CHAPTER 2

REVIEW OF LITERATURE

THE COMMITMENT PARADIGM

2.1 Commitment precisely is defined as the force which binds one towards either a goal, role or organisation and is named after the object. Commitment of an employee towards an organisation evidently binds him/her to the organisation and reduces the likelihood of him/her changing the organisation.

2.2 The theory of commitment in the early stages, mainly concerned with the problem of the labour force in the process of industrialisation in the developing world. The fundamental postulate of this theory, developed by Feldman and Moore (1960) is that 'the full commitment of the labour force is important for continuous economic development'. Commitment, according to them, involves both performance and acceptance of behaviours appropriate to an industrial way of life.
2.3 Several papers have questioned the contribution of organisational commitment literature to the understanding of behaviour in organisations (Bateman and Strasser, 1984., Meyer and Allen 1984., Morrow, 1983., Stumpf and Hartman, 1984). The most often raised issues in the research on commitment deal with the content, causes, or consequences of organisational commitment.

2.4 Literature on commitment provides confusing views and multiplicity of dimensions of commitment. Majority of the research had dealt with the antecedents and outcomes of commitment. The present day researchers (Balaji, 1992) attempt to decompose or separate commitment itself into many. Same is the case of the tools to measure commitment. There are a number of valid tools developed by many. The prominent among the tools used in the research on Organisational Commitment (OC) in the west are those developed by Bruce Buchanan, (1969), Porter and Mowday etc.(1979), of which many a research were done with respect to the latter.
2.5 In the Indian context, Dr Baldev R. Sharma (1991) and Dr. Omer Bin Sayeed (1989) have developed scales to measure organisational commitment. Another comprehensive tool was developed by Prof. C. Balaji (1986). However, research has not been carried out extensively using these scales.

Commitment - different connotations

2.6 Commitment has been studied from so many different theoretical perspectives. The term 'commitment' has been used for instance, to describe such diverse phenomena as:

- the willingness of social actors to give their energy and loyalty to social systems (Kanter 1968);
- an awareness of the impossibility of choosing a different social identity or of rejecting a particular expectation under force of penalty (Stebbins 1970);
- the binding of an individual to behavioural acts (Kiesler 1971, Salanick, 1977)
- an affective attachment to an organisation apart from the purely instrumental worth of the relationship (Buchanan, 1974)
- an attitude comprising (a) strong belief in and an acceptance of the organisation's goals, (b) a willingness to exert effort on behalf of the organisation and (c) a definite desire to maintain organisational membership (Porter et al. 1974) and for some others
2.7 Salanick (1977) proposed two approaches (prospective and retrospective) to the understanding of commitment. In prospective approach commitment is conceived as an individual's psychological bond to the organisation or social system which is typically a function of individual's involvement, loyalty and belief in its values. In retrospective view, commitment results as an individual becomes bound to the behavioural acts that are chosen voluntarily.

2.8 Studies on the commitment of industrial workers in India have treated it as an adjustment of the workers to either the conditions of industrial employment (Kerr 1960, Morris 1960, Myers & Kannappan 1970) or to the industrial way of life (Moore & Feldman 1960, Rao 1972). *(s.s )

2.9 Mary E. Sheldon (1971) while studying the mechanisms producing commitment of Ph.D. scientists, treated commitment as an attitude or an orientation towards the organisation which links or attaches the identity of the person to the organisation.

- organisational commitment refers to the nature of the relationship of the member to the system as a whole (Oscar Grusky 1965).
2.10 Commitment has been viewed as a dimension of organisational effectiveness by Schein (1970) and as a force that contributes to increased organisational effectiveness by improving worker performance and reducing turnover by others (Steers, 1977, Porter, 1969 et al.) *(s.s.)

COMMITMENT - DIFFERENT PERSPECTIVES

a) Two schools of thought on commitment

2.11 Scholl (1981), while differentiating commitment from expectancy, observed that the literature on commitment is divided into two seemingly divergent schools of thought: rational - attitudinal (Porter, Steers, Mowday 1974, Steers 1977) and Behavioural (Becker 1960, Kiesler 1971).(s.s. Scholl, 1981)

2.12 According to Scholl (1981, pp. 589) "...the attitudinal school views commitment as an employee attitude such as 'the desire to remain' with the organisation, an' intention to exert high levels of effort on behalf of the organisation' and'
an identification with the goals' of the organisation. The antecedents of these intentions are basically positive work experiences, personal characteristics and job characteristics. The outcomes are increased performance, reduced absenteeism, and reduced turnover (Steers 1977). As Staw (1977) suggests, this model takes the general form of expectancy theory, according to which employee behaviours are result of valued rewards.”

2.13 “Another school - the behavioural school - of thought on commitment has developed largely out of the work of Becker (1960) and Kiesler (1971). This school views commitment as a force tying the individual to a specific organisation and confines to the employee membership' decision”.(s.s. Scholl, 1981, pp. 590.)

2.14 The attitudinal school considers organisational commitment as an emotional bond which is generated by a lot of beliefs, values, and other variables. In contrast to attitudinal (affective) commitment, behavioural (continuance) commitment results from the accrued benefits of organisational membership in relation to the 'perceived cost of leaving'.

2.15 According to R.W Scholl (1981) the attitudinal school uses the commitment concept to explain performance and membership whereas the behavioural school generally confines itself to employee membership decisions. The behavioural
school uses the concept of 'investments' to explain membership and in doing so implicitly defines commitment as a type of force directing individual behaviour.

2.16 Research on these two views has proceeded somewhat unevenly with attitudinal (affective) commitment receiving more attention. Meyer and Allen (1984) found that affective and continuance commitment are distinct concepts with unique antecedents and possibly with differential relationships to the consequences of commitment. Subsequent research, though limited, has supported this finding. (Meyer, Paunonen, Gellatly, Goffin and Jackson 1989)

2.17 The literature with respect to commitment therefore can be classified into four main streams:

- Relating to the nature, types and definition of organisational commitment.

- With respect to the antecedents of organisational commitment.

- Relating to the outcomes of commitment, and

- Relating to the development and testing of different tools to measure organisational commitment.

- A new area that comes up provides some basic process models on commitment.
b) Different aspects of commitment

2.18 Meyer and Allen (1987) classified commitment conceptualisations into three viz., 'affective commitment', 'continuance commitment' and 'normative commitment'. These three conceptualisations have in common a link between the employee and the organisation that decreases the turnover. However, they argued that the link differs. According to them, (1990-pp.3) “…employees with strong affective commitment stay in the organisation because they 'want to', those with strong continuance commitment stay because they 'need to' and those with strong normative commitment stay because they feel they 'ought to do' so”

2.19 Here, affective, continuance and normative commitment are viewed as distinguishable components rather than types of attitudinal commitment, i.e. employees can experience each of these psychological states to varying degrees.

2.20 In another investigation, Allen and Meyer (1990), have validated these classifications and identified some antecedents that correlate strongly with specific components of commitment.

2.21 Some recent research (Mark John Somers, 1993., McGee and Ford, 1987) also have found that there are two distinct dimensions of continuance commitment: one is based on the personal sacrifices involved in leaving an organisation, and a second based on limited employment opportunities.
2.22 Both Mc Gee and Ford's (1987) and Meyer and Allen's (1990) findings are important because they raise the possibility of a link or relation between these two distinct concepts—continuance and affective commitment. This raises the possibility of a commitment process in which one view of commitment influences the other.

