysis indicated strong effects of leaders initiating structure and considerations on both job-satisfaction and productivity of group member.

After reviewing literature concerning job-satisfaction it's clear that job-satisfaction is significantly dependent upon new-technology, organizational citizenship, leadership-participation and support, organizational climate, environmental congruence, quality of management and management practices, role and task-clarity, etc. However, no studies are found which studied personality variables, especially Type A and B behavioural patterns in relation to job satisfaction. Now, having reviewing the literature concerning job-satisfaction, it is necessary to move towards the next dependent variable i.e., work commitment. Hence, in the proceeding part of the chapter researcher will review the literature concerning work commitment.

Work-Commitment and its related Studies:

The phenomenon of work commitment has always been very important, especially, since mid-1960s with the work of Lodahl and Kejner but in the present scenario of hi-tech world, it has become of much more concern for management and employers. The last decade of 1990s has witnessed increasing
trend over the similar work related behaviour viz., work commitment hence, a large number of studies are being witnessed since then. Work commitment is one of the work related behavioural phenomena, which has its positive impact on organisational productivity and effectiveness at large. The available studies since 1990s follows:

Luthans et al. in 1992, examined the importance of social support for employee’s commitment and they found strong positive correlation between strong supportive climate and bank tellers’ organizational commitment. Cannings (1992) reported that corporate employees are merely attached to their firm rather than committed. A model of managerial loyalty was developed where loyalty was described as a function of percentage pay increase that an employee would require to leave the current firm for alternative employment. This model got strong support during a stable environment and not found strong support in case of turbulent environment (i.e. during privatistion and deregulation). Cohen (1992) examined the relationships between organisational commitment and its antecedents across occupational groups. The member model focused on personal variables, while the organizational model focused on role related structural and work experience variables. The study was based on the sample group of N=98. The total sample was divided into two main occupational groups: white collar employees who were again subdivided into professionals and non-professionals, and blue-collar employees. In general, the relationship between non-professional commitment and personal antecedents, representing the member model was stronger for blue collar and non-professional white-collar employees than for professional employees. For
the organisational model, differences among the occupational groups were less consistent.  

Allen and Meyer (1993) examined affective, continuance and normative commitment as a function of age, service tenure, and positional tenure. Also they examined were the contributions cross stages of various work experiences to the prediction of affective commitment. Study was conducted on library employees and hospital employees and they were more closely related to increase in organizational commitment and positional tenure. Further relationships between work experiences and affective commitment was witnessed to be differed only slightly across tenure levels and not at all across employees' age groups.  

Angle and Lawson (1994) examined the relationship between employee's commitment and performance in a manufacturing firm. Results suggest that the link between organisational commitment and performance may depend on the extent to which motivation rather than ability underlies performance. Findings also support the distinction between affective and continuance commitment suggested by Meyer and Allen (1991).  

Akhtar and Tan (1994) assessed and conceptualized the multidimensional nature of organisational commitment by administering the organisational commitment questionnaire on 259 retail bank employees. Factor analysis yielded three dimensions proposed by Porter et al. One dimension i.e., desires to maintain organizational membership overlaps the withdrawal construct. Consistent with the 3-dimensional attitude theory, organisational commitment was reconceptualized in terms of cognitive, emotive, and conative
meanings. Proposed dimensions include normative commitment (amount of cognitive consonance with organisational norms), affective commitment (intensity of emotional attachment to the organization), and volitive commitment (extent of conative orientation towards organizational goals).

Zeffane (1994) examined organizational commitment and perceived management style using survey responses from 474 public and 944 private sector employees in Australia. Attachment to organization, flexibility and adoption, work discontinuity/change, tenure, and number of employees were also assessed. Private sector employees had higher organisational commitment and scored higher on flexibility and adoption than public sector subjects. Tenure and supervision also had some effect on organizational commitment but more so in terms of feelings of attachment to the organisation (for tenure) and in terms of feelings of loyalty/citizenship (for supervision). Variations in MS were found to have a significant effect on employee commitment but more so in terms of the degree of emphasis on flexibility and adoption that perceived. Organisation size had a moderate negative effect on organizational commitment, especially, in the private sector.

