CHAPTER II
REVIEW OF LITERATURE

2.1 INTRODUCTION

The study of job attitudes has a long history that has produced a voluminous body of literature. Ajzen (2008) has defined job attitude as the “predisposition to respond in a generally favourable or unfavourable manner with respect to the object of the attitude”. The literature demonstrates that job attitudes manifest in various forms such as work itself, benefits received, supervision and impediments to their work or anything that might trigger positive or negative reactions (Liberman & Chaiken, 2009 and Tosi & Mero, 2008). In an attempt to better understand the factors affecting job attitudes & employee behaviour, researchers have turned their attention to organisational and individual factors such as job satisfaction, job involvement, organisational commitment, organisational effectiveness and organisational culture, that might influence these relationships (Jacobs & Solomon, 2008; Netemeyer et al., 2009; Randall et al., 2010 and Sims & Szilagyi, 2011). Thus, the following literature considers the role of work place attitudes in influencing important organisational outcomes and the methods that organisations uses to develop these attitudes in their workers. The secondary literature is reviewed under:

i. Job attitude

ii. Job attitude & job satisfaction

iii. Job attitude & job involvement

iv. Job attitude & organisation effectiveness

v. Job attitude & organisation culture

vi. Job attitude & organisation commitment
2.2 JOB ATTITUDE

2.2.1 Madlock and Butterfield (2012) extended the prior research by examining the prevalence of relational maintenance behaviours between co-workers and the impact of such behaviours on the work-related attitudes of job satisfaction, organisational commitment, communication satisfaction and work alienation among 276 working adults in Virginia. The questionnaire developed for the study composed of a variety of instruments including scales measuring employees’ perceptions of their use of relational maintenance strategies with co-workers as well as attitudinal measures (organisational commitment, job satisfaction, communication satisfaction and work alienation). The results predicted that more than 88% of the employees engaged in co-worker relational maintenance strategies with conflict management, shared tasks and positivity. Additionally, significant relationships were found between co-worker relational maintenance behaviour and the work-related attitudes of job satisfaction, organisational commitment, communication satisfaction and work alienation. It would have been useful to determine the directionality of the effects that is, which behaviour elicited the other. Also, a qualitative component would have been able to tease out the nuances that a quantitative study can only infer.

2.2.2 Ali et al. (2011) reviewed that to what extent the organisational citizenship behaviour increases & decreases the organisational commitment and how will it effect the employee performance, thereby elucidating the effect on job attitude (job satisfaction & organisational commitment). The data were collected through a standardised questionnaire from 54 different public sector organisations in Rawalpindi and Islamabad. The correlation matrix showed that there is a strong and significant impact of job attitude on the performance of an employee with
mediating impact of organisational citizenship behaviour. Regression results showed that job satisfaction as a factor of job attitude explained 30% variance in employee performance showing no significant relationship but had a significant relationship with organisational commitment. The mediation analysis showed a mediating impact of OCB in the relationship of employee performance and job attitude. The study however didn’t target the outcomes of OCB, thereby limiting its scope of findings.

2.2.3 Leavitt et al. (2011) examined the role of implicit attitude towards one’s organisation, co-workers and supervisors as indicators of well-being. The questionnaire on implicit attitudes was developed by taking measures given by Greenwald & Schwartz to collect data from 89 participants of a military community hospital in the Rocky Mountain region of the United States. Although there was a positive relationship between explicit job satisfaction and performance but this relationship did not reach traditional levels of significance. Implicit attitude toward one’s supervisor did not predict OCB and inclusion of implicit attitudes did not improve explanatory power. The design of the project report proved to be the biggest limitation for the study due to lengthy questionnaire and the involvement of only lower-level staff.

2.2.4 Schat and Frone (2011) investigated the relations between psychological aggression at work, two forms of job performance (task performance & contextual performance) and potential mediators of these relations. Data were obtained from a national probability sample of US workers (n=2376) and the model was tested using structural equation modelling. The results demonstrated that exposure to psychological aggression at work negatively predicted both task performance & contextual performance and these relations were explained by decrements in job
attitudes & health associated with exposure to psychological aggression at work. Cross-sectional nature of the data precludes the study from being able to conclusively rule out alternative models with different causal linkages.

2.2.5 Kutcher et al. (2010) sought to replicate the findings about the role of religious beliefs & practices in shaping an employee’s reactions to stress/burnout and job attitudes. The study showed how one’s perceived freedom to express his/her religious identity at work was related to workplace attitudes and behaviours. The data were collected from 218 individuals who were employed on at least part-time basis through a standardised questionnaire. The results revealed that the religious rituals & practices scale assessing public and private religious practices, such as church attendance & private prayer was found to be significantly related to work environment scale. T-tests reported that several negative relationships existed between the religious measures and measures of stress & burnout. The studies lacked in the diversity of the sample as the majority of the individuals were affiliated with the Christian denomination.

2.2.6 Sinclair et al. (2009) examined the hypothesis that subgroups of part-timers differ from each other and from full-timers in their demographic characteristics, job attitudes and other job-related perceptions. The study examined group differences using samples of 850 full-time and 1490 part-time unionised employees. The part-time subgroups included moonlighters (n = 142), college students (n = 365), people providing supplemental income to their family (n = 661) and people whose part-time job was the primary source of income for their family (n = 556). The results of the data indicated that over three-quarters of the primaries desired increase in the number of hours they worked. Despite the fact that the moonlighters and students had very different demographic characteristics, nearly
60% of each group desired more hours. Finally, the only group of part-timers in which less than half desired to work more hours was the supplementers. This finding supports the notion that supplementers are less interested in moving to full-time jobs than are other part-timers. T-test indicated that part-time workers had the positive attitude towards the company, more satisfied with their jobs & their promotional opportunities and perceived higher quality alternatives elsewhere. Part-timers also had less tenure and believed their labour-management relations climate to be poorer than the full-timers.

2.2.7 Bal et al. (2008) examined the influence of age in the relation between psychological contract breach and the development of job attitudes. The research was carried on 170 MBA students, 379 employees and 84 managers of organisations in USA. The results showed that psychological contract breach was found to be significantly correlated to job attitude. Age moderated the relation between contract breach, trust and job attitude. However, the organisation tenure did not moderate the relation between contract breach and job attitude. The study showed that age was related to the psychological contract breach. Since most of the correlations are based on cross-sectional data, it was impossible to draw conclusions regarding causality.