2.23 Meyer and Allen (1990) investigated this possibility by studying both long-term and short-term effects of commitment. Mark John Somers (1993) in his review indicated that affective commitment had a short term negative effect on the alternatives component of continuance commitment; which in turn had a positive effect on affective commitment.

2.24 Allen and Mayer's research (1990) tries to combine what have been three distinct streams of research on organisational commitment. It also provides reliable measures of the three components of commitment. In each of the above streams, commitment refers to a psychological state that binds the individual to the organisation. However, in all the above three approaches to organisational commitment, commitment is seen as a negative indicator of organisational turnover. This leads one to conclude logically that one form of commitment is as useful as another. But this logic is not capable of explaining whether the involvement of an employee in his / her job or his continuance in the organisation is more important.
2.25 Dalton, Krackhardt and Porter (1981) have acknowledged this by making a distinction between functional and dysfunctional turnover. Available research findings therefore direct one to consider the link between commitment and on the job behaviour as a function of the strength of these three components of commitment.

c) Various approaches to commitment

2.26 There appears to have at least two distinct approaches to defining commitment: the psychological approach and the exchange approach. In the psychological approach, commitment is treated as an attitude or an orientation towards the organisation which links or attaches the identity of the person to the organisation.

2.27 The exchange approach advanced the notion of 'side-bets' that creates or influences a willingness to remain attached to the object of commitment. Becker (1960) argued that commitment comes into being when a person, by making 'side-bets' (investments), links extraneous interests with a 'consistent line of activity'.

2.28 Consistent lines of activity in behaviour are produced by exchange considerations that are called 'side-bets' (investments). When side-bets are made to an organisation, the individual perceives the benefits as positive outcomes of the exchange. Being reluctant to refuse these benefits, he/she is
more likely to stay with the organisation and becomes organisationally committed. If more of such 'investments' are made to an occupation, the side-bet mechanism will produce occupational commitment. Commitment here becomes a calculated attempt.

2.29 Ritzer and Trice (1969) also have operationalised the side bet concept of commitment and tested aspects of the theory of both organisational and occupational commitment.

MAJOR TYPES OF COMMITMENT

\[\text{a) Union Commitment and Organisational commitment}\]

2.30 Reviewing the publications of the American psychological association, it can be seen that during 1980's considerable attention has been paid to address the issue of the psychological aspects of labour and employment (American psychologist, 1984, International review of applied psychology, 1986). One major area of conceptual interest has been the generalisation of theories of organisational commitment to the theoretical development and operationalisation of union commitment.
2.31 There is a considerable amount of evidence pointing to a positive relationship between union and company commitment (Fukami and Larson, 1984). Julian Barling and Bill Wade (1990) suggested that in such relationships the two commitment constructs may conceivably share certain common predictors. Fukami and Larson's (1984) based on multiple regression analysis found that company commitment was predicted significantly by personal characteristics (no. of years with the company) and role related variables (job scope and job stress).

2.32 Julian Barling and Bill Wade (1990) combining model of organisational commitment with union commitment and regressing both on work experience and personal characteristics, found that job satisfaction, organisational climate and job involvement are the significant predictors of organisational commitment. They also indicated that there is a significant negative correlation between union and company commitment.

\textit{b)Career Commitment and Organisational Commitment}

2.33 According to Hall (1971) career commitment is the strength of one's motivation to work in a chosen career role. Commitment to the entire career field or role is to be distinguished from commitment to the job (or job involvement) and also from commitment to the organisation. Hall (1971) has
argued for distinguishing career commitment from other work commitment constructs. Morrow (1983) called for a moratorium on new work commitment constructs until existing perspectives have been evaluated.

2.34 In a study conducted by Gary J. Blau (1985) to distinguish career commitment from organisational commitment, it was found that career commitment has separate distinguishable relationships with 'job withdrawal cognitions' when compared to that of organisational commitment.

c) Job commitment and Organisational Commitment.

2.35 Researchers have differentiated between commitment to the job and commitment to the organisation (Morrow 1983). Similar in many ways to the concept of job involvement, job commitment evaluates the commitment an individual has, towards the specific jobs or duties he/she performs in the organisation. Commitment to the job does not necessarily imply commitment to the organisation (Meni Koslowky, 1990). It is essential to distinguish these two in research.

2.36 One variable that may influence an individual's degree of job and organisational commitment is staff versus line distinctions. Adams, Laker and Hulin (1977) analysed staff and line jobs within the context of functional specialities of an organisation. Results showed that lower level of staff groups
and those with higher ranking line jobs were more satisfied with certain aspects of their job such as pay etc. Morris and Sherman (1981) while discussing an organisational commitment model found that the staff/line distinction was not a significant independent variable.

2.37 Meni Koslowsky (1990) has suggested future researchers investigating commitment in organisations to define their construct more carefully so that distinct inferences (based on distinct correlates and moderators) about job commitment and organisational commitment can be developed. Koslowsky has also established that organisational commitment was not influenced by staff/line dichotomy.

2.38 Michael Banks and Patricia Henry (1993, pp.182.) while exploring the change and stability in employment commitment opined that “...employment commitment is not such a stable disposition concept as was once thought. Not only do levels vary according to group characteristics, but the extent of commitment also varies within individuals, overtime” They (pp.182) have also found that “the 'locality' exerts a crucial influence on youth attitudes to employment. The success of the local economy and the level of unemployment influence the
perception of local opportunities which in turn affect levels of motivation among young people”

**d) Role Commitment and commitment process**

According to R. A. Schoenherr., Andrew, M. Geely 1974, pp.407). Role commitment is a process which links a person to a position in a social system, to the extent that the position provides him a favourable net balance of rewards over costs.” The role commitment process is defined as “...a continuance of one in a role's socially organised pattern of action that results from a desirable net balance of rewards over costs realised by participating in this rather than some feasible alternative role” (pp.409.) From this definition the major elements of role commitment can be deduced as follows:

- continuance
- socially organised pattern of action.
- an assessment of the net balance of rewards over costs measured in terms of the actors' own values.
- rewards and costs associated with the role and
- a participation in this role rather than some other feasible alternative role.

2.39 In numerous investigations of labour mobility and quit rates, economists explain work-role attachment by the basic principle of workers maximising their profits over the long run. The force guiding the long-standing human relations research tradition has also been the quest on the development and moderation of various aspects of role commitment (such as
workers' happiness, satisfaction, and devotion to his job) by one's net balance of rewards over costs (Vroom 1964, Katz and Kahn 1966).

2.40 Telly and his colleagues (1971) discovered relatively higher rates of turnover in organisations, where an employee's balance of inputs and outcomes are not equivalent to that of a fellow worker in a comparable job.

2.41 March and Simon (1958) in their study of inducement contribution theory of organisational equilibrium refer about the decision to continue participating in a system role. Becker (1960) described commitment ultimately as an act of assessing the balance of costs over rewards realised from a series of seemingly unrelated side bets.

