Review of Literature
Chapter - II

Review of Literature

Arthur M. Cohen (1974) in his article “Community college faculty job satisfaction” stated that the Herzberg two-factor theory separates job satisfaction and dissatisfaction by postulating that satisfaction is related to intrinsic factors or motivators, while dissatisfaction results from extrinsic factors or hygienes. Using the critical incident method, 222 community college instructors from twelve colleges were asked to relate aspects of their work that led them to feel satisfied and aspects that led them toward feelings of dissatisfaction. More than two-thirds of the group indicated that they gained satisfaction from student learning or from interaction with students, and nearly two-thirds related administrative, collegial, and/or organizational difficulties as leading to dissatisfaction. The two-factor theory was supported. Implications for collective bargaining, administrative action, and faculty professionalism are noted.

Adler, P.S. (1975) in his article titled, “The transitional experience: an alternative view of cultural shock.” stated that Cross-cultural communication has emerged as a major concern for the helping professions in our multicultural society. Much has been written about recognizing the cultural biases inherent in all problem-solving and development models as well as improving communication between cultural groups. There are some situations, however, where culture itself is the problem rather than simply a communication obstacle.
to be overcome between client and worker. Counselors may encounter persons who have been uprooted and transplanted, victims of culture shock, 'casualties of intercultural mobility' (Draguns, 1981, p. 11). This paper examines the unavoidable stress experienced when a person moving to a new culture finds that familiar cues from home are suddenly replaced with strange, ambiguous, and unpredictable cues in the new setting. A 'U-Curve' pattern of adjustment is offered as a conceptual framework for understanding the stressful period of adjustment in a new culture, and several predictor variables are advanced which may influence the degree of culture shock and recovery reported by individuals. The paper concludes with an overview of strategies for wellness, suggestions for promoting adjustment and learning in a new culture.

Edwin L. Miller (1975) in his paper “The Job Satisfaction of Expatriate American Managers: A Function of Regional Location and Previous International Work Experience” presents the results of a study concerned with the need satisfactions of Americans who are assigned to international managerial positions. The results of the study indicate that regional location and prior international work experience influence the job satisfaction of overseas managers. It is suggested that jobs in different parts of the world may be viewed differently because of previous international work experience, career aspiration and control exerted by the parent organization.

Dr. Yoram Neumann (1978),”Predicting faculty job satisfaction in university departments”stated that this study attempts to examine the relationships between several dimensions of organizational climate and faculty
job satisfaction in university departments which offer Ph.D. degrees. The three dimensions of organizational climate examined are: power perception, the perceived organizational goals, and the assessment of rewards. The major findings of the study are: (1) Nonresearch perceived organizational goals are by and large weakly related to job satisfaction in both the physical and social sciences. (2) Power perception is a strong determinant of job satisfaction in the social sciences and considerably less dominant in the physical sciences. (3) The assessment of rewards is the strongest predictor of faculty job satisfaction in both the physical and social sciences. The major conclusion of the study is that the organizational climate is one of the keys to understanding faculty job satisfaction. The policy implications of these findings are discussed.

Grichting, W. L.( 1988) in his article “Job Satisfaction of Academics in Hong Kong” examined the academic environments for Australian faculty in Australia and Hong Kong are compared, and the likelihood of job satisfaction for Australians in Hong Kong is discussed. Career conditions under which Hong Kong employment will be most satisfactory are noted. (MSE)