2.2.8 Jones et al. (2008) studied the pervasiveness of role overload on job attitudes, turnover intentions and performance of 343 sales and marketing executive in USA. A standardised questionnaire having four scales (role overload, job attitude, performance and turnover intention) were used to collect the data. Job attitude for more experienced executives was more adversely affected by role overload than that for less experienced executives. Furthermore, while the differences between the means were not significant, the results suggested that work
experience moderated the relationship between role overload and turnover intent. Thus, it is noteworthy that role overload has displayed inconsistent relationships with many job attitudes, turnover intentions and performance measures. The study was unable to obtain performance scores other than self reports, possibly inducing common method bias.

2.2.9 Punnett et al. (2008) examined the relationships of job attitudes and personality characteristics to absenteeism, in five manufacturing companies in Barbados, an English-speaking Caribbean country. The relationships examined were based on well-established theories from the developed world, especially the USA. In addition, individualism, uncertainty avoidance and power distance were measured for 264 employees working in different organisations of USA. The multiple regression analysis results showed that an employee’s levels of satisfaction with co-workers, activity, responsibility & job security and loyalty to the organisation were related to absenteeism. The most important single predictor of absence was satisfaction with co-workers. The study lacked to collect the individual information in order to link the variables measured with actual absenteeism statistics.

2.2.10 Lankau et al. (2008) investigated the influence of two role stressors: Role ambiguity and role conflict on previously established relationships between mentoring activities, vocational support, psychosocial support & role modelling and prominent job attitudes. Full and partial mediation models were tested with a sample of 355 protégés. The questionnaire on mentoring was taken from measures developed by Scandura and role stressors from Rizzo et al. Results showed that both role conflict & role ambiguity completely mediated the relationships between psychosocial support and role modelling with job attitudes. There was also support
for role conflict as a partial mediator of the relationship between vocational support and job attitudes. A limitation of this study was that the measures used were all derived from self reports of respondents. Thus, the findings could be influenced by common method variance, response consistency effects or other methodological issues common to self-report methods.

2.3 JOB ATTITUDE AND JOB SATISFACTION

Job satisfaction is considered a strong predictor of overall individual well-being (Serrano & Vieira, 2010) as well as a good predictor of job retention, job attitude behaviour, work productivity, work effort, employee absenteeism and staff turnover (Gazioglu & Tansel, 2008 and Ghiselli & Brawn, 2009). It is a bi-dimensional concept consisting of intrinsic & extrinsic satisfaction dimensions and an issue of substantial importance for organisations. Although previous research has demonstrated the important role that job attitude and work context play in determining the job satisfaction, the following reviews has been done to operationalise the interaction between the job satisfaction and job attitude.

2.3.1 Hardigan and Carvajal (2010) through the application of a rasch rating scale model, investigated the effect of gender, ethnicity, practice site, income and age on levels of job satisfaction among practising US pharmacists. The data consisted of responses to a survey questionnaire mailed to a random sample of 5,000 registered pharmacists and a total of 820 completed forms were received representing a response rate of 16.4 percent. Likert scale data in principle was used as a basis for obtaining interval level estimates on a continuum by applying the rasch model. The most significant finding from this study was that age, income and practice site can predict job satisfaction among practising pharmacists. Through the application of a rasch rating scale model, results from the study indicated that older
and higher-wage-earning pharmacists working at independent practice sites experience the greatest amount of job satisfaction. The results indicated that demographical variables, when measured on an interval scale, are capable of differentiating levels of job satisfaction. The lower response rate posed major constraint on the study.

2.3.2 Eyupoglu and Saner (2009) purposed to provide empirical evidence as to the job satisfaction levels of academics in North Cyprus and to ascertain as to whether academic rank is a reliable predictor of their job satisfaction. The study instrument used the short-form Minnesota Satisfaction Questionnaire (MSQ) which measured job satisfaction using 20 facets of the job. The population for this study consisted of 412 academics. Data analysis consisted of the computation of descriptive statistics and one-way analysis of variance (ANOVA). Academics were found to be more satisfied with the intrinsic aspect of their job compared to the extrinsic aspect. Of the 20 facets of the job examined, university policies & practices and compensation were clearly responsible for dissatisfaction, with 4 of the facets, namely moral values, social service, creativity and achievement responsible for satisfaction. Additionally, the facets advancement, compensation, co-workers and variety were found to be statistically significantly related to academic rank. The study failed to understand how demographic variables apart from academic rank, such as gender, age & tenure and their combined effects may explain the job satisfaction of academics in a developing nation.

2.3.3 Anderson, Renes Johnson (2009) prepared a comparative analytical report on job satisfaction, work life balance and worker participation in national working conditions, based on 16 countries falling under European Union. A standardised questionnaire was used to collect responses from 27 EU member countries workers
but however the effective responses were found only from 16 member countries. The multiple regression, correlation analysis and One Way ANOVA techniques were used to derive the results. Survey results from Austria, the Czech Republic, Denmark & Germany revealed that workers with permanent employment contracts are more satisfied than workers with fixed-term contracts and/or temporary workers. Also, the survey sources in Estonia, Finland, Hungary, the Netherlands and Portugal showed high (70% and more satisfied) and stable or slightly increasing levels of reported job satisfaction. Thus, it seems that job satisfaction increases with job security.

2.3.4 Murray, Richard A. (2009) investigated different levels and sources of job satisfaction experienced by professional and para-professional staff in large academic libraries in University of North Carolina at Chapel Hill. Over 240 permanent library employees were administered a modified version of Paul Spector’s job satisfaction survey. T-test for equality of means elucidated that although both types of staff were basically satisfied with their jobs, there were significant mean differences in levels of satisfaction in several areas. Professionals were significantly more satisfied than para-professionals in the areas of enjoyment of the work itself, co-workers, appreciation & recognition, promotion, pay and overall satisfaction. The largest difference was in the area of communication, in which library employees were quite a bit more satisfied than Spector’s respondents. Library employees were slightly less satisfied than Spector’s group in the areas of supervision, promotion and pay. The study has totally been analysed on the job satisfaction survey model which may not yield beneficial results in all the situations and organisations.
2.3.5 **Vlosky and Aguilar (2009)** highlighted the relation of gender differences in cooperative extension to job satisfaction in USA. The questionnaire was developed based on constructs namely, autonomy, challenge, performance measures, feedback, instrumentality and stability from the literature using items from tested scales. The responses were received from 2663 employees generating an effective response rate of 20%. The result revealed high correlation between challenge and job satisfaction followed by control, instrumentality and feedback for female. While for male, correlation was on higher side between job satisfaction & performance measures followed by challenge, control and instrumentality. Thus, overall results revealed positive impact of all the six antecedents on job satisfaction despite of demographic differences between female and male. The study lacked in establishing set of parameters and actionable objectives for each antecedent.