2.42 In a study of commitment mechanisms in Utopian communities, Kanter (1968) found that the short-lived communities lost their members primarily because their organisational arrangements were incapable of inducing the individual to cognize participation in the organisation as profitable when considered in terms of reward and costs.

2.43 Schoenherr and Greely (1974) tested four fundamental resources-wealth, force, prestige and love - among a group of priests to find out whether they elicit member's commitment in a role. They found the following:
• variation in wealth seems relatively unimportant for continuing in the priesthood
• force works subtly but pervasively, but more for gaining organisational control than for ensuring individual commitment to the role
• prestige, in the form of self-esteem or being able to act according to one's values and ideals, is very important in the decision to continue on.

COMMITTMENT: ANTECEDENTS AND PROCESS

2.44 Commitment results not only from a multiphase socio-psychological process but also from objective structural conditions. The interplay between the individuals' value system and those of the society, family and peer group are inherently dialectical. At the same time casual influence flows from the wider systems to the individual. Kanter (1968) demonstrated that structural factors at a wider system levels affect the commitment process.

2.45 Steers (1977) grouped several correlates of organisational commitment into two categories of antecedent variables and labelled them personal characteristics and situational attributes. Personal characteristics are defined as
individual based variables such as age, sex, race, personality and attitudes. The situational attribute category includes organisationally mediated variables such as the structural properties of the organisation and human resource processes. Buchanan (1974) included variables labelled as organisational climate, culture or environment etc. within the latter category.

2.46 Wiener (1982) characterised the antecedents of commitment as fitting into three groups of studies. The first group relates personal demographic variables to commitment. The second group of studies relates organisational characteristics to commitment. The third group of studies of antecedent variables is represented by a 'person organisation fit' approach where the individual's needs and value orientations match the values of the organisation. When a fit exists organisational commitment is enhanced.

A) DEMOGRAPHIC / ROLE RELATED VARIABLES

2.47 The first set of studies identified by Wiener (1982) deals with the relationship of demographic and personal variables with organisational commitment. Salanick (1977) found that people who have greater tenure in an organisation, are more committed. He also found a relationship between the relative age of workers and their level of commitment. In particular, older workers tend to be more committed. Salanick further asserted that members of the organisation who holds
higher position in the hierarchy express greater levels of commitment.

2.48 A better conceptual explanation for the apparent relationship between demographic variables and commitment is provided by Steers (1977). He explained that commitment operates as a form of exchange in so far as the exchange of time and effort by organisational members is rewarded through various means, both tangible and intangible. When the individual expresses or feels that the exchange is appropriate, then commitment grows overtime.

2.49 The relationship between various personal characteristics and organisational commitment had been more widely studied. Commitment was shown to be positively related to age (Lee, 1971., Sheldon, 1971., Steers, 1977 Angle and Perry, 1981); and tenure (Buchanan, 1974., March and Simon, 1958., Mowday et al., 1979., Sheldon, 1971, Dublin, Champoux, and Porter, 1975). Ambition, upward mobility, need for social relations, marital status, sex (Hrebiniak and Alutto, 1972), the need for achievement (Steers, 1977) etc. were also studied in relation to organisational commitment.

a) Locus of control and commitment

2.50 Literature suggests that an employee's personality or attribution process may be an important antecedent to commitment. More specifically, an employee's locus of control
LOC may be one such personal antecedent to commitment. The LOC construct which comes from attribution theorists, seems to be a reasonably stable personality dimension across situations. The 'internality-externality' attributions develop from the frequency of previous rewards in given situations that are generalised to other situations.

2.51 According to Salanick (1977), an important component of commitment is cognitive consistency. In order to be cognitively consistent the 'internal' would report that he or she controls the work environment. In addition, internals would report commitment to the organisation which allows them such control. (Luthans, Baack and Taylor, 1987.)

2.52 Spector (1982) suggested that internals perceive a higher number of alternatives than do externals in a choice situation. Thus when an internal joins an organisation, provided that other alternatives are perceived to exist, commitment related to choice emerges. If an internal chooses to remain in an organisation believing that alternatives exist which would allow him/her to leave, commitment may be further heightened and is compatible with cognitive consistency.

2.53 Spector (1982) further argued that internals tend to take action more frequently than do externals. As a result one would expect internals to act on their belief in an organisation. Commitment in such case would be expressed as a behaviour
which would include effort on the job and a tendency to remain in the organisation.

2.54 Conversely, if the internals were not committed to the organisation, he or she would act on that belief and would be likely to leave. Hence only committed internals would remain. In short, the internals would perceive increased time with the organisation as a matter of choice leading to commitment. Staw (1974) also found that choice is related to commitment.

B) PERSONAL AND ROLE RELATED VARIABLES

2.55 Most studies of professional employees in organisations have argued that professional knowledge is a delicate commodity, not easily controlled by traditional, bureaucratic mechanisms, and that conflict between professional and hierarchical authority is almost inevitable (Kornhauser, 1962, Etzioni, 1964). Little attention only has been given to analyse variables or conditions (other than perceptions of authority) which can lead to deterioration in organisational commitment among professionals.

2.56 Some of the role related variables discussed in the literature on commitment are, career mobility, tenure and role conflicts. If there are a few empirical data denoting the structural or role related nature of organisational commitment,
there is even less research on the personal and background characteristics of professional employees which might be related to organisational involvement. (Hall, Schneider and Nygren 1970; Hrebinia and Alutto, 1972).

2.57 Existing data on the occupational commitment of professionals suggest personal variables which might be important to the development of and maintenance of a professional's organisational orientation. Background factors such as father's occupation have been shown to affect professional commitment. (White, 1967). Sex and marital status have been discussed most frequently in relation to occupational commitment and career patterns (Hrebinia, 1971., White, 1967).

2.58 Hrebinia and Alutto (1972) also found that sex and marital status can affect the organisational commitment of professional employees. In exchange terms, married or separated individuals, especially women, see higher costs attached to leaving an organisation than single unattached individuals. Similarly, differential expectations associated with sex, marital and occupational roles can affect the level of comparison of alternatives of the individual (Thibaut and Kelley, 1964). Age is another personal variable that can affect perceived alternatives. It was found that age reduces the attractiveness of other organisations, thus reducing the mobility (March and Simon, 1958).
2.59 The work orientations and behaviour of individuals result from the interaction of personality and organisational factors. Two personality characteristics that were related to the level of organisational commitment are interpersonal trust and authoritarianism (Hrebiniak and Alutto, 1972). Levels of interpersonal trust reveal the extent to which individuals see their social environment as benign, co-operative and friendly (Hrebiniak, 1971). The less an organisation is seen in these terms, the less is likely to be the commitment to it. Higher levels of interpersonal trust is also seen associated with higher degrees of organisational commitment.

2.60 Age as found related to organisational commitment, is a finding that supports the investment notion [Becker(1960), Sheldon(1971), Grusky (1965)]. Another variable potentially important to organisational commitment is the intention of employees to seek advanced formal education. (Grusky, 1965).

2.61 H.L.Angle and J.L.Perry (1981) conducted a study in which they found a decline in commitment across ascending educational levels. The argument often used to explain the relationship between age and education and commitment is that increasing age and decreasing levels of education tend to reduce the feasibility of obtaining desirable alternatives and therefore restrict the individual to the present organisation.