Leanne Morris (1990) in her research study titled “From Collegial Engagement To Performance Management: The Changing Academic Landscape In Australia”, studied the introduction of performance appraisal (PA) in Australian universities in the 1990s was an attempt to make academics more accountable and, in so doing, improve efficiency in the higher education sector. Since PA was introduced in academia there has been a paucity of research into its efficacy. What began as a simple process
has now evolved to become part of a wider approach to managing human resources, namely performance management. The aim of this research is to determine how universities implement their performance management (PM) systems from a strategic and operational perspective. The research used a multi-method approach for data collection. Key informant interviews were conducted to provide an historical, as well as stakeholder, perspective on PM. University approaches to performance management were investigated by examining their Enterprise Bargaining Agreements using the Hoare Report (1995) as the framework for analysis. Academics’ views were sought regarding their respective PM systems. In so doing, university claims would either be supported or refuted, providing further insight into performance review processes. This research identified differences in the purpose, processes and outcomes of PM in the universities studied. From an operational perspective, current PM systems, according to academics surveyed, are not meeting their needs and lack credibility, due to a lack of resourcing by management and flawed processes. From a strategic point of view, diversity of purpose across all universities in this study as well as variation in key PM characteristics, namely alignment, integration and credibility, were found. The significance of this research is that universities are developing their own unique PM systems that are evolving in response to political and industrial forces. These systems are distinctive in the way they manage their human resources thus providing a point of differentiation between universities.
Earl Naumann (1993) in his article “Organizational Predictors of Expatriate Job Satisfaction” presented the factors under the control of the organization that may predict expatriate job satisfaction. The results indicate that both job/task and organization characteristics are significantly related to both intrinsic and extrinsic job satisfaction. The results appear to have both managerial and research implications.

Feldman and Tompson (1993) in their article “Inpatriate Managers: How To Increase The Probability Of Success ” determined that various corporate career development programs contributed significantly to several aspects of employee satisfaction. One such practice was ensuring that the expatriate assignment fitted in with the employee’s overall career plan. Furthermore, providing mentors as well as opportunities for employees to develop new skills, was significant to expatriate satisfaction.

Fiona Wilson and Donald Beaton (1993) in their paper “The Theory and Practice of Appraisal: Progress Review in a Scottish University” reported the emerging trend in the university sector - performance and its measurement. This is an initial and exploratory study of the practice of appraisal in a Scottish university. The study forms the first part of what will become a longitudinal study of appraisal. Following an introduction stressing the normative nature of appraisal in the literature, the research is set in the context of that theory. The problems include the fact that the scheme is seen as un-necessarily bureaucratic and as imposed by government pressure. Secondly, it is impossible for the appraisee to escape from the judgement of
the appraiser and a wider critical audience yet there are few objective criteria against which individuals can be judged. Thirdly, some individuals experience role overload with the competing demands on their time as academics. Some cloud issues of salary and promotions with appraisal despite the fact that the scheme has been devised to maintain a distinction between staff development and promotion and pay. If women are perceived to be inferior organizational members, how can they be appraised fairly? Is appraisal only going to reinforce negative stereotypes of women's academic performance? The paper concludes that appraisal is a very difficult political process and we should not be surprised if appraisers distort results particularly as they are being given the delicate role of both facilitator and judge.

Barry Hutchinson (1995) in his article “Staff Appraisal: Personal, Professional and Organisational Development?” stated that Staff appraisal in schools and universities, was introduced amidst feelings of apprehension and resentment. He examined the tensions which may be created between the desire of 'management' to ensure the achievement of the policies and Plans of the organisation and the wishes of individual staff to pursue their career development as they deem appropriate, and he considers how far and in what ways such tensions might be resolved.

Barry Hutchinson, (1995), in his article “Appraising appraisal: Some tensions and some possibilities” stated that the appraisal of academic staff is now a formal part of university procedures. Prior to its introduction there was
much exhortation as to the beneficial effects appraisal would bring, and equally forceful arguments about the harmful effects of imposing it as a means of exercising tighter managerial control. The paper presents the findings of an investigation of the academic appraisal programme in the University of Ulster. Consideration of two forms of appraisal, manageralist and developmental, with their associated perspectives on the nature of professional practice, its assessment and improvement, provide the context within which the University of Ulster's programme can be considered. The evidence reveals inconsistency, tension and uncertainty about the programme and its effects: the reader is invited to judge the virtues of the different perspectives and the degree to which the programme's intents and operations meet, or fit, with any of them.

Aryee, S., & Stone, R. (1996) in their article “Work experiences, work adjustment and psychological well-being of expatriate employees in Hong Kong” replicated and extended research on expatriate work adjustment by examining the antecedents of work adjustment and its outcomes in terms of psychological well-being. Data were obtained from a nationally heterogeneous sample (N = 184) of expatriate employees in Hong Kong using a structured questionnaire. Results of regression analysis revealed role conflict to be significantly negatively related to work adjustment, while role discretion, co-worker support and work-method ambiguity (clarity) were significantly positively related to work adjustment. Of the three hypothesized outcomes, work adjustment was significantly positively related only to job satisfaction, but not to the quality of life and marital adjustment. Though not the focus of
this study, interaction adjustment was found to be significantly positively related to quality of life. Limitations of the study and the implications of the findings are discussed.