2.3.6 **Feinstein (2008)** analysed the impact of demographic factors on job satisfaction of 137 employees working in food chain industry in Southern Nevada, Brazil. Research was conducted through a survey instrument consisting of demographic, job satisfaction and organisational commitment questions adopted from the validated Minnesota job satisfaction & organisational commitment questionnaires. Data were analysed using several unbalanced factorial ANOVA, One Way ANOVA and stepwise multiple regression analysis. Results of the study indicated that tenure significantly (α = 0.5) effect job satisfaction. Similarly, store location and level of education showed positive response to job satisfaction. Further, job satisfaction with policies, compensation, work conditions and advancement were found to have significant relationship to organisational commitment. However, the study is limited in its generalisability and more
homogenous demographic traits could be identified & tested on a large sample of food service operations.

2.3.7 Alas, R. (2008) identified the impact of employee participation on job satisfaction during change process in Estonia. The research was carried on 41 companies implementing change with 1398 respondents. A questionnaire was devised to measure correlation between employee willingness to participate in the organisational change process and employee job satisfaction. Research conducted in Estonian companies showed that satisfaction & participation are positively correlated and employees with higher job satisfaction are more willing to participate in the organisational change process \( (F = 0.022, p = 0) \) than employees with a lower job satisfaction level. Job satisfaction was also found to be strongly correlated with leadership and higher job satisfaction lead to increased participation & increased life satisfaction. The study interpreted results only in the companies with strong and stable economic background thereby, limiting its scope of study.

2.3.8 Ololube, Nwachukwu Prince (2008) assessed the differences and relationship between the level of secondary school teachers’ job satisfaction, motivation and their teaching performance in Rivers State of Nigeria. A questionnaire titled ‘TEJOSAMOQ’ (Teachers’ Job Satisfaction and Motivation Questionnaire) was used to collect data for the study from 680 private secondary school teachers from 18 randomly selected secondary schools. The descriptive analysis revealed that teacher related sources of job satisfaction seem to have a greater impact on teaching performance, as teachers are also dissatisfied with the educational policies & administration, pay & fringe benefits, material rewards and advancement. The study findings proved to be greatly influenced by the
respondents’ perception, thereby limiting its generalisability to other sectors except for education.

2.3.9 Spector (2008) hypothesised that job involvement has a positive relationship with job satisfaction in Taiwanese environment. For the purpose, data were collected on the dimensions of job satisfaction & perceptions of job involvement and administered on 496 lower level employees of financial industries using a standardised questionnaire. Multiple regression analysis revealed that the employees were satisfied with business offering management system (quality attribute). Chi-square test revealed that authority delegation and various promotion aspects have a positive response on the satisfaction of the employees. Further, the leadership & the team work also showed a significant correlation between the job satisfaction and job involvement. The study lacked its perception for top level & middle level employees and is restricted to financial industries.

2.3.10 Jutta, Green (2008) investigated the influence of selected personal and unit-related characteristics on general job satisfaction in the United States. A sample of 807 chairpersons was systematically selected from a population of 9,866 chairpersons. The Minnesota Satisfaction Questionnaire, long form (MSQ) was chosen to measure satisfaction levels of 20 job facets and general job satisfaction. The multiple regression results indicated that 19% of the respondents were dissatisfied with advancement, 27.3% respondents with compensation and 31.3% with company policies & practices. Overall results reflected a low level of satisfaction among the respondents. The measure of job satisfaction was limited by the nature of the questionnaire and was confined only to the individuals who held the position of community college chairperson during a particular semester.
2.4 JOB ATTITUDE AND JOB INVOLVEMENT

Job involvement effects job attitude by building the perception of employees, by enhancing problem solving abilities and increasing their level of aspirations (Saleh, 2009 and Lawler & Hall, 2007). Job involvement is a participative process that uses the entire capacity of workers and is based on high trust, exceptional customer service, collaborative teamwork, operational excellence and creative problem solving team (DeCarufel & Schanz, 2010 and Dubin, 2007). The following reviews give a comprehensive presentation of studies which link job attitude to job involvement.

2.4.1 Khan and Nemati (2011) examined the relationship between job involvement and employee satisfaction with specific reference to medical doctors working at Teaching Hospitals of Riphah International University, Islamabad-Pakistan. Data were collected from 127 medical doctors. The final version of the questionnaire consisted of 28 questions using five point Likert scale and six demographic aspects adopted from a standardised job involvement scale. Correlation results enticed that job involvement has a positive relationship with the level of job satisfaction among the selected sample of doctors. The study revealed that higher level of job involvement is instrumental in eliminating or at least considerably reducing the negative outcomes, normally associated with job dissatisfaction like absenteeism, turn over and physical & mental health problems. The results may vary in different organisational settings as the working environment of all the doctors was same due to same management in all the hospitals for the present study.

2.4.2 Bakar and Nooh Boon (2009) examined the perceptions of individual employees on the influence of eight elements of HRM/TQM i.e. leadership,
training & development, employee participation, reward & recognition, customer focus, empowerment, teamwork and communication on employees' job involvement in six major Malaysian semiconductor contract manufacturing organisations. The study sample consisted of 377 employees, resulting in a response rate of 75.4 percent. A questionnaire developed by Kanungo was used for ascertaining the level of overall job involvement. Analysis techniques, correlation and multiple regression revealed that teamwork, empowerment, customer focus, reward & recognition and communication are positively associated with employees' job involvement. Empowerment was found to be a dominant practice and strongly associated with employees' job involvement. A standardised questionnaire posed a greatest limitation of the study as well as the single sector analysis. The results could have been better in a comparison of different sectors amongst same variables.

2.4.3 Hao and Jung (2009) attempted to understand the critical factors of job involvement amongst 345 financial service personnel in Taiwan after the suffering of financial tsunami attack. The questionnaire adapted scales from the relevant studies to gauge the respondents by reporting the four factors of perceived organisational support, guanxi networks, peer relationship and job involvement on a 5-point Likert scale. Results revealed that perceived organisational support & peer relationship showed direct significant effect on job involvement and guanxi networks had indirect significant effect on job involvement. There is a need to investigate more plausible mediators which have mediating effect between guanxi networks and job involvement.