2.62 Hrebiniak and Alutto, (1972) found in contrast to their expectations that organisational commitment does not vary as a function of perceived role conflicts. Organisational
commitment, but was seen inversely related to the degree of dissatisfaction with organisational reward and recognition policies. The same inverse relationship exists between tension and organisational commitment. But contrary to the findings of Sheldon (1971), they did not find any slump in commitment among respondents with medium lengths of service. Their study shows the primary importance of role-related factors in the development of organisational commitment. This suggests that commitment in utilitarian organisations is partially an exchange and partially a structural phenomenon.

2.63 Among the situational attributes the most often mentioned are organisational structure, human resource processes, and organisational climate. Role conflict and role ambiguity are reported as correlates of commitment (Hrebinak and Alutto, 1972, Steven, Beyer and Trice 1978). Morris and Sherman (1981) found that role conflict but not role ambiguity is a significant correlate of commitment.

2.64 Salanick (1977) suggested that role conflict leads to the perception of decreased responsibility and that, anything which when decreases perceived responsibility also decreases role involvement and thereby commitment.
C) ORGANISATIONAL FACTORS

2.65 Organisational processes like leadership, communication, decision making, staffing methods and compensation are the way by which things get done in an organisation. They were also found to be correlated with organisational commitment. For example, close supervision has been associated with reduced commitment (Hackman and Oldham, 1975., Salanick, 1977). These researchers have indicated that it is not being supervised per se that influences commitment, but the nature or style of the supervision received.

2.66 Bateman and Strasser (1984) found a strong association between leader reward behaviour and commitment. In support of this, Lee (1971) observed that positive supervisor-subordinate interactions are associated with the increased commitment of the subordinates.

2.67 Analysing the correlates of commitment related processes in the organisation, it has been found by Buchanan (1974) and Lodha (1965) that the more social involvements an individual has with the other members of an organisation the higher the individuals commitment to the organisation (subjected to the moderating effect of age and tenure). In addition to that, a number of socialisation experiences in the organisation also were found correlated with organisational commitment. (Buchanan, 1974., Meyer and Allen, 1988).
a) Career mobility and Reward system

2.68 The strength of a person's commitment to an organisation is influenced by the rewards he received from the system and the kinds of experiences he had undergone in order to receive the rewards. According to Oscar Grusky (1965) strength of commitment to an organisation should be positively related to the strength of conviction that one will be rewarded by the organisation. Here, the main concern is the motivational (i.e. expectancy) aspects.

2.69 But many studies (R.W Scholl, 1981, Wiener and Vardi, 1980) disprove the expectancy proposition. According to expectancy theory, the nature of one's commitment to an organisation may undergo radical changes depending on the relationship between belief and reality. Convergence of belief and reality would tend to strengthen commitment while divergence should cause a decrease in commitment.

2.70 If the strength of commitment to an organisation is positively related to the strength of conviction that one will be rewarded by the organisation and if the rewards are readily obtained, one's attachment to the organisation is likely to be weak because one becomes convinced that it was his attributes rather than those of the organisation which provided the rewards. On the other hand, H.L. Angle and J.L. Perry (1983) suggest that if one obtains rewards despite apparent obstacles, commitment will be strong.
b) Job attitudes

2.71 Studies on understanding the relationship between commitment and other organisational variables such as satisfaction and job involvement evinced mixed results. Job involvement has been found associated with company commitment (Mowday 1982). Recent research has indicated that job involvement, job satisfaction and organisational commitment are empirically distinct rather than partially redundant concepts (Morrow 1983). Barling and Bill Wade (1990) found that perceived organisational climate and job involvement significantly predicted company commitment.

2.72 Kanungo (1982) attempted to make a distinction among job involvement, work involvement and commitment and opined that, involvement in a specific job is different from involvement with work in general. Intrinsic motivation was found related to job involvement and satisfaction (Lawler, 1970).

2.73 Porter, Steers and Mowday, (1974) found a positive relationship between job satisfaction and commitment of psychiatric technicians. Mohan Raju and Srivastava (1986) conducted a study among employees of a pharmaceutical company and tested the relationship between intrinsic motivation and commitment. They found that intrinsic motivation was positively related with job involvement. This
suggests that the extent to which an individual is intrinsically motivated to work and the extent to which his performance has an expectancy value in terms of subjective rewards, he may experience positive attitudes and consequently satisfaction with the company.

2.74 The intrinsically motivated, according to Porter et al. (1982), is the one who wants to perform well and derives satisfaction by performing well. This willingness to perform might lead to the commitment towards the organisation.

2.75 Dublin, Champoux and Porter (1975) indicated that, those who are job oriented in their 'central life interest' will tend to express high commitment to their employing organisations.

d) Organisational culture and other factors

2.76 Singh and Das (1978-pp.511) observed that "Organisational culture and its impact on various aspects of work life has been analysed by a number of social scientists. Bachman and his colleagues (1968) found that role occupants have higher level of job satisfaction and performance in the organisational systems were expert and referent powers are used."
2.77 Etzioni (1969) concluded that commitment will be greater for people who enjoy more normative power. It was also found that bureaucratic culture inhibits normal development of human personality. This structure is inadequate in inducing commitment to work. Singh and Das (1978) on the basis of their study relating organisational culture and commitment to work concluded that the level of commitment to work can be raised by designing a better organisational culture.

2.78 There are other organisational processes, less often studied, that can be logically linked to commitment—namely, decision making and communication. For example, Salanick (1977) found that a communication process which keeps the individual informed with respect to various aspects of the organisation may affect felt responsibility and role involvement and therefore commitment. Several investigations have reported relationships between various climate dimensions and commitment. Commitment was found to be high in organisations described as being high in autonomy and trust (Steers 1977); and also being high in cohesiveness (Buchanan, 1974).

e) Organisational experiences

2.79 Even though, the studies on the empirical assessment of the causes of commitment are many, scant attention has been paid to the study of the organisational processes by which
commitment is inculcated. Only a few scholars have described or outlined the totality of the process by which committed managers or professionals are moulded. Insights can be gained from empirical studies on commitment which identified its development in organisational settings. While the literature provide many clues to the nature of experiences relevant to commitment, it is virtually silent on the question of the relative importance of particular experiences in influencing commitment and on how these experiences vary in importance with time.

2.80 Sheldon (1971) for example, found the relevance of social involvements in generating commitment and Lee (1971) found the role of sense of work - accomplishment in organisational identification. Brown (1969) discovered that individuals in his sample tended to identify with the organisation in three situations: (1) when they saw the organisation as providing opportunities for personal achievement, (2) when they had power within the organisation and (3) when there were no competing objects of identification.

2.81 Hall and Nougaim (1968) found that the relative importance and intensity of particular needs change during the first five years of the managerial career. This has led Buchanan (1974) to assume that experiences in the work settings have got a stimulating effect on commitment. Brown (1969) spoke of a 'law of primacy' which held that the
earlier an experience, the more potent its effect since it influences how later experiences will be interpreted.