Shadid N. Bhuian, Eid. S. Al-Shammari, Omar A. Jefri, (1996), "Organizational Commitment, Job Satisfaction And Job Characteristics: An Empirical Study Of Expatriates In Saudi Arabia" stated that the nature of commitment, job satisfaction and job characteristics, and the nature of the interrelationships among these variables concerning expatriate employees in Saudi Arabia. An examination of a sample of 504 expatriate employees reveals that these employees are, by and large, indifferent with respect to their perceptions of commitment, job satisfaction, and job characteristics. In addition, the results provide strong support for (1) the influence of job satisfaction on commitment, (2) the influence of job variety on commitment, and (3) the influence of job autonomy, identity, and feedback on job satisfaction.

Aycan, Z. (1997) in his study on “Expatriate adjustment as a multifaceted phenomenon: individual and organizational level predictors” developed a conceptual model that concludes that psychological and socio-cultural adjustments are the most immediate predictors of work adjustment. In this paper, it is asserted that the success of the expatriation process depends not only on the expatriate manager's competencies and skills, but also on the organization (both parent-company and local-unit) support and assistance prior to and during the assignment. Various international human resource
management models are utilized to examine the organizational level antecedents of expatriate adjustment. Managerial resourcefulness, acculturation attitudes, personality dimensions and coping strategies are discussed in relation to individual predictors, whereas MNCs' international structure, value orientation, organizational life-cycle, diversity training, strategic planning and socialization are proposed as organizational predictors of expatriate adjustment.

Ugur Yavas, Muzaffer Bodur, (1999) "Satisfaction among expatriate managers: correlates and consequences" examined the relationships between expatriate managers satisfaction and commitment to their companies and assignments. The study furthermore seeks to identify the factors which relate to expatriate managers satisfaction. The article discusses these results and proffers strategies to enhance expatriate satisfaction and to mitigate dissatisfaction.

Steve Shelly (1999) in his article “Diversity of appraisal and performance-related pay practices in higher education" discussed the use of appraisal and performance-related pay practices for academic staff in higher education in the UK. This discussion is based on the reports of heads of personnel in universities, with the aim of portraying the pattern of such practices across the sector as a whole, and of investigating the extent to which these activities parallel institutional characteristics and are part of a strategic approach to employment management. It finds some evidence for a continued binary divide in practice between pre-1992 and post-1992 universities, but also a great diversity of practice which can support a convergence thesis for the
sector. The paper concludes that such diversity may have a place within the requirements of the higher education system, but it may need to be managed in a more proactive and strategic way in the future.

Adrienne E. Hyle (1999) in his study “Faculty Evaluation: A Prickly Pair” explored an institution's faculty evaluation process. He opined that the institutional culture supports a combined approach to the evaluations. Although this diminishes the focus of both forms of evaluation, it serves both the faculty and the institution.

Phil Ker (1999), in his paper “Appraisal and teacher development: it ain’t broke - it just won’t work” attempted an in-depth study of an appraisal-for-development scheme which had been operating for three years in a management studies department in an institute of technology. The researcher had a previous association with the department, but at the time of the research had not been involved in department activities for two years. The appraisal scheme had been designed around so called “principles for effective appraisal” as set out in the appraisal literature at the time. It was unequivocally focused on teacher development and was strongly supported by the staff who were required to participate. In spite of this, the scheme failed in its primary objective of fostering substantive improvement in teaching practice. Of more significance, the scheme had a negative impact on the teaching of many of the participants - acting as a barrier to their professional development. This paper summarises the “principles of effective appraisal” on which the scheme was based; reports on the effects of the
scheme on the participants, and explores the reasons for the failure of a scheme which had considerable potential to be a success story. The paper concludes with a discussion of what might improve the potential of appraisal as a means of promoting teacher development.