2.4.4 Liao and Lee (2009) undertook an integrated review of five big personality traits i.e. openness, extroverted, neurotic (emotionally stable), agreeable &
conscientious and job involvement in an attempt to identify their relationship. A standardised questionnaire was adopted with little modifications and data were collected addressing a total of 625 companies of the Plastic Industrial Association generating an effective sample of 272 employees. The confirmatory factor analysis determined correlations among the personality traits and popular maximum likelihood estimation techniques test the model. Empirical findings showed that neuroticism related negatively to employee job involvement whereas extroversion, openness, agreeableness and conscientiousness related positively to it. An employee with higher extroversion, openness, agreeableness and conscientiousness tends to exhibit high levels of sociability, dutifulness, cooperation, broadmindedness, performance and career goals, which lead to positive relationships with job involvement. This study relied on a single industry and self-reported measurements, so the results cannot be applied to various other industries especially with respect to causality.

2.4.5 Wyk et al. (2009) investigated the relationships between job involvement & entrepreneurial attitude, personality variables, carrier orientations, self concept and Type A behaviour (hard driving, competitive, ambitious and alert). 375 professionals of South Africa in the pharmacy and accountancy occupations were selected for the study sample. Job involvement was measured by the standardised job involvement questionnaire and job satisfaction was measured by the Minnesota Satisfaction Questionnaire. Pearson product-moment correlation and stepwise multiple regression were used to determine the relationships between dependent and independent variables by means of the SAS-programme. The relationship between job involvement and job satisfaction was significantly positive concerning general job satisfaction \((r = 0.24)\), internal job satisfaction \((r = 0.19)\) and the job
satisfaction total (r = 0.23). Low but significant correlations were found between job involvement and the entrepreneurial attitude orientations of economic innovation (r = 0.29, p = 0.0001), achievement/personal control (r = 0.12, p = 0.02) and ENT self-esteem (r = -0.11, p = 0.03). In the relationships between job involvement, the Type A total and sub-scale scores significant positive relationships were found with achievement (r = 0.27), hard driving/competitive (r = 0.19) and total (r = 0.29). A significant positive relationship is indicated between job involvement, internal locus of control (r = 0.26) and power self concept sub-scale (r = 0.23). Future research should consider the influence of psychological determinants like stress, endurance, health etc. as mediating factors.

2.4.6 Chughtai, Aamir Ali (2008) examined the impact of job involvement on the self-reported measures of in-role job performance and organisational citizenship behaviour. Data for the study were collected from full-time faculty members teaching in 53 Universities operating in five major cities of Pakistan. Organisational commitment was measured by standardised organisational commitment questionnaire and job involvement was measured by 12 items taken from the job involvement scale. A total of 195 effective responses were collected from a total population of 208 teachers. The meta-analysis findings of the study showed that commitment partially mediated the job involvement-performance relationship. People involved in their job and for whom their job is a ‘central life interest’ will have less of an incentive to leave their current organisation and seek employment elsewhere. The relationship between job involvement and commitment is well supported that the committed employees in turn put in extra effort to contribute towards the success of the organisation, which consequently leads to higher performance. The results of this study indicated that commitment is
significantly and positively related to both in-role (r = 0.27, p<0.01) and extra-role performance (r = 0.38, p<0.01). Self reported measures posed a major limitation for the study.

2.4.7 Brawn, Steven P. (2008) developed a theoretical framework relating job involvement to its antecedents, correlates & consequences and reported meta-analyses of 51 pair wise relationships involving job involvement. The research was carried on for 7 American psychological associations both public and private amongst 237 employees. A structured questionnaire was distributed amongst employees. Results of the meta-analysis suggested that job involvement is influenced by personality and situational variables. Job involvement was strongly related to job and work attitudes but not to role perceptions, behavioural work outcomes, negative "side effects" or demographic variables. Since the responses could not be collected from the respondents on all 51 relationships thus, the comparisons were not made on all the dimensions of job involvement. Secondly, the study eliminated the importance of self efficacy and its relation on job involvement.

2.4.8 Hyun and Young (2008) analysed the factors impact on job involvement and organisational commitment. A standardised questionnaire was administered on 496 workers working in the private & public organisations of Korea by comparing the work-related attitude, values in the organisations and its variation to the time. The t-test and panel regression model analysed the impact of the job involvement to the organisation commitment. The results signified that organisation commitment can be achieved through effective leadership styles and proper utilisation of human resource capital. The study also suggested that thorough knowledge of human capitals will lead to high performance and feeling of
involvement in the job. As a drawback, the study could not bring in the differences of opinions in both type of organisations due to differences in management practices like strategic planning, performance-based budgeting, cost accounting and benchmarking.

2.4.9 Marom et al. (2008) focused on two sets of variables that served as possible predictors of identification, job involvement and motivation: Role perceptions (job importance and job richness) and organisational attachment (relations with the university, attentiveness of the university and the university's appreciation of their work). 71 tutors from the department of education and psychology in the University of Israel completed a 107-item Likert-type questionnaire. Regression analysis and path analysis revealed that identification and job involvement were well predicted by job involvement and organisational attachment, while work motivation was not. Thus, the tutors' identification with the University and their job satisfaction was sensitive to the quality of the relationship with the University, to the attention of the University, to the appreciation of their work and to their job importance. Despite the division of the predictor variables into two sets, their inter-correlations revealed some overlap which could not bring in the authenticity in the results.

2.4.10 Hassan Shahidal (2008) examined the relationship between perceived organisational justice and employees’ organisational identification, job involvement & turnover intention. The study was conducted with an organisational survey of professionals in geographically dispersed offices of a New York State agency with twelve distinct divisions of operation. Data were gathered through the design from 764 professionals i.e. technical and managerial employees who were at & above the salary grade 18 and below salary grade 27. The questionnaire
included items to assess employees’ perceptions of distributive & procedural justice as well as their organisational identification, job involvement and turnover intention. Analysis was done using univariate and bivariate techniques. Confirmatory factor analysis was conducted in the first step to assess the fit of the measurement model. The second step assessed fit of structural model with hypothesised relationships among the latent constructs. The findings indicated that perceptions of procedural & distributive justice have positive effects on employees’ job involvement and negative effects on their turnover intention though these relationships are mediated by identification with the agency. The study totally ignored the cognitive aspect which is of equal importance.