2.82 The first year is a period during which management recruits undergo the basic training and initiation (Schein, 1971). From a standpoint view of organisational influence, this year is probably the most critical in the managerial career. According to Berlew and Hall (1966), initially the most influential experiences are those which attune the recruit to what is expected of him. His mild anxiety over his ability to live up to expectations activates the affiliative tendency and prompts him to identify and attach himself to significant others who can furnish guidance and reassurance (Schacter, 1959; s.s Buchanan, 1974).

2.83 Research has shown that when expectations of organisational life are exceeded, the likelihood of commitment is enhanced (Grusky, 1966). Of considerable importance among the specific experiences is the quality of the initial work assignment. Research also has consistently demonstrated that challenges to, or attempts to, change ego-related attitudes will encounter defensiveness, resistance, and solidification of the threatened attitude. To the extent that recruits feel threatened or compromised, commitment will probably be undermined.

2.84 Buchanan (1974), while determining the influence of socialisation experiences on organisational commitment, found
that, self image and personal importance related experiences are correlated highly with organisational commitment.

**MANAGERIAL COMMITMENT AND PREDICTORS**

2.85 According to Buchanan (1974), commitment of the manager is essential for the survival and effectiveness of large work organisations, because the fundamental responsibility of a manager is to maintain the organisation in a state of health necessary to carry on its work. In a study on managerial commitment Becker, Trice and Stevens (1978) found that, both role and exchange theory are useful in explaining commitment. Their findings suggest that, commitment is a complex facet of organisational behaviour that is only partially explained by existing theories. The other findings are:

- A positive attitude towards change has got a negative influence on organisational commitment

- Workload has got negative influence on organisational commitment

- Age is not capable of influencing commitment

- Sex also did not emerge as a significant predictor
Organisational size, centralisation, and percent of supervision were not found to be important influences on managerial commitment.

In general the results of the study indicated that, managerial commitment has multiple positive and negative determinants. Neither psychological nor side bet notion can alone fully explain the overall results.

Oscar Grusky (1965) in his study on Manager's commitment and career mobility explored the relationship between career mobility and attitudinal commitment for managers who had different levels of experience. He found that managers with moderate mobility were less committed to the firm than the managers who experienced minimum mobility. On the other hand, the most committed managers were those who had been most mobile during their careers. In general, the strength of organisational commitment, was positively associated with seniority. Managers with low level of education showed more commitment towards the organisation, and the female managers were more strongly committed than the male managers.

COMPONENTS OF COMMITMENT

To understand the concept of commitment, one has to identify and understand its components. These components
serve as a framework within which an individual can be evaluated with respect to his commitment.

2.89 Myers and Kannappan (1970) suggested that 'intrinsic value' is an essential component of commitment. Two value-based correlates of commitment—performance value and discipline value of the individual—were suggested as components of commitment by Vijaya Punekar and Haribabu (1978). Most of the definitions of commitment and the measurements contain the following three variables as the important components: identification with the organisation, job involvement and loyalty.

a) Organisational Identification and Correlates

2.90 In almost all major studies that dealt with organisational commitment, organisational identification is seen as an important factor. The same is true in almost all major scales reported to measure organisational commitment. Organisational identification, thus has become a major attitudinal component of commitment. The process of identification can be seen as one important mechanism in the development of psychological attachment (Sanford 1955, Stoke 1950). Many studies have attempted to find out the correlates of organisational identification.

2.91 Organisational identification appears to be a process in which some 'right type' of person is most likely to enter an organisation and be ready to identify with it.
Organisational identification was generally considered as a process (Hall and Schneider, 1972) by which the goals of the organisation and those of the individuals become increasingly integrated or congruent (Tolman, 1943, March and Simon, 1958).

2.92 McGregor (1967, pp.145) stated that "when an individual genuinely identifies himself with a group, leader or cause, he is in effect saying that the goals and values associated with that cause have become his own."

2.93 Michael, E. Brown (1969) while identifying some conditions of organisational involvement, defined identification as based on four considerations. (1) It includes something of the notion of membership; (2) It reflects the current position of the individual; (3) It has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution and other related outcomes, and (4) it suggests the differential relevance of motivational factors.

2.94 This definition has some connection with Kelman's view (1958) that" identification occur when an individual accepts influence, because he wants to establish or maintain satisfying, self-defining relationship to another person or group" But, Brown (1969, pp.347 ) argues that "not every type of satisfaction affects one's self definition. Only those satisfactions which are products of ego involving and intrinsically motivated activities are likely to do so directly
Further more, not every satisfaction is derived from an individual's social relationships. Only those which are specifically related to membership are relevant to identification.

2.95 In an examination of correlates of organisational identification in the United State Forest Service, Hall, Schneider and Nygren (1970) found that tenure, job characteristics and a cluster of service oriented values, self image characteristics and needs, were related to organisational identification. Organisational identification in turn was related to the satisfaction of higher order needs.

2.96 Brown (1969) and Patchen (1970) (both using Patchen's data from the Tennessey Valley Authority) also indicated that job characteristics like opportunities for achievement, participation in decisions etc. were correlated with identification. Brown(1969), but was not able find an association between tenure and identification.

2.97 Hall and Schneider (1972), while examining the personal and organisational correlates of identification in different organisations (the Roman Catholic Church and R & D laboratories) treated tenure, job challenge, self image characteristics, need importance and satisfaction as the possible correlates. They found that, for the priests tenure and organisational identification were significantly related. But in the R & D Sample the relation was not significant. Job challenge was seen related to identification in both the cases.
Job challenge was also found related to the self image of the researcher. Work satisfaction was seen as an intervening variable in the relationship between work challenge and organisational identification.

2.98 Since the researcher frequently changes organisations to find new, interesting projects, these frequent moves may result in low identification. Hall and Schneider (1972) indicated that the most consistently strong correlate of organisational identification regardless of career pattern or type of organisation, is job challenge. Thus, challenging and satisfying work seems to be a key factor in the development of a person's commitment to his employing organisation.

2.99 Research in other types of organisations supports the relationship between tenure and identification. Glaser (1963) found that as scientists advanced into supervising positions they became more committed to the laboratory as a career setting. Hinrichs (1964) found that with tenure, acceptance of organisational values by industrial scientists tends to increase. This indicates the possibility of a professional becoming increasingly integrated into, and presumably identifying with the inner fraternity of the organisation over a period of time.

2.100 Brown (1969 pp.353) found that "employees are tied to an organisation to the degree to which membership is self defining not simply through the satisfaction of pragmatic motivational states, but through the opportunities of the work
organisation for satisfying achievement related symbolic motives. Furthermore, alternative social concerns either within or outside the organisation are found inimical to identification with the organisation when they are seen as the sites or opportunities for the satisfaction of relevant symbolic motivational states. 

2.101 Literature also suggests that identification is not a product of the satisfaction of affiliative needs. Brown (1969, pp. 354) has further argued that "the members of the industrial organisations must be provided with the opportunity to accomplish as individuals something over which they have at least a modicum of control". According to him identification is mediated through symbolic, rather than pragmatic motivational states and it appears to be relatively exclusive in terms of the selection of an object from other social alternative.

2.102 The Dynamics of identification are different in different systems. In the single organisational career, a person is able to satisfy his need for security and affection, by remaining in one organisation without necessarily frustrating his higher order needs. On the other hand, in multi-organisation career, a person is forced to move to find growth opportunities, regardless of his need for security.