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Hagedorn, L. S. (2000) in his article “Conceptualizing faculty job satisfaction: Components, theories, and outcomes” opined that a key resource of higher education institutions (HEIs) is the faculty or academic staff. The centrality of the faculty role makes it a primary sculptor of institutional culture and has implications for the quality of the institution and therefore has a major role in achieving the objectives of the institution. Demand for academic staff in higher education has been increasing and may be expected to continue to increase. Moreover the performance of academic staff as teachers and researchers determines much of the student satisfaction and has an impact on student learning. There are many factors that serve to undermine the commitment of academics to their institutions and careers. Job satisfaction is important in revitalizing staff motivation and in keeping their enthusiasm alive. Well motivated academic staff can, with appropriate support, build a national and international reputation for themselves and the institution in the professional areas, in research and in publishing. This paper aims to identify

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the issues and their impacts on academic staff job satisfaction and motivation within Portuguese higher education institutions reporting an ongoing study financed by the European Union through the Portuguese Foundation for Science and Technology.

John Simmons & Paul Iles (2001) in their article “Performance Appraisals in Knowledge-Based Organisations: implications for Management Education” examined the performance appraisal systems for academic staff in universities and colleges and identifies the complex issues facing those in management education involved in the design and operation of such systems. ‘Intellectual capital’ is the principal asset of knowledge-based organisations and their performance management systems seek to maintain and enhance the value of this human asset base. The management of professionals in such organisations is especially challenging in view of the level of autonomy and discretion in their work roles, and their loyalty may be primarily to personal development or a particular code of conduct. Academic staff in higher education constitute a particular group of knowledge-based workers whose commitment is central to the effective operation of their institutions. Managers in higher education, therefore, have responsibility for designing and operating performance management systems that both motivate academic staff and align their efforts to institution objectives.
Au, K.Y., & Fukuda, J. (2002) in their article “Boundary spanning behaviors of expatriates.” Reported that expatriates provide benefits to multinational corporations (MNCs) when they enact boundary spanning roles. They do so by relaying local information and identifying opportunities that meet internal needs of MNCs. To test hypotheses based on social capital and role theories, we surveyed 232 expatriates. The findings indicated that local experience and the diversity of social networks were conducive to the boundary spanning activities of expatriates, whereas environmental uncertainty and overseas experience had little effect. By engaging in boundary spanning activities, expatriates felt less role ambiguity and gained role benefits, and were more eager to use the resources that were found within different communities of the host country. In addition, those expatriates who engaged in more boundary spanning activities had higher job satisfaction and more power within their own companies than those who did not.

Vesa Suutari & Marja Tahvanainen (2002) in their article “The antecedents of performance management among Finnish expatriates” stated that the present study aims at increasing the understanding of existing expatriate performance management practices, their efficiency and related contextual factors. The descriptive findings mainly support the picture arising from the few earlier studies identified, but also bring out several new ideas such as the use of team goals. Second, key performance management practices influencing the perceived efficiency of the system were identified, the key finding being that expatriate performance
management with officially set performance goals and formal performance evaluation increases the efficiency of the process. The results further show that a company's level of internationalization, its size, the position of the expatriate in the organizational hierarchy, his or her task type, the location of the host unit and the structure of the organization influence performance management practices.

David C. Martin and Kathryn M. Bartol(2003) in their article “Factors influencing expatriate performance appraisal system success: an organizational perspective” examined the factors that influence the success of expatriate performance appraisal systems in U.S. multinationals, as perceived by the organizations. Results involving 94 firms suggest that clarifying performance expectations prior to the performance rating, the fairness of the performance appraisal system, and the incorporation of career development positively influence perceptions of expatriate performance appraisal system success. The frequency of evaluating expatriates performance approached significance and consideration of the local environment in the performance appraisal process was not a significant contributor to the perceived success of the system. Research and practical implications, as well as suggestions for future research, are discussed.

Shawnta S. Friday, Earnest Friday, (2003) in their article "Racioethnic perceptions of job characteristics and job satisfaction" stated that given the growing racioethnic heterogeneity of today's global workforce, it is necessary for researchers and practitioners to continuously examine the impact of
racioethnic diversity in various organizational contexts, both foreign and domestic. The impact of racioethnic diversity has received a lot of attention in the literature with respect to various organizational attitudes and behaviors. However, after canvassing the literature, there is a void with respect to assessing whether various dimensions of a job intrinsically motivate racioethnically-diverse individuals differently. This line of research should be of interest to both researchers and practitioners, considering it is widely accepted that motivation is a precursor to various organizational outcomes, such as job satisfaction, absenteeism, and productivity. This study revealed that there are differences with respect to job satisfaction and the intrinsic motivation racioethnically-diverse individuals derive from their jobs.