2.5 JOB ATTITUDE AND ORGANISATION EFFECTIVENESS

The increased attention on the issue of organisational effectiveness can be attributed to the roles played by organisations in changing the attitudes of the employees and dependence of employees on organisation in fulfilling their internal & external needs (Pestonjee, 2009 and Khandwala & Steers 2009). Whitten (2008) regards organisational effectiveness as an outcome of the organisations contextual, structural, strategic or process variables of work related attitudes. There are very few attempts to empirically examine the significance of organisation effectiveness to organisational behaviour. The reviews below present the studies tended to validate the above relationship.

2.5.1 Malik and Ghafoor (2011) examined to what extent the role of employee’s performance, their motivation and the environment of organisation influence organisation effectiveness particularly in telecommunication & banking sector. Sample size consisted of 103 respondents from four cities of Pakistan namely, Islamabad, Lahore, Gujranwala and Faisalabad. An adopted questionnaire
was distributed to collect data on performance, motivation, managerial expertise, creative synergy, multi-ethnic and racial differences. Findings of the study provided evidence for positive correlation between organisational effectiveness, employee performance (.270) and employee motivation (.287). The major drawback of the study was small sample size.

2.5.2 Rahimi and Vahedi (2011) investigated the relationship between top executives in different provinces and the managers’ development of Education Ministry with the effectiveness of educational organisations. For the purpose of the study 17 managers were selected from the Ministry and 17 managers were selected from the province of Iran. To achieve the desired goal of the research, three variables of managers’ development namely, skill, ability and knowledge were selected to study their relationship with organisational effectiveness through standardised questionnaire. Pearson correlation coefficient and the linear relationship with multiple regression relationship showed a significant relationship between all the three variables and the t-test findings showed no significant differences between the view points of the managers of the province and those of Ministry about the dimensions & factors of development of the managers. However, theory showed that skill, ability and knowledge had a close relationship with philosophical mentality of the managers which in turn had a direct relationship with organisational effectiveness. Small sample size posed a big limitation to the study.

2.5.3 Makkar and Kumar (2010) analysed the impact of implementation of balanced business scorecard on organisational effectiveness with special reference to BSNL. The study was based on primary data collection with a sample size of 108 respondents working in BSNL in New Delhi. The questionnaire used for the
sample survey was a structured & non-disguised questionnaire and consisted of two major sections. The first section intended to capture the opinion regarding balanced business scorecard and the second section captured the employee satisfaction, the employee motivation, employee commitment as well as organisational commitment. The factor analysis result indicated the clarity of organisation’s goal and missions thereby, showing high organisational belongingness amongst the employees. Employees are satisfied with remuneration and benefits. There is a good relation between management and employees and there is feeling of fairness, friendliness & mutual relationship within the organisation. Overall, the impact of balanced business scorecard (BBSC) is on a positive note amongst the employees of BSNL which subsequently has a positive impact on organisational effectiveness.

2.5.4 Biswas, Soumendu (2010) placed the two attitudinal variables of job satisfaction and job involvement as mediators between psychological climate & employees’ turnover intentions and extended their impact on organisational effectiveness. Psychological climate questionnaire was prepared using the psychological climate measure, job satisfaction by Schanck’s intrinsic, extrinsic & social satisfaction measure, job involvement by job attitude scale, turnover intention by scale developed by Caldwell and organisational effectiveness by scale given by Mott. Data collected from 357 managers/employees from different organisations in Bangalore were subjected to multivariate data analysis. The results opined significant correlation between psychological climate, job satisfaction & job involvement and job satisfaction, turnover intention & job involvement. Finally, the correlation between turnover intention and organisational effectiveness was also found to be significant. The major limitation of the study was that the
cross-sectional design of the research did not allow pure causal inference and inflation limited the scope of the analysis of data.

2.5.5 Taylor, Peter (2009) applied the multiple constituency model of organisational effectiveness to a sample of Hellenic National Sports Organisations (NSOs) in Athens to reflect the common effectiveness-related perceptions of six constituent groups: Board members, paid administrative staff, national coaches, elite athletes, international officials and scientific consultants. Data were collected from 423 respondents from 20 NSOs using a standardised questionnaire. The MANOVA results supported the hypothesis of a significant overall difference in effectiveness ratings between the five groups (p<.001). The magnitude of the F-ratios indicated that the effectiveness factors interest in athletes, calibre of board and external liaisons differentiate most of the constituent groups’ perceptions regarding the NSOs’ effectiveness, while the variables internal procedures, sports science support and long-term planning also contributed significantly. The limitation was related to the comparative approach of selecting criteria and measuring effectiveness, followed in this research endeavour.

2.5.6 Right Management Manpower Co. Ltd. (2009) pointed the engagement drivers which had an impact on organisational effectiveness. The research was carried on 28,810 employees representing a broad range of sectors from 15 countries in the America, Europe and Asia Pacific. The reported questionnaire seeked information on attitudes, performance and conditions directly related to organisational effectiveness. The results reinforced the positive correlation between engagement and key business metrics such as performance (financial performance) and conditions of organisational effectiveness (retention & company’s ability to attract talent). The major constraint of this global research
was that it focused mainly on employee engagement as an important business metric whereas the integration of elements like structure, capacity, capability, leadership, people system, processes and culture / values were totally ignored.

2.5.7 Fu, Qianhong (2009) developed an analytical distinction between trust & social capital while clarifying and explored the implications of trust & social capital on organisational effectiveness. The research was carried on 267 managers of a MNC in Virginia, USA. A standardised questionnaire was distributed to arrive at the data. The social capital appeared to be positively related to organisational effectiveness and to play a central role in reducing organisational transaction costs. On the other hand, the trust-based connections that characterise social capital led to the development of increased trust as people work with one another over time. The results of the study cannot be authenticated because of extremely small sample size.

2.5.8 Angel and Perry (2008) attempted to relate the organisational effectiveness of lower-level employees to organisational commitment in organisations in USA. Organisational effectiveness questionnaire was prepared using selected performance indicators and organisational commitment questionnaire was extracted from the standardised questionnaire given by Porter et al. (2008). A total of 24 organisations were selected consisting total employee sample of 1244. The results obtained were two fold: Firstly, the correlation between managers’ and employees’ organisational adaptability ratings were low elucidating that these two groups perceive the organisation somewhat differently. Secondly, the measures of turnover (separation rate and intent to quit) were negatively correlated with absenteeism. Similarly, organisational commitment was significantly correlated to adaptability and turnover. Non- inclusion of various
contextual factors like: Management competence, structural & technological variables, etc. placed limitation on this study.