The study conducted by Wilson (1995) to examine the effects of power and politics on organizational commitment. Two theoretical explorations for organizational commitment were developed which incorporates 5 independent variables (1) a power-based theory of commitment (including sub-unit power, leadership power and leadership behaviour variables) and (2) theory of politics (including “arbitrary personnel practices” and the “political control” variables). The theories were tested on a group of 492 senior executive service managers
in the federal government who completed a commitment scale which measured strength of loyalty, involvement, and identification with their sub-units. Results provide empirical support for the effects of the team power, good leader-member relations, and political control on the commitment levels of top executives in the federal government.

McCaul, Hinz and McCaul (1995) studied the proposition that organizational commitment could be measured as a global attitude towards an organization. 174 employees from three organisations completed the organizational commitment questionnaire (OCQ) and measures of (1) global attitude towards the organization, (2) willingness to work hard for the organisation, (3) intention to leave the organisation, and (4) degree of the goals and values of the company management, co-workers, and supervisors. Subjects completed the questionnaire twice over a period of six months. The attitudinal measure correlated strongly with the OCQ. Measures of efforts, value acceptance, and intentions to stay with the organisation predicted little additional variance in the OCQ. Results support the proposition.

In a study Sharma and Panday (1995) tested the hypothesis that the quality of work life (QWL) perception will show significant relationship with the organizational commitment of managers in India. Two hundred young managers (age between 25-27 years) were selected from five levels of the managerial hierarchy. Results reveal that perceptions of QWL were significantly and positively related to organizational commitment. Moreover, QWL, work involvement, organizational effectiveness, and pursuit of individual and organizational goals were found to be significant predictors of
organizational commitment of managers. Mishra, Mishra and Patnayak (1996) have studied 80 employees of a public sector industrial organization. Results indicated that experience of commitment was satisfactory and often high among employees. No difference existed between the technical and non-technical subjects and moreover, technical education had not influenced commitment or a resistance towards accepting the work environment.

Shore et al. (1995) advocated that organisational citizenship behaviour positively predicted manager-rated affective commitment, whereas, continuance commitment was found negatively related to a variety of outcomes including managerial potential and promotability.

Sommer, Bae and Luthans (1996) analysed whether demographic and situational factors identified in US-based literature had the same influence on the commitment of 1192 employees of 27 large Korean firms. Consistent with US studies, the Korean employees' position in the hierarchy, tenure in their current position and age were all significantly related to organisational commitment. Total tenure and education were not found related to commitment. All the situational antecedents, except management style were significantly related. It is interestingly observed from the study that 'with the increase of organisational size, commitment decreased whereas, the structure became more employees-oriented, the commitment witnessed to be increased; and the more positive perception towards organisational climate, the more the commitment. This study provides beginning evidence and suggested that the theoretical constructs predicting the organisational commitment of employees may have cross-cultural validity.
Brown (1996) examined popular concepts and types of organisational commitment in the light of the definition of commitment and common factors that pertain to all type commitments. Commitment is best conceptualised as a single, fundamental construct that may vary according to differences in focus, terms, and time-specific evaluation. The commitment development process not only affects focus and terms of commitment, but also has strong implications for the evaluation process. Analysis of affective commitment measures indicates that certain measures contain more than one constraints to the basic meaning of commitment. Recommendations for evaluation of organisational commitment include the argument that commitment measures should address one set of terms and avoid evaluative phraseology.

Randell and O'Driscoll (1997) found high level calculative commitment associated with lower perceived organisational support, lower agreement with organisational policies, fewer perceived organisational values, and fewer bonds to various facets of the organisation. This pattern of findings was reversed for affective commitment.

