Summary
The present empirical research leading to Ph.D. in psychology has been presented in five standard chapters. Chapter-I highlights a brief history and description of the concepts and meaning of various criterion (organizational commitment and job satisfaction) and predictor variables (self-concept and organizational identification) along with the relevance of these in this modern world of work for improving individual/group efficiency as well as organizational effectiveness. Organizational commitment and job satisfaction are the best indicators and determiners of organizational success because success of any organization mainly depends on employees' commitment and satisfaction with work and the organization. If employees of the organization are not committed and satisfied with their job, they are likely to get less motivation at work. Therefore, lack of commitment and satisfaction with work as a function of positive self-concept and organizational identification are likely to have an adverse effect on organizational effectiveness and success. In view of the importance of the above variables, the present problem of research was undertaken to identify the significant predictors (self-concept and organizational identification) of organizational commitment and job satisfaction in quest of making any rightful organizational effort for maximizing employees' motivation subsequently leading to their effective work performance.

Among the various concepts used here, organizational commitment is one of the criterion variables that refer to an inner force which binds the employees with the organization where they work. Highly committed employees identify with organizational goals and value them as their own, hence, exert considerable effort. Such employees are energetic, open, devoted and are most likely to perform extra role behaviour beyond the required job duties and ready for doing anything for the success of the organization they belong. Therefore, organizational commitment is regarded as
one of the most representative dimension of organizational behaviour for organizational success. Similarly, job satisfaction—another criterion variable refers to sense of happiness and satisfaction in terms of employees’ needs that are associated with their job. When an individual perceives his or her expectations likely to be fulfilled and feel accepted and treated as valued member of the organization and perception of being paid equitable are likely one to evaluate job positively that in turn make an individual to get satisfied with the job. Satisfied worker are likely to be more productive, creative and may have favourable evaluation of their job based on their observations and emotional experiences. The phenomenon of self-concept which is one of the predictor variables describes persons’ perception and understanding about oneself that is developed from the experiences that he/she gains through the interaction in social world and are concerned with one’s personality traits, abilities, physical features, values, goals, and social roles. The need to think positive and feel positive about oneself helps in the achievement of individuals and organizational goals. More generally, in every walk of life, individuals can achieve more, if they feel competent in what they do (in realistic sense), are self confident, and feel positively about themselves. Those employees who think and feel more able to perform particular tasks, will actually perform better on these task, will persist in the face of adversity, and will cope more effectively with change are viewed by Parker (1998). In view of Pierce and Gardner (2004) organizational researchers have shown that employees who believe themselves to be valuable persons in organizations have higher work motivation and more favourable attitudes toward their jobs and organizations than those who do not. Therefore, researcher agreed that one’s self-concept was extremely valuable and must be protected and enhanced (Grubb and Grathwohl, 1967; Belk, 1988). Apart from self-concept, organizational identification
is also taken as another predictor variable that refers to the employees’ perception toward the organization as whole that will reflect employees’ sense of belongingness and attachment with the organization. An individual who identified strongly with his/her organization is most likely to strike hard in the accomplishment of organizational goals and sometimes such people are motivated in the accomplishment of organizational goals beyond their capacities were the contentions of Katz and Khan (1978). Organizations with high levels of employees identification with, therefore, may have more cohesive work atmosphere and greater levels of cooperation, involvement and altruistic behaviour, including greater levels of citizenship behaviour and support for the organization. The chapter also highlights the objective and relevance of the study

In the light of theoretical and empirical evidences, the major objective of the present investigation was to examine the predictive efficacy and impact of self-concept and organizational identification on organizational commitment and job satisfaction of the university teachers. To the present investigator organizational commitment and job satisfaction phenomena are likely to have greater implications so far as individual as well as organizational efficiency leading to organizational effectiveness are concerned. Therefore, in-depth investigation of these two work related behavioural outcomes were undertaken as a function of self-concept and organizational identification. The sub-objectives of the study were manifold that are being deliberated as (1) self-concept will significantly predict or determine organizational commitment and job satisfaction and their various determinants for total sample, as well as, for the three hierarchies of teachers separately, and (2) organizational identification and its various facets will significantly determine and
predict organizational commitment and job satisfaction and their various dimensions for total sample, as well as, for the three hierarchies of teachers separately.

In addition to the above major and sub-contentions, the study was also endeavoured to investigate the quantum of contribution of each significant predictor variable on criterion variables viz., organizational commitment and job satisfaction and their numerous determinants.