2.103 Hall and Schneider (1972) have made a very interesting remark on the curvilinear nature of organisational identification,
that where the selection - socialisation forces are very weak or very great, identification is independent of how the person views himself. In systems with moderate selection - socialisation forces, identification may be more a function of the person's view of himself or his readiness to identify.

2.104 Identification depends on satisfaction and anticipated goal achievement derived from activities which are membership bound, ego involving and intrinsically motivating. Work provides opportunities for the satisfaction of a variety of needs, especially the need to achieve. Where work is a part of the organisation, work-related achievement-satisfaction will help to link the individual to the organisation through identification.

b) Investments and Involvement

2.105 Commitment, before the 70s have been studied primarily in professions, political organisations and in Utopian social movements. Becker and Carper (1956) found, that identification with a profession was related to three types of experiences (1) Investments—particularly time spent in a programme (2) Involvements with peers and superiors and (3) Development of technical interests and skills.

2.106 According to Sheldon (1971) investments are postulated to lead to commitment in the following manner: Individuals make decisions at various points in their career—the initial investment was made when they chose to accept employment.
in their organisations. Age, length of service, position etc. are investments.

2.107 Age is an investment, whether the older person is new to the organisation or has been in it many years. Age binds one more tightly with the organisation, and reduces opportunities for inter-organisational mobility. Length of service is also an investment for the same reasons.

2.108 The results of Sheldon's study (1972), show that all the three investment indices were associated with commitment to the organisation. Persons with long tenure of service had high commitment regardless of position. For those with low commitment to the profession there was a strong linear relationship between length of service and commitment to the organisation.

2.109 Both investments and involvements are associated with commitment to the organisation. Investment appears to be stronger of the two factors, particularly for those with low commitment to the profession. For the newer younger men, low investments, low social involvements and low professional skills and prestige result in a lack of commitment to both the organisation and the profession.
2.110 Social involvements, according to Sheldon (1972), are particularly important at a critical stage in a man's career, where he is with a medium length of service in the organisation. Without social involvements, a withdrawal from commitment to the organisation appears in spite of increased investments. Mary, E. Sheldon, (1971, pp. 143) further observes that "professional organisations develop commitment to their values by a lengthy socialisation process and little attention has been given to study it."

2.111 Etzioni (1964) has treated involvement as calculative. It is assumed that the involvement of an individual in an organisation is related to his perception of the organisation as an exclusive provider of important satisfactions. Therefore, an individual's involvement in an organisation may resolve a conflict between two or more competing sources of satisfaction.

c) Compliance to Rewards, Value Internalisation, Extra-role behaviours

2.112 Although, numerous differences in the approaches adopted to research on commitment exist, the individual's psychological
attachment to an organisation continues to be an emerging theme in all these. Even when referring about the antecedents, consequences and the processes of becoming attached, it is the psychological attachment that seems to be the focus of common interest. But, what is the basis for one's psychological attachment to the organisation?

2.113 Kelman (1958) in an investigation into the basis of attitude changes, noted that individuals can accept influence in three conceptually distinct ways. (a) Compliance or exchange (b) Identification or affiliation and (c) internalisation or value congruence.

2.114 Compliance occurs, when attitudes and behaviours are adopted not because of shared belief, but simply to gain specific rewards. Identification in Kelman's terms occurs when an individual accepts influence to establish or maintain satisfying relationship. That is, an individual may feel proud to be a part of a group, respecting its values and accomplishments, without adopting them as his or her own. Internalisation occurs, when influence is accepted because of the induced attitudes and behaviours are congruent with one's own values. That is, the values of the individual and the group, or, the organisation are the same.
2.115 Charles O'Reilly and Jennifer Chatman (1986) studied the effects of compliance, identification and internalisation on the pro-social behaviours and found that commitment based on internalisation is significantly related to intra-role and extra-role behaviours and very strongly related to the intent to remain with the organisation. Attachment based on identification, was also seen related to intra-role and extra-role behaviours.

2.116 Commitment based on compliance was found negatively associated with the intention to stay. Compliance was negatively related to tenure and identification and was positively related to length of service. Internalisation was not seen related to tenure.

2.117 O'Reilly and Chatman's study (1986) suggested that commitment based on internalisation and identification has strong links with pro-social behaviours. Commitment based on compliance, however, with the exception of its relationship with intention to leave, was seen unrelated to extra-role behaviours. They also added that, the basis for one's commitment may be related to positive manifestation of involvement such as voluntary participation and contributions beyond the narrow requirements of the job.
OUTCOMES OF COMMITMENT

2.118 Katz (1964) suggested three types of member behaviours, reminiscent of March and Simon's (1958) participation and production framework, essential for a functioning organisation. Not only do the organisations induce members to join and remain (participate), but should also motivate two kinds of production dependable role behaviour (as prescribed by the organisation) and spontaneous and innovative behaviour (which go beyond explicit behavioral prescriptions).

2.119 H.L. Angle and J.L. Perry, (1981) observed that committed member's definite desire to maintain organisational membership would have a clear relationship to the motivation to participate. Thus, it was found that organisations whose members were strongly committed had both high participation and high production. Such organisations were, therefore, expected to show relatively low levels of absenteeism, tardiness and voluntary turnover and high levels of operating efficiency.

2.120 In keeping with the view that committed employees will engage in spontaneous, innovative behaviour on behalf of the organisation, it was further anticipated that within limits, organisational commitment among the members would
facilitate ability of an organisation to adapt to contingencies. The adaptability-commitment relationship was not actually monotonic over all possible levels of commitment. Extreme commitment would probably lead to a fanatical behaviour, suspension of individual judgement and the like.

2.121 Harris and Eoyang (1977) building upon Steers (1977) notion of 'active' and 'passive' commitment, had given two bipolar dimensions to commitment. (1) Commitment or lack of commitment, to remain with the organisation and (2) Commitment or lack thereof, to work in support of organisational objectives. Within such a framework turnover measures should be most sensitive to the extent to which employees were committed to remaining in the organisation.

2.122 Harris and Eoyang (1977) proposed that commitment to stay and commitment to work are independent constructs and in combination have complex implications for the organisation. In addition, as Salanick (1977) pointed out, the impact of employee commitment on an organisation depends not only on what the employees are committed to do, but also on what the potential is for those specific behaviours to influence organisational outcomes. Angle and Perry (1981) have made an interesting observation that the relationship between commitment and behaviour very likely depends on the form that commitment takes.
2.123 Empirical research on organisational commitment has shown commitment to be a significant predictor of turnover. According to Morrow (1983), job involvement and organisational commitment are related but distinct type of work attitudes because of their distinct referents. Workers with high level of job involvement and organisational commitment should be the most motivated, because, they are attracted by both the job and the organisation.

2.124 Also based on past empirical research it can be suggested that job involvement and organisational commitment complement one another as predictors of turnover and absenteeism. Generally, job involvement accounts for greater percentage of variance in absenteeism than organisational commitment, while organisational commitment accounts for a greater percentage of turnover variance than job involvement (Boal and Cidambi.,1984).
ORGANISATIONAL TURNOVER AND COMMITMENT

2.125 In recent years the research on the problem of employee's leaving organisations have involved the development of several conceptual models that attempt to explain the process through which someone quits. (Mobley, Griffith, Hand and Meglino 1979; Price 1977; Lee, Richard and Mowday 1987).