Meyer, Irving and Allen in 1998 tested the hypothesis that the influence of early work experiences on organisation commitment would be moderated by the value employees' place on these experiences. Work values were measured in 2 samples of recent university graduates prior to organisational entry, and measures of commensurate work experiences and three forms of commitment (affective, continuance and nonnative) on different occasions following entry. Regression analysis revealed that values and experiences did interact in the prediction of affective commitment and
normative commitment but that the nature of interaction was different from
different work values/experience combinations. The findings provide some
challenge to the common-sense assumption that positive work experience will
have the strongest effect on commitment among those who value most such
experiences.

Dorman, and Zapf (1999) investigated the moderating effects of social
support by supervisors and colleagues relative to social stressors at work and
depressive symptoms using a structural equations approaching in a three wave
longitudinal study over one year LISREL analysis with latent moderating
effects revealing a moderating effect for supervisor support. This applied only
if the time was 8 months, but not for longer or shorter lags under low-support
conditions depressive symptoms were increased by social stressors, whereas
social stressors reduced subsequent depression under high support conditions.
No moderating effect for colleague support was found.

Phillips, Dianne and Morrison (2000) examined the effect of sex
differences of married employees on job satisfaction and work related stress.
Areas of greatest work dissatisfaction for both genders (male and female) were
income and time required at work.

Hence, it is clear now that work commitment is contingent upon
different factor such as environment, social and organisational support, power,
and politics, and certain demographic variables. While reviewing literature
researcher noticed that certain studies have covered both the variables i.e. work
commitment and job satisfaction which are given below:
Studies investigating Job-satisfaction and Work commitment relationship:

Thompson et al (1992) hypothesised that self-employed individuals because of greater physical, emotional and financial investment in their jobs would report higher levels of organisational commitment and job-involvement, and work silence than would individuals employed by organisations. It was also hypothesised that there would be a stronger relationship between job, life, family and self-satisfaction for self employed individuals. On the basis of the findings, first hypothesis received partial support and the second one was fully supported.

Knoop (1995) made a survey to examine the relationships among participative decision making, overall job-satisfaction, and facets of job-satisfaction; and organisational commitment. Participative decision making was found to be positively correlated with organisational commitment, overall job-satisfaction, and five dimensions of job-satisfaction: work, pay, promotion, supervision, and coworkers. Correlation between commitment and job satisfaction variables was also significant. Results indicate that making decisions jointly with employees can be expected to be increasingly related to positive job outcomes.

In 1996 Crames examined the temporal relationship between job-satisfaction and organisational continuance commitment over 13 months period on 295 professional employees (mean age 25 years) of a British engineering company using LISREL with latent variables analysis. Results indicate the cross-lagged path coefficients in the LISREL models were not significantly positive, relationship between these two variables was spurious and due to error
variance. Test-retest coefficients for both variables were moderately positive: showing that the relative ranking of individuals on these variables were fairly stable over time.

In 1996 Orpen examined the effect of perceived downward and upward communication quality on employee job-satisfaction and turnover intentions among a sample of 101 middle-level managers. Hierarchical regression and sub-grouping analyses showed that organisational commitment moderated both these effects but that the latter were unaffected by the direction of communication whether it was downward or upward. Results confirmed the importance of communication quality in organisation but make clear that its effect on valued outcomes like job-satisfaction and intentions to remain in the organisation vary, being much stronger among employees attached to the particular organisation. Implications of the findings for improving communication are developed.

Sharma (1997) explored the situational and personal determinants of organizational commitment among skilled workers of a private sector manufacturing organization. The measures of organizational characteristics adequacy of resources and humane and fair management style-were significantly and positively related to organizational commitment of the numerous task characteristics, only task difficulty and task ambiguity were significantly correlated to commitment. None of the personal characteristics were significantly related to commitment. Situational variables were found to be more important determinants of organizational commitment than personal variables.
Biswa (1998) examines the effect of life style stressors on organizational commitment. Results indicated that performance threat and frustration stressors were significant predictors of organizational job involvement. Organizational effectiveness was positively correlated with organizational commitment and job involvement. In comparison to supervisors and workers managers scored higher on organizational commitment and job involvement.