2.5.9 Islam, et al. (2008) explored the influence of organisational cultural and structural characteristics on the extent of knowledge management practices & organisational effectiveness. The pre-developed questionnaires were distributed to 20 multinational manufacturing companies in Malaysia generating 98 effectual responses. Regression results summarised that support & collaboration, leadership commitment and formalisation is related to knowledge acquisition & knowledge sharing but the regression analysis confirmed non-relatedness of support & collaboration with organisational effectiveness. The \( R^2 \) change and F-change were found to be statistically significant indicating that knowledge acquisition influenced the impact of leadership commitment on organisational effectiveness. However, the major constraint of the study was that it totally ignored the mediating effect of culture on organisation effectiveness.

2.5.10 Ledbetter, Rick (2008) purposed to develop awareness of organisational structures, their impact on organisational effectiveness and to offer a possible alternative to Grand Prairie Fire Department existing organisational structure in Texas. A pre-developed questionnaire was distributed and effective responses were collected from 501 employees out of 754 employees. Research methodology consisted of descriptive research and an action research which produced a proposal to adopt an alternate organisational structure for Grand Prairie Fire Department. The results clearly identified the importance of organisation structure choice to an organisation performance. An organisation’s purpose, goals, characteristics and constituents had a positive correlation with organisational effectiveness. The analysis of the data provided the integration of the structural types using cross
functional integration mechanisms of hierarchy, direct contact, liaison role, task groups, integrating role, integrating department and matrix structure. Limitation related to this study was the differences in the findings with those of the related literature of organisational design and structure.

2.6 JOB ATTITUDE AND ORGANISATION CULTURE

Organisation culture presents a common frame of reference for interpreting and acting towards one another. This common frame of reference includes language, values, beliefs and interpretation of experience (Harrison et al., 2009). Although all organisations have culture, some appear to have stronger, more deeply rooted cultures than others. Many early proponents of organisational culture tended to assume that a strong, pervasive culture is beneficial to all organisations because it foster motivation, commitment, identity, solidarity and sameness (Perrow et al., 2009), which in turn, facilitates internal integration and positive work related attitudes. The review of the organisational culture literature makes it clear that culture is essential for both successful organisational change and maximising the nature of positive attitude towards job as well as cultural management should become a critical management competency.

2.6.1 Aktas et al. (2011) investigated the relationship between organisational culture, organisational efficiency and the effect of stability & variability of internal & external environment on the above relationship. 40 top managers/organisational founders were selected as a sample from health sector. The organisational culture questionnaire was taken from Quinn & Cameron’s competing value model and organisational effectiveness from well established theories. Strategic leadership questionnaire was developed to measure stability and variability of the organisational environment. The organisation culture, organisational environment
and values were examined by parametric statistical techniques, while the dependent variable organisational efficiency was examined by non-parametric analysis & Spearman order correlation. In the regression analysis, the effect of the hierarchy culture on adaptability-readiness (p=0.016), the effect of the market culture on planning-goal setting (p=0.004), on HRD (p=0.033) and the effect of the adhocracy culture on information management communication (p=0.012) were found to be significant. It was seen that all organisational environment factors had the moderator effect on the relationship between organisational culture types and organisational effectiveness dimensions. Conversely, the study did not provide the relationships between the efficiency dimensions and corresponding culture type of the organisations.

2.6.2 Tsai, Yafang (2011) studied the relationship between organisational culture, leadership behaviour and job satisfaction. A cross sectional study was undertaken that focused on 200 hospital nurses in Taiwan. Self-administered questionnaire was used to collect the relevant data. The results of the analysis showed that only two dimensions (leader giving subordinates her/his clear vision & behaviour consistent with her/his vision and reward & welfare) under the job satisfaction were not significantly correlated, whereas the other dimensions (working partners, superior, job recognition, employee orientation and customer focus) showed significant correlation. The results also showed that organisational culture, leadership behaviour and job satisfaction were positively associated. Low effective response rate of the research study proposed that the future research should consider adjustment of the research variables.

2.6.3 Zamini and Barzegari (2011) purposed to investigate the relationship between organisational culture and job burnout among the professors & employees
in the University of Tabriz. 209 participants (103 professors and 106 employees) were chosen through the stratified random sampling that completed the Hofstede organisational culture questionnaire and Maslach burnout inventory. The results showed that the dominant organisational culture at the University of Tabriz was rational culture and there was a significant difference at the level of job burnout in rational culture groups & the groups which had ideological or consensual culture. Also, the job burnout was higher in rational culture groups. This finding emphasised that the participative organisational culture had the lowest job burnout among other kinds of cultures. Accordingly, it can be concluded that there was a negative & inverse significant relationship between organisational culture and job burnout.

**2.6.4 Dwyer et al. (2010)** emphasised that the gender diversity in management, various types of cultures prevailing in the organisation and a firm’s growth orientation will influence firm performance through their interaction effect. The sample frame for the study consisted of senior HR managers of 535 banks resulting in effective response rate of 177 managers. The regression analysis opined that the interaction between gender diversity and growth was significant for productivity ($\beta = 2.17, P=.000$). A significant association was found between the gender diversity, culture (clan type) interaction and productivity, though not for return on equity diversity’s impact on performance. As this study was set up in a single industry, the generalisation of results to other settings should be exercised with caution.

**2.6.5 MacIntosh and Doherty (2010)** examined the impact of organisational culture on job satisfaction and intention to leave the organisation through a survey of fitness staff. Sample of the study consisted of 416 professionals and academicians with expertise of sports management. The Culture Index for Fitness
Organisations (CIFO) was developed to measure perceptions of organisational culture in the fitness industry. Path analysis was used to examine the relationship among the organisational culture factors, job satisfaction and intention to leave. Three of the cultural dimensions significantly influenced job satisfaction: Atmosphere and service-programs had a positive association while formalisation had a negative or inverse association with job satisfaction. The dimension of connectedness significantly and inversely influenced intention to leave. Inspection of the structural paths indicated that atmosphere ($\beta = .48$, $p < .001$) and connectedness ($\beta = -.21$, $p < .001$) held moderate to large associations with job satisfaction and intention to leave respectively, while the association between formalisation and job satisfaction ($\beta = -.17$, $p < .01$) was less strong. Finally, job satisfaction strongly and inversely influenced intention to leave ($\beta = -.80$, $p < .001$). The current sample could have been biased with the apparent over-representation of staff from a single club. Future research should ensure that the study sample is representative of the population of fitness clubs from which it was drawn.