2.126 Steers and Mowday (s.s. Lee et al. 1987) in their model developed in 1981, proposed the following sequence of variables that leads to an employee staying with or leaving an organisation:

- Job expectations, (Conceptualised as met expectations) and values;
- Affective responses affect desire and intention to stay or leave, and
- An intention to leave leading to actual leaving.

Steers and Mowday (1981) discussed several affective responses like job satisfaction, job involvement, organisational commitment etc.

2.127 Job satisfaction and its interaction with job opportunities was put forward by some researchers as the immediate antecedent of an employee's leaving the organisation. Steers and Mowday (1981), but proposed that the immediate antecedent of an employee's leaving is the interaction of the intention to leave and alternate job opportunities.
2.128 Although available literature on the employee organisation linkages is not extensive, it focuses on selected linkages. For example, Michael and Spector (1982) using path analysis found that:

(1) intention to leave was the immediate predictor of leaving [which supports the findings of Steers and Mowday (1981)],

(2) job satisfaction and organisational commitment were the immediate antecedents of intention to leave;

(3) job satisfaction was predicted by pre-employment expectations, perceived job characteristics and leader consideration and;

(4) organisational commitment was predicted by leader consideration.

2.129 Stumpf and Hartman (1984) found out that intention to leave was the immediate antecedent to 'environmental exploration' (some thing similar to job search). This was negatively related to job satisfaction and organisational commitment. They also found that person job congruence and work performance predicted job satisfaction.
2.130 Lee and Mowday (1987) found that prior job performance was significantly correlated with job satisfaction and organisational commitment. Contrary to Steers and Mowday (1981) they found that the multiplicative interaction between intention to leave and alternative job opportunities is not the immediate antecedent to an employee's leaving the organisation. Angle and Perry (1981) in their study on commitment and organisational effectiveness reported an inverse relationship between organisational commitment and employee turnover.

**COMMITMENT AND SATISFACTION ON PERFORMANCE AND MEMBERSHIP**

2.131 A great deal of research has been conducted to link employee attitudes with work outcomes. Early research tended to focus on job satisfaction as the key attitude related to employee behaviours such as job performance and turnover (Locke, 1976). More recent research has investigated organisational commitment as an attitudinal predictor of employee behaviour and intentions (Mowday, Porter and Steers 1982, Balaji C, 1988).

2.132 Porter, Steers, Mowday and Boulian (1974) proposed that general attitudes towards the organisation may have a greater impact on the decision to remain with the organisation than more specific attitudes towards the job. Wiener and Wardi
(1980) suggested that organisational attitudes should be more strongly associated with organisation oriented outcomes, such as turnover intentions, while the most likely behaviour to be affected by job attitudes would be task oriented outcomes, such as work effort or performance.

2.133 Many studies have reported significant association between organisational commitment and turnover intentions (Ferris and Aranya, 1983; Hom, Katerberg and Hulin 1979; Mowday, Steers and Porter 1979; O'Reilly and Caldwell 1980; Steers, 1977; Stumpf and Hartman 1984; Wiener and Wardi, 1980; Balaji, C, 1988).

2.134 In many other studies, overall job satisfaction appears to be associated with turnover intentions (Angle and Perry, 1981, Bedeian and Armenakis, 1981). Research also has compared the independent and joint effects of job satisfaction and organisational commitment in turnover intentions or intentions to quit (Peters, Bhagat and O'Connor 1981; Balaji, 1988; Arnold and Feldman 1982).

2.135 Peters, Bhagat and O'Connor (1981) found that, organisational commitment had a strong relationship with turnover intentions than job satisfaction, though job satisfaction did make an independent contribution to the prediction of turnover intentions. It, therefore appears that both job satisfaction and commitment are related to turnover intentions.
2.136 Research was also done to verify the relationship between job performance, job satisfaction and commitment. While some literature suggests that, job satisfaction and job performance are related other analyses of the job satisfaction have concluded that satisfaction shows a negligible relationship with job performance (Locke, 1976). Both Steers (1977) and Wiener and Vardi (1980) concluded that organisational commitment was not clearly related to job performance. However, there is not much research done on the relationship between organisational commitment and job performance.

2.137 Lynn, McFarlane, Shore and Harry, J Martin (1989) conducted a study to find out the superiority of either of organisational commitment or satisfaction on job performance and intent to stay. Shore and Martin (1989), observed that there are 'no studies' that simultaneously examined the joint effects of job satisfaction and organisational commitment on job performance. They found that organisational commitment had higher correlation than job satisfaction with intent to stay in general, and job satisfaction had more say in creating a variance in the performance ratings than organisational commitment.

2.138 These findings are in tune with the arguments of Porter et. al. (1974) and Wiener and Vardi (1980) 'that global attitudes towards the organisation (Like organisational commitment) are associated more closely with organisation-
oriented outcomes and more specific attitudes (Like job satisfaction) are more closely associated with task-oriented outcomes. Mowday, Steers and Porter (1979) also suggested that job satisfaction is a more transitory and changeable attitude than organisational commitment.

2.139 Interpreting the results of their study, Shore and Martin (1989) suggested that, work attitude among professionals are less predictive of intentions to remain in the organisation than among the non-professionals. Professionals, according to them, have primary commitment to their occupation rather than to their organisation. Professionals may be viewing a given job as a stepping stone to a better job since their primary commitment is to their profession, whereas non-professionals may be looking for a good job in the organisation that provides some measure of job security.

2.140 However, the literature still suggests that (Porter, Steers and Mowday, 1981) job satisfaction and organisational commitment may not be clearly distinct attitudes, but possess some uniqueness, given the ability of these attitudes to account for distinct variance in the same work outcomes.
VALUE BASED MODEL OF COMMITMENT

2.141 Punekar and Haribabu (1978, pp.61) reviewed a number of definitions of organisational commitment and noted that "their authors had failed to conceptualise commitment in terms of the value orientation of workers, despite the fact that values exert a powerful impact on behaviour". They have proposed a definition according to which, commitment is basically a value-orientation of the individual or group and comprises two values-viz 'performance value' and 'discipline value'.

2.142 Amsa and Punekar (1985, pp.27) while testing their value based conceptual model of work-role commitment, observed that "Socialisation causes 'commitment values' (both performance value and discipline value), and these values in turn cause work performance. According to them, "...commitment values are inculcated in a person by the process of socialisation that he had undergone in his formative years and that these values get expressed in the form of good work performance when the person enters a job" (pp.28). The expression of 'commitment values' in the form of good work performance takes place only when one's expectations from his job are reasonably fulfilled by the organisation. They further asserted that, as the values being one of the powerful determinants of a person's behaviour, a model of commitment based on the values will be able to explain behaviour of a committed person more
effectively than most other models proposed in terms of job rewards and organisational culture.