Ahmad and Ansari (1999) studied organizational commitment. Results indicated that workers (blue collar) expressed comparatively higher degree of organizational commitment than the owners of the company. Although the owners expressed a moderate level of commitment, they were affected by factors like lack of organizational resources, proper guidance and cooperation from the local authorities and state governments. Patel (1999) reported low job involvement and low organizational commitment in the younger group of employees in both nationalized and private banks and nationalized bank employees expressed higher commitment than their counterparts.

Pattanayak (2002) studied the influence of shift work and hierarchical position in the organization on job satisfaction and perceived organizational commitment of 360 employees of the Rourkela Steel Plant. The nature of duty as well as the hierarchical position of employees influenced organizational commitment. Both executives and supervisors in shift and non shift areas experienced an almost similar level of job stress in a number of dimensions with regard to the HRD climate, there was a significant difference between shift and non shift employees irrespective of their job category.
Heffner and Rentsch (2001) presented a model of organizational commitment proposing the hypothesis that work group social interaction would influence work group affective commitment, social interaction and work group affective commitment would independently influence organizational effective commitment. The results supported the hypothesized relationships between social interaction and affective commitment.

Finegan (2000) investigated the relationship between personal values, organizational values, and organizational commitment. 121 employees from a large petrochemical company rated 24 values with respect to how important the value was to the organization. It was found on the basis of hierarchical multiple regression analysis that commitment was predicted by the employees’ perception of organizational values. Furthermore, affective, normative, and continuance commitment were predicted by different clusters of values. This study also highlights the importance of recognizing that values are multidimensional and that each value cluster may affect behaviour differently.

Sturges, Guest, Conway and Davey (2002) investigated the relationships between organizational and individual career management activities and organizational commitment in the early years of graduate careers. Data were obtained from 212 graduates (mean age 26-31 yrs). The findings suggested that high organizational commitment predicts the practice of career management activities by graduates to further their career within the organization while low commitment is closely associated with behaviour aimed at furthering the career outside the organization.
Casper, Martin, Buffardi and Edwins (2002) investigated the impact of work interfering with family (WIF) and family interfering with work (FIW) on women’s organizational commitment and examined both the direct and moderating effects of their perceived and organizational support. The study found that WIF was positively related to continuance commitment but unrelated to affective commitment. FIW was not related to either form of organizational commitment.

Yousef (2002) conducted a study to explore the mediating role of job satisfaction between role stresses, i.e. role conflict and role ambiguity as sources of stress, on the one hand and on the other hand various facets of organizational commitment, i.e. affective, continuance, and normative, on a sample of 361 employees in a number of organizations in the United Arab Emirates. Path analysis revealed that role ambiguity directly and negatively influences both affective and normative commitments. Results also reveal that job satisfaction directly and positively influenced affective and normative commitments and negatively influenced continuance commitment. The findings also suggest that both role conflict and role ambiguity directly and negatively influence job satisfaction. It also revealed that job satisfaction mediated the influences of role conflict and role ambiguity on various facts of organizational commitment, except continuance commitment.

Vanderberghe, Bentein and Stinglhamber (2004) investigated three longitudinal studies to examine the differential influence of affective commitment to the organization, the supervisor, and the work group. Study one on 199 employees from various organizations describes that affective
commitment to these entities were factorially distinct and related differentially distinct and related differentially to their theorized antecedents. Study second on a diverse sample group of 316 employees showed that organizational commitment (a) had an indirect effect on turnover through intent to quit, (b) partially mediated the effect of commitment to the effect of commitment to the supervisor on intent to quit, and (c) completely mediated the effect of commitment to the work group on intent to quit. Study third with matched data collected from 194 nurses and their immediate supervisors, determined that (a) commitment to the supervisor had a direct effect on job performance, and (b) organizational commitment had an indirect effect on job performance through commitment to the supervisor. However, study three failed to show any effect of commitment to the work group on performance while the remaining two studies showed the significant influence of affective communication.