2.6.6 Naor et al. (2009) conducted a multilevel investigation of the impact of eight national and organisational culture dimensions on manufacturing performance. The questionnaires for both the national and organisational cultures were derived from the dimensions as given in GLOBE project. An ANOVA comparison of 189 manufacturing plants between Eastern (Japan and South Korea) and Western (Germany, United States, Finland and Sweden) countries indicated that organisational culture inside plants differs in three dimensions (power distance, future orientation and performance orientation). Hierarchical linear modelling analysis further suggested that organisational culture has more effect on
manufacturing performance than national culture or the fit between them. A limitation of this study was that it assumed that national culture in each country was unified since the study used the Globe cultural values. Also, the study was unable to take into consideration of the existence of different sub-cultures inside the country.

2.6.7 **Rashid et al. (2008)** investigated the influence of organisational culture on attitudes towards organisational change in Malaysia. Based on the work of Goffee et al., a structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian manufacturing directory. Descriptive statistics were utilised to present the main characteristics of the sample and the profile of organisational culture & attitudes toward organisational change. Results of cross-tabulation and chi-square analysis showed that there was a strong association between organisational culture and the affective, cognitive & behavioural tendency of attitudes toward organisational change. The findings also showed that different types of organisational culture had different levels of acceptance of attitudes toward organisational change. Overall, the sample in the study showed that the respondents had positive or strongly positive attitude towards change. The limitation of the study was that it measured the organisational culture on a nominal scale instead of Likert or interval scale.

2.6.8 **Stock et al. (2008)** examined how organisational culture and specific management techniques (termed as critical success factors, CSFs) may lead to reduction of medical errors in US hospitals. 63 teaching and 486 non teaching hospitals were taken as sample for the study. The organisational culture questionnaire was taken from the OCAI developed by Cameron and Quinn (2005), whereas questionnaires on CSF and error reduction outcomes were derived from
prior literature in the area of medical research. The results concluded the positive & significant direct relationship between group culture and error reduction outcomes. The results also showed that the CSFs were associated with both types of error reduction outcomes. There could be other managerial or organisational variables to consider as possible explanations for error reduction outcomes, particularly as mediators between organisational culture and error reduction outcomes.

2.6.9 Tsui et al. (2008) unpacked the relationship between leadership behaviour and organisational culture in the People’s Republic of China by conducting two empirical studies. The first study was conducted using survey instruments with two different samples comprising of 542 MBA students studying in two different universities in Beijing. The second was a qualitative study involving interviewing 1045 middle and top level managers in 152 firms from various cities, where employee descriptions of CEO leader behaviour were decoupled from descriptions of the company’s cultural values. The studies showed that both the functionalist and the attribution perspectives accounted for the covariance in the ratings of CEO leadership behaviour & cultural values as perceived by organisational members. The F-test confirmed that more firms showed coupling or covariance than decoupling between leadership & culture, supporting both the functionalist and the attribution perspectives of leadership & culture. The scope of the study was limited to China only which set a major drawback.

2.6.10 Holt and De Vore (2008) conducted a meta-analysis to provide a clear overall picture for the variables of culture, gender and organisational role. Based upon 123 paired comparisons within 36 empirical studies, the results of the meta-analysis indicated that individualistic cultures chose forcing as conflict style more
than collectivistic cultures. In individualistic cultures, compromising was endorsed more frequently by female regardless of culture and male were more likely to report use of forcing than females in individualistic cultures. The study lacked the inclusion of significant number of dimensions for analysis due to insufficient information.

2.7 JOB ATTITUDE AND ORGANISATION COMMITMENT

Organisation commitment is related to performance effectiveness, job responsibility, job tenure and overall behaviour in the workplace (Kutcher et al., 2010; Pestonjee, 2009 and Angle & Perry, 2008). Early research focused on defining the concept and current research continues to examine organisational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviours. A variety of antecedents and outcomes have been identified in the past thirty years such as job satisfaction, motivation, participative decision making, organisational support and promotion aspects (Murray, 2009 and Hall, 2007). Despite the large number of studies that focus on organisational commitment, a number of research issues remain untouched like the relationship between organisational commitment and the situational variables which are covered by the following reviews.

2.7.1 Abdullah and Ramay (2012) checked the association of factors like work environment, job security, pay satisfaction and participation in decision making with organisational commitment of the employees in the banking sector of Pakistan. 215 responses through a standardised questionnaire-based survey were collected from the managerial & non-managerial employees and analysed using multi-variate techniques. The relation between job security and organisational commitment was the most significant followed by work environment. Pay
satisfaction and participation in decision making had low correlations with organisational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure whereas gender did not show significant change in commitment level of employees. The study could not bring in the effects of three components of commitment and their relation in the existing study.

2.7.2 Choong et al. (2012) explored the influence of the four cognitions of psychological empowerment: Meaning cognition, competence cognition, self-determination cognition and impact cognition on organisational commitment. A total of 247 academicians from four private universities of Malaysia participated in the survey. The questionnaire on organisational commitment was adopted from Allen & Meyer measures and that of psychological empowerment from Spreitzer measures. The results indicated that the overall psychological empowerment is significantly related to organisational commitment. Further, analysis also revealed that of the four cognitions of psychological empowerment, only impact cognition significantly contributes to organisational commitment. The study was based only on cross-sectional data that was only capable of revealing the net effect of predictor variable towards a particular criterion variable at a specific point in time.

2.7.3 Cicei, Cristiana Catalina (2012) indicated the extent high level of stress can lead to low organisational commitment which can contribute to voluntarily employee turnover and may lead to low overall firm’s performance. Occupational stress scales and affective, normative & continuance commitment scales were applied on a sample of 102 employees from five Romanian public organisations. The results showed strong negative correlations between affective commitment, responsibility pressures and work load. Similarly, strong negative correlations
were identified between responsibility pressure and normative commitment. Medium & low negative correlations have been identified between the responsibility pressure, workload, role conflict and continuance commitment, suggesting that the commitment related to perceived costs of leaving the organisation is not so strongly associated with the different pressures to which employees are exposed to at the workplace.