INTEGRATION OF PROFESSIONALS WITH THE ORGANISATION

2.143 A classic issue in the analyses of organisational behaviour is whether the needs of individuals and the goals of the employing organisations can be simultaneously attained or integrated. Some studies point to an inherent conflict between these two (Argyris 1964; Kornhauser, 1962; Gouldner, 1958). Some other authors have indicated that, characteristics of the job such as the degree of challenge and responsibility, can lead to both high satisfaction and high performance. (Berlew and Hall 1966., Lawler, 1969., Schein, 1967).

2.144 Integration of the individuals with the organisation can come about where the job behaviours that lead to satisfaction of such higher order needs (as autonomy, achievement, esteem and self fulfilment) also lead to high performance. Argyris,(1964) has asserted that the individual has a need to experience competence and growth in continuing through his work. If he perceives that competence is demanded, this anticipated satisfaction will motivate him to exert a great deal of effort (Lawler, 1969).
In a study among professionals and scientists, Douglas T. Hall and Edward E. Lawler (1969) have found that quality pressure is related to job involvement and that the job involvement has got a significant relationship with the overall technical performance. They also found that Quality pressures encourage the professionals to satisfy their need for competence in their work. Kornhauser, (1962) and Glaser, (1963) have suggested that the most motivated scientists are 'local cosmopolitans', those who have high regard to the professional and organisational goals.

Many researchers (Gouldner, 1954., and Etzioni, 1964) have noted and argued that there is a basic incompatibility between professionals and organisation which is related to divergent authority patterns. Much of the research on organisational professionals has assumed this incompatibility between them and their employing organisations. The professional is seen as responding to professional authority only. Consequently the professional entering an organisation is often seen as having to choose between commitment to his profession and commitment to his organisation. Obviously commitment to the organisation has to attain more importance.

There are some research findings, though limited, which observed that the professionals in an organisation may be committed both to their professions and to their organisations (Glaser, 1963) Studies of how professionals find
satisfaction in organisations and, the types of reciprocal adaptation by professionals and organisations indicate that professionals are able to harmoniously relate their organisational and professional activities to their situation within the organisation, which re-affirms certain principles of professionalism. (Barber, 1965., Glaser, 1963., Kornhauser, 1962). The degree of professionalism in the organisational involvements hence might be an important determinant of the compatibility of the two commitments as far as the professionals are concerned.

2.148 Russell Thornton (Ref.no296,bibliography), studying the impact of different types of job involvement on the compatibility of professional and organisational commitment found that, professional and organisational commitments can be compatible under certain conditions. Generally, the extent to which the organisational professionals experience and perceive an organisational situation as re-affirming and exemplifying certain principles of professionalism determine the compatibility of their commitment to both the organisation and the profession.

2.149 Sheldon(1971,pp.149) opined that," one way of incorporating a professional into the organisation is to attempt to make him primarily an agent of the organisation through organisational involvements. Under such circumstances the professional must choose between his organisation and his
profession, and a subsequent decision in favour of one is detrimental to the other’’

2.150 It is further observed by Sheldon (1971, pp. 149) that ‘‘social relationships are particularly important for producing commitment to the organisation for a group of men with an attribute very important to the organisation, professional competence.’’

COMMUNICATION AS A DISTINCT STABILIZING FORCE

2.151 According to R.W. Scholl (1981, pp. 590), ‘‘At first glance, the motivation and commitment literature tempt one to state that the commitment construct has not added anything to the existing body of knowledge on motivation. Much of the commitment literature clearly suggests an exchange perspective. While examining the organisational behaviour literature, one finds that the exchange perspective, which started with the work of Barnard (1938) and continued with March and Simon’s (1958) inducements/contribution model, dominates the work on motivation’’

2.152 If one examines the two most popular motivational process models-viz. equity and expectancy, he can definitely find a place for commitment in explaining employee behaviour. This has been acknowledged as ‘commitment proposition’ in the present study.
2.153 The exchange models of motivation, mainly emphasise that individuals perform for, or make contributions to an organisation in exchange for certain rewards or inducements. Membership and performance are maintained, as long as a favourable balance is maintained between the inducements and contribution.

2.154 Also, according to the equity theory (Adams, 1963.*s.s.) membership and performance continue when there is a balanced ratio between inputs and outcomes of one as compared to those of others. Expectancy theory is another motivational model (Vroom, 1964), that attempts to explain the membership and the performance of an individual as an exchange. Expectancy refers to the perceived probability that certain behaviours will lead to specific outcomes.

2.155 In summary, as Scholl (1981,pp.591) puts it a combined expectancy/equity model posits that individuals engage in certain behaviours when they perceive equitable rewards to be the result of these behaviours. Fundamentally, this expectancy/equity notion can account for choices among alternative behaviours, but how well does it do in explaining consistency or stability in behavioural direction?
2.156 According to the expectancy/equity propositions, some set of conditions are to be satisfied to maintain the particular behavioural direction, and if one or all of these conditions are not met or satisfied, an individual would be predicted to discontinue the line of behaviour. But empirically, some problems with expectancy as a complete explanation of stability of membership have been found.

2.157 Vroom (1964) and Deci (1971) found reduced attractiveness of the organisation, when the expectancy was not fulfilled. Contrary to this, Hearn and Stull (1975) found among the cocktail waitresses, who joined the firm with lot of expectations that, even when they found most of their expectations are not met, they still continued in their organisation.

2.158 This, thus raises a question as - if expectancy is capable of maintaining a behavioural direction when the conditions/expectations are satisfied; and destablizing a behaviour (membership), when some or all conditions are not fulfilled, why did those employees (cocktail waitresses) stay with their organisation, even when their expectations were not fulfilled? This becomes a problem difficult to be explained by the motivational theories based on exchange-expectancy proposition.
2.159 Organisational commitment has been brought out as an alternative force capable of explaining such a behavioural stability in these kinds of situations. Organisational commitment was hypothesised as the force that can provide the momentum for people to continue their stay with the organisation when expectancy condition fails. Therefore, of late, commitment is being treated as a force that can stabilise and explain many organisational behaviours. The generation of such a force, however, is attributed to the result of an interplay between a number of organisational factors called mechanisms of commitment.

2.160 A similar argument is made by Wiener and Vardi (1980) in differentiating motivation from commitment. Their model suggested that, work behaviour is a function of both motivation (a calculative concept) and commitment (a normative concept). In their view, the force of commitment will help one to adhere to the norms and values of the organisation, will enable one to sacrifice for the organisation and would prevent one from criticising the organisation.

2.161 Farrel and Rusbolt (1981) presented another model, which also closely resembles the expectancy/commitment model. They link commitment to turnover and put commitment as a
more complex variable (being a function of satisfaction, quality of alternate opportunity and the magnitude of investments).

2.162 R.W Scholl (1981, pp. 597) after analysing some models which link commitment and expectancy (Wiener and Vardi, 1980, Farrel and Rusbolt, 1981) concluded that, "if commitment is viewed as a force distinct from expectancy, it can be used to explain instances of behavioural direction, being maintained despite lowered expectancy through either changes in subjective probabilities or changes in reward valences"

2.163 The present study identifies itself with the commitment proposition developed by Scholl (1981), and is on the look out for the mechanisms which can give different dimensions to the commitment of a professional. This commitment in turn, is capable of bringing a lot of desirable outcomes for the organisation. But for this, a close look on the process of commitment is required. That definitely is the underlying motive of the present investigation.
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