Studies related to Type A and type B behaviour patterns

It has been mentioned earlier that in our research endeavour Type A and Type B behavioural patterns were taken as independent variable. Moreover, it has also been mentioned in the earlier writings that behavioural pattern and/or personality types have been very generally studied in relation to coronary and other diseases but have not been studied in relation to work-related behaviours especially job satisfaction and work commitment which have been dependent variables in this study. To substantiate our observation and contentions, there is a need to have a look on relevant survey of literature that follow:

Survey of literature have witnessed that good number of researches have attempted to explain the link between Type A behaviour and coronary heart
disease (CHD) compared to healthy Type B behaviour (Contrada & Krantz, 1988; Friedman & Rosenman, 1974; Houston, 1983). Individuals characterized with Type A behaviour are considered to be time-driven, hostile, aggressive, cynical, competitive, achievement striving, and impatient (Byrne, 1987; Glass, 1977; Price, 1982; Smith & Williams, 1992; Williams, 1989). Further, compared to Type Bs (individuals who are able to express their emotions appropriately, are capable of meeting their own needs and responding to others, and who are relaxed and self-assured (Temoshok & Dreher, 1992), Type As demonstrate elevated physiological reactions to acute laboratory stress tasks, although studies suggest that this reactivity may be specific to socially challenging tasks (Gallacher, Bennett & Sharpe, 1992).

The above findings of the studies suggest that Type As are physiological hyperreactive which are likely to be largely derived in competition with others. Physiological problems have been identified in Type A individuals, such as higher cholesterol levels, faster blood clotting times, and high triglyceride (fatty-acid) and noradrenaline hormone levels, compared to the persons possessing Type B personality dispositions. These findings are consistent with the expected effects of physiological hyperactivity as obtained by Friedman and Rosenman (1974) who have highlighted that there is an increased damage to the lining of arterial walls, subsequent atherosclerotic plaque development, increased blood platelet aggregation, and further cardiac malformations leading to coronary artery disease (CAD) and manifestations of coronary heart disease e.g. angina, myocardial infarction, and sudden death. Smith & Anderson (1986) have reported similar findings too. Further, the prevalence of other health conditions such as increased incidence of colds and influenza (Suls & Sanders,
1988), migraines and headaches (Woods, Morgan, Day, Jefferson & Harris, 1984), chest pain (Eaker et al., 1992) and general health complaints (Shoham-Yakubovich, Ragland, Brand, & Syme, 1988) have been found to be more prevalent in Type A individuals.

Supportive evidence is provided by findings that Type A individuals place themselves in risky circumstances. For example, it has been reported that Type As often seek challenging and competitive situations (Feather & Volkmer, 1988; Smith & Frohm, 1985), tend to smoke more (Shekelle, Schoenberger & Stamler, 1976) and consume more alcohol (Folsom et al., 1985) than Type B individuals, and have a tendency to underreport the severity of their physical symptoms (Weidner & Matthews, 1978), which may place them at risk for disease development. Other studies have also found associations of high hostility scores (a feature of the Type A personality) with low physical exercise (Koskenvuo et al., 1988; Leiker & Hailey, 1988), high alcohol consumption (Houston & Vavak, 1991; Koskenvuo et al., 1988; Leiker & Hailey, 1988; Shekelle et al., 1983), heavier smoking (Dembroski, MacDougall, Costa & Grandits, 1989; Koskenvuo et al., 1988; Shekelle et al., 1983), more drunk driving (Houston & Vavak, 1991; Leiker & Hailey, 1988), larger body mass indices (Houston & Vavak, 1991), and less self-care (Leiker & Hailey, 1988). Moreover, some personality styles have positive effects. For example, positive associations have been found between conscientiousness and general health behaviours (Booth-Kewley & Vickers, 1994), and between conscientiousness and dietary adherence in renal dialysis patients (Christensen & Smith, 1995).
Contrary to the above direction of findings, there are good number of researches which are less supportive of the Type A personality and CHD relationship (Booth-Kewley & Friedman, 1987) with some reporting the effect of Type A in predicting CHD to be rather small to be of any relevance (Myrtek, 1995). Amelang (1997) has contended that while small in absolute terms, the risk of heart disease from personality type seems to be of meaningful. It is imperative to stress upon the contention of Eysenck (1991a) that personality has causal effect on disease, especially, cancer and heart disease.