2.7.4 Meyer et al. (2012) used meta-analysis to compute mean levels of affective, continuance and normative organisational commitment for 54 countries in nine geographic regions and also used culture values taxonomies to account for observed variances. The results indicated that cultural values/practices explained the greatest amount of variance in normative commitment, followed by affective commitment and no variance in continuance commitment. When economic indicators were controlled, Schwartz’s value orientations accounted for the most incremental variance, particularly in normative commitment. There was a large imbalance across geographic regions in terms of the number of studies reviewed. The study focused only on values and practices with a few economic variables included as controls to capture national differences.

2.7.5 Engelberg et al. (2011) examined the links between organisational commitment, commitment to the volunteer role and two aspects of volunteer performance (involvement and knowledge). 546 volunteers in Little Athletics centres in Queensland, Australia completed a self administered questionnaire comprising measures of affective organisational commitment, affective commitment to the volunteer role, self assessed performance, length of service as volunteer at the respective centre and other demographic information. Findings showed that organisational commitment & experience as a centre volunteer
involvement and that commitment to the role & experience predicted knowledge. These findings suggested that commitment to a volunteer role may be an important aspect of the volunteers’ identity and therefore, closely linked to time devoted to organisational activities. Further, research was unable to identify criteria to relate the role-clarity of the volunteers.

2.7.6 Farndale et al. (2011) examined how perceptions of employee voice, the employee-line manager relationship and trust in senior management are related to organisational commitment. The quantitative data were collected using a questionnaire developed by change management consortium. Multiple regression analysis of 2291 employees in three public sector and five private sector organisations in USA undergoing significant change found that there is direct relationship between perception of opportunities for employee voice and organisational commitment is mediated by the longer-term effects of the perceived employee-line manager relationship & trust. The findings also supported the notion that perceptions of voice engender positive attitudes towards organisation based on perceived ability to influence decision. In future research, both the immediate and long term effects of employee voice should be taken into account.

2.7.7 Movondo and Rodrigo (2011) investigated the dynamic association among relationship dimensions and their impact on interpersonal & interorganisational commitment in a sample of Australian and Chinese companies. The questionnaire developed from the available literatures was distributed to 96 Chinese businesses and 216 Australian businesses. Path modelling was used to explore the hierarchical nature of the relationship dimensions. Social bonding appeared as a precedent for five other variables, showing direct effect on cooperation, trust & face and having indirect effect on time, orientation &
reciprocity. Statistically high significance was found between interpersonal and interorganisational commitment, concluding that interpersonal commitment was an important antecedent to interorganisational commitment. As a limitation, the study showed more interest on theory enhancement and reconceptualisation of the relationship dimensions than the comparison of the means.

2.7.8 Schusterschitz et al. (2011) explored the notion of attachment orientations, i.e. attachment anxiety and attachment avoidance, influencing individual attachment towards organisational commitment. A questionnaire, from the existing standardised scales was complied to be distributed amongst 110 full time workers in Austria. Attachment anxiety was found to be a highly significant predictor of organisational commitment whereas attachment avoidance was only a predictor of affective commitment but not of continuance and normative commitment. Overall, affective commitment was found to be related to a number of desirable work outcomes such as decreased withdrawal, turnover intentions or enhanced performance. Limitation pertained to the restricted generalisability of the current findings because of the sample characteristics.

2.7.9 Neininger et al. (2010) performed a longitudinal research concerning the development and the direction of the effects of team & organisational commitment. A total of 360 employees in 52 semi-autonomous industrial teams in Southern Germany were surveyed over a period of three years using a short German version of the organisational commitment questionnaire. Longitudinal analysis confirmed the increasing effects of organisational commitment on job satisfaction & intention to leave and of team commitment on team performance & altruism over time. Regression analysis found a substantial support that job satisfaction, turnover intentions, performance and altruism are the consequences of organisational
commitment. The future research could be directed towards investigation of the relationship between commitment and extra in-role behaviour.

2.7.10 **Kennedy and Anderson (2008)** developed a theoretical model to investigate the relationships among subordinate-manager gender combinations, perceived leadership styles, experienced frustration & optimism, organisation-based self-esteem and organisation commitment. The model was tested within the context of a probabilistic structural model and a discrete Bayesian network, using cross-sectional data of 139 sales representatives from a global pharmaceutical company. The results showed that the gender combination was independent of leadership style and had a direct impact on subordinates’ level of frustration & optimism. Female manager teamed with female subordinate had the largest probability of optimism, while male manager teamed with a male subordinate had the largest probability of frustration. Furthermore, having a female manager teamed up with a male subordinate resulted in the lowest possibility of frustration. In contrast, leadership style, frustration, optimism and self-esteem had much greater influence on the commitment scale. The potential exclusion of the variables that could have casual influences on the consequence variables is a possible threat to the findings of the study.

2.8 **RESEARCH GAP**

The topic on job attitude has attracted significant attention among the corporate practitioners and researchers from the last decade. The reviewed literature highlights on the need to explore new insights relevant for the development of job attitude for the various reasons. *Firstly*, majority of the previous studies such as Madlock & Butterfield, (2012); Webb, (2010); Jacobs & Solomon, (2008) and Child & Yann, (2007) have focused only on the content analyses of the disclosed
information about the behaviour of employees in varied sectors such as manufacturing, sports, banks etc. of developed countries and scant attention is paid to corroborate the results with primary information from the corporate sector in developing countries. Further, numbers of such research studies are conducted primarily to examine & assess the job attitude of management & employees and their impact on firm’s performance. However, the literature is inadequate to explore the differences of job attitude between developed and developing countries.

Secondly, research studies have focused on the limited dimensions of job attitude such as relation between job attitude, job satisfaction and organisation commitment etc. and have totally ignored all the other significant dimensions of job attitude such as job involvement, organisation effectiveness and organisation culture. Thirdly, only few studies are identified in the literatures which have examined the behaviour of employees at various levels of management i.e. top level, middle level and lower level giving a comparative organisation behavioural aspect (Marien, 2009). Fourthly, there is a dearth of literature which depicts the impact of demographic variables on the various dimensions of job attitude as a few studies have been conducted on this aspect (Stank & Goldsby, 2009; Barney & Hansen, 2009 and Disney & Towill, 2006). Fifth, the studies in the literature have mostly focused on the comparative behavioural analysis of public sector and private sector organisations in developed countries only. To add, the comparison of job attitude of employees in private sector of developed and developing countries are still to be explored. Hence, a more comprehensive analysis on job attitude dimensions which focus on the organisational performance in both developed and developing countries are required to bridge up the extent gap. Thus,
the overachieving objective of the study is to analyse job attitude of employees in USA and India.
REFERENCES