Moshe Banai and William D. Reisel, (2003) in their article "A Test of Control – Alienation Theory Among Cuban Workers", studied the relationships between control mechanisms such as leadership, job design, performance appraisal, and workers’ alienation in Cuba. Beyond internal Cuban economic data or external intelligence reports, limited evidence has appeared in Western business journals on management practices and worker alienation in Cuba. The present research examines the responses of 327 workers who were surveyed anonymously. The results suggest that Western management control mechanisms such as leadership and job design have the potential of reducing alienation, while a worker’s job performance appraisal does not influence alienation. Theoretical and practical implications are discussed.
Peter Woods (2003) in his article "Performance management of Australian and Singaporean expatriates" opined that the cross-cultural and practical challenge of evaluating the management performance of Australian and Singaporean expatriates has received little research attention. This paper explores critical perceptions of performance management by analyzing the results of structured interviews with Australian and Singaporean expatriate managers and human resource professionals. Contrary to initial expectations, a slight majority of respondents were satisfied overall with the fairness and accuracy of expatriate performance management practices. Their proposals for more effective performance management are analyzed, focussing on the efficacy of involving multiple, cross-cultural raters in performance appraisal. The cultural differences between Australian and Singaporean expatriates are also explored. The findings of this research provide important direction for the development of culturally sensitive international human resource management practices.

Justine Mercer (2005) in his article “Challenging Appraisal Orthodoxies: Teacher Evaluation and Professional Development in the United Arab Emirates” presented findings from a 4-year study of faculty appraisal at two higher education institutions (HEIs) in the United Arab Emirates (UAE). It finds that neither teachers nor academic managers are opposed to evaluative appraisal, and, contrary to much of the literature, most are happy for evaluative and developmental elements to be combined. It then examines the apparent paradox of continuing professional development in a
context where federally-funded HEIs have the money to attract more teachers than they need; the legal right to dismiss any of them for any reason; and a strong belief on the part of managers that these particular students need and deserve only the very best teachers. It concludes that these features of the UAE context present a considerable challenge to the popular notion that people are an institution’s most precious resource and need to be developed at every opportunity.

Xiangyang liu& Margaret A. Shaffer (2005) in their journal of” An Investigation of Expatriate adjustment and performance: A social capital perspective” made an attempt to understand the effects of HCNs on expatriate effectiveness, they draw upon social capital theory to develop and test a model of expatriate adjustment and performance. This social capital model predicts that social networks and access to information and resources (opportunities), trust and norms of reciprocity (motivation) and HCN’s intercultural competencies and task performance (abilities) have direct effects on expatriate adjustment and performance. To test the proposed model, they conducted a field study and collected data from 147 expatriate managers working in Hong Kong, Beijing and Shanghai. The social capital variables were strong predictors of expatriate performance, but relatively weak for adjustment. Having adopted a new perspective for examining expatriate effectiveness, this research offers some new directions for future studies in expatriate research as well as in social capital.
Jaime Bonache, (2005) his article "Job satisfaction among expatriates, repatriates and domestic employees: The perceived impact of international assignments on work-related variables" conducted a study on a large sample of employees from a Spanish multinational construction company. One-way analysis of variance (ANOVA) and the Scheffe test were employed to analyse the data. After controlling for hierarchical status, the results indicated that, among these three groups of employees, there are some significant differences in the satisfaction ratings on job characteristics, career prospects, and internal communication. The authors did not, however, find differences in the mean satisfaction rating on general job satisfaction.