With regard to coping styles with stress, there have been number of studies which focus on coping styles of individuals with Type A and Type B behavioural patterns. It is found that Type A behaviour pattern is positively associated with emotion-focused coping (Endler & Parker, 1990; Greenglass, 1988; Pittner et al., 1983; Weidner & Matthews, 1978), which is consistent with the aggressive and hostile tendencies of people possessing type A behaviour pattern. In a study it was identified that Type A are also more likely to use avoidance-focused coping (Endler & Parker, 1990) and there are some other studies which highlighted that suppression of aversive physical and emotional states (Pittner & Houston, 1980; Pittner et al., 1983).

It is also interesting to note and mention that Type A individuals show greater physiological reactivity even when under anesthesia (Kahn, Kornfield, Frank, Heller, & Hoar, 1980; Krantz, Arabian, Davia, & Parker, 1982) which is indicative of constitutional hyperactivity that does not require conscious mediation. Khan and Verma (2007) state that in addition to Type A and Type B behaviour pattern, there is one more behavioural pattern, viz., Type D has been
identified which refers ‘distressed’ personality associated a variety of cardiac
problems. In their study Khan and Verma on the basis of their finding indicated
that there is an increasing evidence of cardiac related problems indicate
towards an urgent need to adopt a personality approach. Findings of the study
signify that, type D personality can be a risk factor and it should be focused for
proper intervention and treatment.

A Comprehensive perusal of relevant literature pertaining to job-
satisfaction, work-commitment and beahvioural patterns have revealed the fact
that these variables have been very well studied but these have not been studied
as a function of individual behaviour patterns especially, Type A and Type B
behaviour patterns. There is only one study conducted by Organ and Lingl who
studied personality dimensions namely, agreeableness (characteristics of Type
B) and consciousness (characteristic of Type A) in relation to job satisfaction
and organizational citizenship behaviour. Which seems to be little bit relevant
to present investigation. But overall scenario highlight that the present topic of
research was highly relevant in a sense that such problem have never been
studied, hence the present investigator had chosen this challenging task to
identify the influence of behaviour patterns on job satisfaction and work
commitment.

In the light of the above available literature, it is clear that there is a
paucity and/or absence of literature on personality patterns that could have
been studied in relation to work commitment and job satisfaction. Therefore,
such investigations are needed to study the behavioural patterns and their
subsequent influence on job satisfaction and work commitment and the later
two viz., job satisfaction and work commitment are most likely directly related to teachers performance and efficiency in a broader sense.

As stated above, it is clear that studies on personality pattern in relation to job satisfaction and work commitment are either absent or failed to provide any clear cut direction of relationship, hence, now, there is no option left except to formulate null hypotheses for empirical testing.

Hypotheses in any empirical investigations are very important. Hypothesis is a presumption which provides the basis for investigation and ensures the proper direction in which the study should proceed (Michael, 1985). According to Kothari (1987) ‘hypothesis is a preposition which can be put to test to determine its validity’. Thus, hypothesis are significantly important in every scientific investigation/inquiry because they are working as instrument of theory, have a prediction value and also they are powerful tools for the advancement of knowledge and making interpretation meaningful (Kerlinger, 1983). Hence, tentative contentions were formulated in the form of hypothesis for empirical testing are being given below:

Hypotheses:

The following null-hypothesis were formulated, considering the purpose of our investigation as none of the researches have provided any direction on the influence of Type A and Type B behaviour patterns on job satisfaction and work commitment.

Ho1 Behaviour pattern Type A and Type B will not influence satisfaction with ‘security need’ – a dimension of job satisfaction among private teachers.
Ho2  Behaviour pattern Type A and Type B will not influence satisfaction with ‘social need’ – a dimension of job satisfaction among private teachers.

Ho3  Behaviour pattern Type A and Type B will not influence satisfaction with ‘esteem need’ – a dimension of job satisfaction among private teachers.