Having accomplished the objectives of the investigation, the researcher has come across the various facts, if those could have been properly managed in boosting organizational commitment and job satisfaction of the employees at work place then these will help the organization to develop or create such an environment and opportunities where organizations may work with higher efficiency leading to enhance organizational effectiveness, hence, all these mentioned-above, in turn, signify the relevance of the study.

Chapter-II deals with the survey of literature of all criterion and predictor variables in the same manner and sequence as mentioned in Chapter-I. In the light of the survey of literature, it has been found that self-concept and organizational identification along-with its dimensions have never been studied in relation to organizational commitment and job satisfaction simultaneously but there are a few studies related to self-concept which has been studied in relation to organizational commitment and job satisfaction. The same way organizational identification has been studied in relation to organizational commitment and job satisfaction. Therefore, since survey of literature has provided clear-cut relationship or direction, hence, alternate hypotheses were framed for empirical investigation. Hypotheses framed were (1) self-concept will significantly predict organizational commitment as a whole and its various dimensions for the total, as well as, the sample of various sub-groups
of teachers based on designations; (2) self-concept will significantly predict job satisfaction and its various facets for the total as well as, the sample of various sub-groups of teachers based on designations; (3) organizational identification and its various dimensions will significantly predict organizational commitment and its various determinants for the total as well as, the sample of various sub-groups of teachers based on designations; (4) organizational identification and its various dimensions will significantly predict job satisfaction and its various determinants for the total as well as, the sample of various sub-groups of teachers based on designations. The Chapter II comes to an end after formulating hypotheses in the light of survey of available literature.

Method opted in carrying out research investigation has been presented in Chapter-III. The study was conducted on the sample of university teachers that consisted of ‘Assistant Professors’ (n₁ = 84), ‘Associate Professors’ (n₂ = 123), and ‘Professors’ (n₃ = 80) thus, the total sample size consisted of N = 287 university teachers.

Organizational commitment scale developed by Shah and Ansari (2000) consisted of 15 items covering 3-dimensions viz., affective commitment, continuance commitment and normative commitment was used for measuring employees’ organizational commitment. For job satisfaction, a scale developed by Porter (1961) having five dimensions namely satisfaction with security, social, esteem, autonomy and self actualization needs, was used for-measuring job satisfaction, and the phenomenon of self-concept by using a self-concept inventory developed by Mohsin (1976); and self developed organizational identification scale was used for measuring respondents’ organizational identification; and for taping information with regard to
biographical information of the respondents, a biographical information blank (BIB) was prepared and used.

In analyzing the data multiple regression analysis was considered to be an appropriate and be-fitting technique. Therefore, this technique was applied to determine the significant predictors of organizational commitment and job satisfaction. Multiple regression analysis (MRA) is convenient statistical technique in which entire data are used. The whole analyses were done with the help of SPSS—a statistical package.

The findings of the study have been presented in Chapter-IV under 20 tables which contain the details of significant predictor variables of the two criterion variables- 'organizational commitment' and 'job satisfaction'. In a nutshell, it is to emphasize on the basis of the frequency of the occurrence of the significant predictor variables that over all 'organizational identification' influenced 17 times to different criterion variables whereas, 'supervisory behaviour'- 14 times; 'organizational prestige'- 10 times; 'transparency'- 9 times; 'self-concept'- 7 times; 'autonomy in organization'- 6 times and 'employee-centered management' and 'promotional opportunity'- 3 times each. In this regard, it is imperative to mention that all the predictor variables were found significant but they differ in their frequency in significantly predicting either of the two criterion variables. The frequency of each significant predictors have already been given above which have been discuss in detailed in the main chapter of the thesis devoted to 'results and discussion'. At length, conclusion, implications and suggestions have been given in the last chapter (Chapter-V) of the thesis. The conclusion have already been presented above and in describing the implication of the study, it has been highlighted that the findings of the present investigation have their great implications in improving organizational
effectiveness through enhancing worker ‘organizational commitment’ and ‘job satisfaction’ by properly taken care of the significant predictors, especially which are occurring in the greater frequencies to influence either of the two criterion variable. In view of the finding, a few suggestions have also been put-forth that may be proved helpful if those aspects would have been properly taken care of in carrying out future similar research investigations for more scientific authenticity and wider generality.

At length, it is desirable to stress upon the fact that researches are always unending, hence, the exercise of researching is a continuous process because of changing pattern of everything, especially the psycho-social makeup of human being with the passage of time, place and situations. In view of this fact, the present researcher firmly believes that the present investigation inspite of all precaution would be having pitfalls beyond the present researcher’s cognizance and control.