Julia Richardson (2006), in her article “Expatriate Academics in the Globalized Era: The Beginnings of an Untold Story?” opined that globalization has led to a well-documented increase in expatriation among managers and corporate executives, increased internationalization and expatriation have not been confined to business organizations alone. Educational institutions are becoming increasingly international with academics also experiencing growing levels of expatriation. However, despite their increasing international mobility, expatriate academics remain a group about which very little is known. Drawing on exploratory research carried out in Singapore and New Zealand, this essay presents several propositions about the experiences of expatriate academics as a hitherto under-researched group. In addition the essay moves towards adding another dimension to the existing expatriate management literature by
considering the extent to which it can be used as a framework for understanding expatriate academics. In doing so the essay proposes some of the differences between expatriate academics and expatriate managers. The areas of focus are cross-culture training, expatriate adjustment and the expatriate family.

Sunil et al (2007) in their article “Market And Merit-Based Adjustment Of Faculty Salaries” described an exercise in trying to adjust faculty salaries at a national university in the Arabian Gulf region in order to attract and retain quality faculty. The problem is strongly constrained by policy and budget considerations and leads to two loosely related sub-problems: market adjustment and merit adjustment, which are to be achieved by means of specially sanctioned funds and available discretionary funds, respectively. They propose a methodology that addresses the former through goal programming and the latter through data envelopment analysis.

Mohamed H. Behery and Robert A. Paton, (2008) in their article Performance appraisal-cultural fit: organizational outcomes within the UAE, explored performance appraisal, culture and associated outcomes. It builds upon a mainly Western literature to develop the case for aligning culture with appraisal to meet stakeholder expectations. Results suggest: commitment will be influenced by the extent to which an employee perceives a personal organizational “fit”; an employee’s job satisfaction maybe positively linked to the extent to which they consider appraisal and culture to be aligned; and, there was an unexpected neutral effect relating to the impact
of national culture. A contribution is made to the literature as the research reinforces the view that appraisal and culture are linked and impact upon performance. More importantly the Middle East has received scant attention from researchers. By questioning the traditional view of Middle Eastern practice the research raises interesting questions concerning the current status of managerial professionalism and efficacy.

Yustina Ndambakuwa and Jacob Mufunda (2008) in their article “Performance Appraisal System Impact on University Academic Staff Job Satisfaction and Productivity” studied the impact of five years of PAS on productivity and job satisfaction of academic staff. A random sample of academic staff was studied using questionnaires and interviews. Job satisfaction and some indices of productivity decreased by half following introduction of PAS. A possible contributory factor for the decline in job satisfaction was that PAS was introduced without adequate preparation and when the socio-cultural environment was not conducive to its implementation. This study underpins the importance of community ownership of interventions targeted at performance management improvement prior to their implementation.

Nor Wahiza Abdul Wahat (2009), in his article ”Organizational Climate as a Predictor to Job Satisfaction of New Faculties in Three Public Universities of Malaysia”, investigated upon important findings of perceived organizational and job satisfaction levels, as well as the influence that their perceived organizational climate has on job satisfaction. A survey based on the
conceptual framework which integrated the Theory of Work Adjustment (Dawis and Lofquist, 1984) and Person-Environment Perspective was conducted to meet the objectives of the study. Data were analyzed using descriptive, Pearson correlation and simple regression analyses. Results showed that most new faculties braced high level of perceived organizational climate but moderate job satisfaction levels. There was a significant, positive relationship between perceived organizational climate and job satisfaction. Both the relationship climate and development climate dimensions correlated significantly with job satisfaction. Perceived organizational climate was further identified as predictor of job satisfaction for new faculties serving in the three public, research universities. Based on the findings, it is highly recommended for the universities to adopt non-formal mentoring system as an effective organizational mechanism to establish and sustain harmonious relationships between new faculties and their senior colleagues.

Bahaudin G. Mujtaba, Hallie Fisher, Anne-Sophie Friis, Nadine Johnson, Leah Kirkwood, Gerardo Flores (2009) in their article “Expatriate Performance Appraisal Management: The Use Of A 360-Degree Feedback At Nokia Telecommunications” stated that performance management systems are now being used as a comprehensive human resource management tool to evaluate the performance of employees through objective setting, performance appraisal and feedback, continuous training, and career development. The focal point of this article is Nokia Telecommunications, a multinational corporation with extensive experience
in sending and receiving people on foreign assignments. The paper discusses performance management systems with a focus on appraisals for expatriates. Given performance appraisal challenges for expatriates, an overview assessment (using Nokia) is offered, a problem is highlighted, and a solution is presented. From the analysis and findings, an alternative performance management system of appraisals is recommended for implementation with Nokia employees working abroad and other expatriates.