Ho4  Behaviour pattern Type A and Type B will not influence satisfaction with ‘need for autonomy’ – a dimension of job satisfaction among private teachers.

Ho5  Behaviour pattern Type A and Type B will not influence satisfaction with ‘self actualization need’ – a dimension of job satisfaction among private teachers.

Ho6  Behaviour pattern Type A and Type B will not influence job satisfaction among private teachers.

Ho7  Behaviour pattern Type A and Type B will not influence commitment with ‘affective commitment’ – a dimension of work commitment among private teachers.

Ho8  Behaviour pattern Type A and Type B will not influence commitment with ‘continuance commitment’ – a dimension of work commitment among private teachers.

Ho9  Behaviour pattern Type A and Type B will not influence commitment with ‘normative commitment’ – a dimension of work commitment among private teachers.
Ho10  Behaviour pattern Type A and Type B will not influence work commitment among private teachers.

Ho11  Behaviour pattern Type A and Type B will not influence satisfaction with 'security need' – a dimension of job satisfaction among public teachers.

Ho12  Behaviour pattern Type A and Type B will not influence satisfaction with 'social need' – a dimension of job satisfaction among public teachers.

Ho13  Behaviour pattern Type A and Type B will not influence satisfaction with 'esteem need' – a dimension of job satisfaction among public teachers.

Ho14  Behaviour pattern Type A and Type B will not influence satisfaction with 'need for autonomy' – a dimension of job satisfaction among public teachers.

Ho15  Behaviour pattern Type A and Type B will not influence satisfaction with 'self-actualization need' – a dimension of job satisfaction among public teachers.

Ho16  Behaviour pattern Type A and Type B will influence satisfaction among the public teachers.

Ho17  Behaviour pattern Type A and Type B will not influence commitment with 'affective commitment' – a dimension of work commitment among public teachers.
Ho18 Behaviour pattern Type A and Type B will not influence commitment with ‘continuance commitment’ – a dimension of work commitment among public teachers.

Ho19 Behaviour pattern Type A and Type B will not influence commitment with ‘normative commitment’ – a dimension of work commitment among public teachers.

Ho20 Behaviour pattern Type A and Type B will not influence the work commitment among public teachers.

Ho21 Behaviour pattern Type A and Type B will not influence satisfaction with ‘security need’ – a dimension of job satisfaction among private and public teachers.

Ho22 Behaviour pattern Type A and Type B will not influence satisfaction with ‘social need’ – a dimension of job satisfaction among private and public teachers.

Ho23 Behaviour pattern Type A and Type B will not influence satisfaction with ‘esteem need’ – a dimension of job satisfaction among private and public teachers.

Ho24 Behaviour pattern Type A and Type B will not influence satisfaction with ‘need for autonomy’ – a dimension of job satisfaction among private and public teachers.

Ho25 Behaviour pattern Type A and Type B will not influence satisfaction with ‘self actualization need’ – a dimension of job satisfaction among private and public teachers.
Ho26 Behaviour pattern Type A and Type B will not influence job satisfaction among private and public teachers.

Ho27 Behaviour pattern Type A and Type B will not influence commitment with ‘affective commitment’ – a dimension of work commitment among private and public teachers.

Ho28 Behaviour pattern Type A and Type B will not influence commitment with ‘continuance commitment’ – a dimension of work commitment among private and public teachers.

Ho29 Behaviour pattern Type A and Type B will not influence commitment with ‘normative commitment’ – a dimension of work commitment among private and public teachers.

Ho30 Behaviour pattern Type A and Type B will not influence work commitment among public and private teachers.

The above formulated hypotheses were framed to obtain micro-level information of the pattern of the cause and effect relationship. Moreover, the hypotheses clearly highlighted the very objective of the present endeavour which were empirically tested to fill the void of knowledge in specific area. The findings of the investigation will help the organization to redesign the work environment in such a fashion that might be fit to elicit positive influence of behaviour on perceived work related attitude and behaviour especially, like job satisfaction and work commitment which subsequently may lead to efficient, effective and decent work performance.