Abdullah M. Al-Rubaish et al. (2009) in their study “Job satisfaction among The Academic Staff of a Saudi University: An Evaluative Study” explored the state of job satisfaction among the academic staff of King Faisal University – Dammam (KFU-D), and detected the areas and groups at a higher risk of being dissatisfied. A fully-structured 5-option Likert-type Job Satisfaction Questionnaire (JSQ) composed of an evaluative item and eleven domains making a total of 46 items was used. It was distributed by internal mail to all the 340 academic staff, 248 of whom returned completed questionnaires (response rate = 72.9%). The overall mean Job Satisfaction Rate (JSR) was 73.6%. The highest JSR's were found in three domains (“Supervision”, “Responsibility”, and “Interpersonal Relationships”), and the lowest in four others (“Salary”, “My Work Itself”, “Working Conditions”, and “Advancement”). The JSR was significantly lower among Saudi nationals, females, those below age 40, those from clinical medical and Dentistry departments. Multiple Regression identified six independent variables which conjointly explained 25% of the variance in job satisfaction (p < 0.0001).
These were: being an expatriate, above the age of 50, serving the university for less than one or more than ten years, and, not from a clinical department of Medicine or Dentistry.

Forrest W. Flaniken (2009) in his research study “Performance Appraisal Systems In Higher Education: An Exploration Of Christian Institutions” stated that there is substantial literature on the use of performance appraisal in the for profit world. More knowledge is needed in this area since there is considerable research indicating that performance appraisal creates benefits to an organization and its employees. This study provides a comprehensive review of the development and use of performance appraisal in the United States, and a detailed look at the purposes, benefits, and challenges of performance appraisal. The study found a very high usage of staff performance appraisal in its population of 108 Christian colleges and universities. However, it also found a significant amount of dissatisfaction with the appraisal process due to (a) lack of leadership support for the appraisal process, (b) supervisors not being held accountable for the timely completion of their appraisals, and (c) the lack of training provided supervisors for doing performance appraisals as well.

Raduan Che Rose et al (2010) in their article “Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural Competency” investigated the affects of dynamic intercultural competency of cultural intelligence and its dimensions on expatriate job performance. Based on sample of 332 expatriates working in Malaysia, cultural
intelligence found to be a vital intercultural competency that facilitates expatriates job performance in international assignments. Specifically, the results of this study reveal that expatriates in Malaysia with greater meta-cognitive and behavioral cultural intelligence fared better in their contextual performance. Greater assignment specific performance related to greater behavioral cultural intelligence. The findings of this study contributes to the body of knowledge in the cross-cultural management field as well as practical implication to expatriating firms especially in the area of selection and hiring of international candidates

Noor Harun Abdul Karim (2010) in his article “The impact of work related variables on librarians’ organizational commitment and job satisfaction”, attempted to assess the impact of five (5) work related variables (role conflict, role clarity, job autonomy, job performance feedback and job involvement) on organizational commitment and job satisfaction among Malaysian university librarians.. A proportionate stratified random sampling technique was employed and questionnaires were distributed to 222 respondents comprising mainly of professionally trained library employees. Of these, five correlates however, only three (3) were found to have statistically significant predictive relationship with organizational commitment: role clarity, job autonomy and job involvement Collectively these three (3) predictors account for 31.8% of the variance in organizational commitment. Of the five (5) work related variables that were employed to examine their relationship with job satisfaction, only four were found to correlate significantly with job
satisfaction: role conflict, role clarity, job autonomy and job performance feedback. Of these 4 work correlates, only two (2) were found to significantly predict the variation in job satisfaction. Collectively these two variables (role conflict and role clarity) account for 16.3% of the variance in job satisfaction. Hence, the impact of work related variables was greater for organizational commitment (31.8% of the variance) than for job satisfaction (16.3% of the variance). Only role clarity was found to be a significant correlate as well as a significant predictor of organizational commitment as well as job satisfaction.

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Anthony Fee, Susan McGrath-Champ, and Xiaohua Yang (2011) in their article “Expatriate performance management and firm internationalization: Australian multinationals in China” presented the results of an empirical study exploring the expatriate performance management systems of 16 Australian multinational firms operating in China. The results show that highly internationalized firms tend to be better at deploying the ‘hard’ components of performance management (goal-setting and performance appraisals), and yet most firms, and in particular highly internationalized ones, are poor at managing ‘soft’ control mechanisms like training and mentoring. The results give some support for the notion that expatriate performance management takes on increased importance as a firm's international operations become more dispersed; however, it also suggests a lack of appreciation of the value of soft control mechanisms in achieving this. The study contributes to international human resource management literature by identifying the relationship between the degree of internationalization of firms and the nature of expatriate performance management.

Shanthi Nadarajah et al (2011) in their research paper “The Intercultural Training And Its Impact On Academic Expatriates’ Adjustment And Performance In Malaysia: A Literature Review And Proposed Structural Model ” stated that the concept of intercultural training methods and adjustment of academic expatriates served as a complete assessment of literature to measure the degree of expatriates’ performance in an organization. The three main constructs intercultural training methods,
academic expatriate adjustment and performance in the conceptual model are connected in an organized form to examine their relationships. We understand that this paper provides a foundation guideline for instituting revised framework to enhance intercultural training methods, academic expatriates’ adjustment and performance literatures. This paper also emphasize on the importance of intercultural training methods and academic expatriates’ adjustment in fostering their performance of an organization in Malaysia.

Jan Selmer and Jakob Lauring (2011) in their article "Expatriate academics: job factors and work outcomes", stated that the literature on business expatriates has been increasing rapidly, but research on expatriate academics has remained scant, despite the apparent increasing globalization of the academic world. Therefore, more research is needed on the latter group of expatriates. Results showed that job clarity was the dominating job factor with strong relationships with all of the five investigated work outcome variables, work adjustment, work performance, work effectiveness, job satisfaction, and time to proficiency. Job conflict and job freedom had an association with some of the work outcome variables but not with all of them. Neither workload nor job novelty had a relationship with any of the work outcome variables of the expatriate academics.

Originality/value – The paper shows that the findings are only partly consistent with previous research results concerning business expatriates,
suggested by the work situation for expatriate academics could have both similarities and discrepancies compared to that of business expatriates.

F. J. Froese, V. Peltokorpi (2011) in their study on “Cultural distance and expatriate job satisfaction” opined that despite its strong impact in domestic settings on job performance, organizational commitment, stress, and turnover intentions, job satisfaction has received little attention in the literature on expatriates. This paper analyzes the predictors of job satisfaction that may arise in an expatriate context. Drawing on the cultural distance perspective, we propose that the national cultural distance, supervisors' nationality, host-country language proficiency, expatriate type, and company nationality are important determinants of expatriate job satisfaction. Survey results from 148 expatriates in Japan demonstrate that national cultural distance, supervisors' nationality, and expatriate type have a statistically significant influence on expatriate job satisfaction. Theoretical and practical implications are provided.

Arif Hassan, Junaidah Hashim, (2011) in their study "Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia" aimed to analyze the differences between national and expatriate academic staff perception of organizational justice in Malaysian institutions of higher learning. It also explores the role of organizational justice in shaping teaching faculties' attitude (job satisfaction and commitment) and behavioral intention (turnover intention). The sample was divided into two groups – Malaysian nationals with tenure appointments and expatriates with contractual appointments. Except for job satisfaction, where Malaysians...
recorded significantly higher endorsement compared to expatriates, no significant difference was found between the two groups on perception of distributive, procedural, and interactional aspects of organizational justice, as well as organizational commitment and turnover intention. However, Malaysians demonstrated significantly higher level of job satisfaction compared to expatriates. Different facets of organizational justice predicted work outcomes in the two groups. Whereas interactional and distributive justice promoted expatriates' organizational commitment and/or intention to stay with the organization, it was mainly procedural justice that contributed to local employees' job satisfaction, organizational commitment, and turnover intentions. Distributive justice also predicted turnover intentions of locals.

Elamin and Abdallah M (2011) in their article “Effects of Nationality on Job Satisfaction: Domestic versus Expatriate Bank Employees in the United Arab Emirates” examined the influence of nationality of managers (domestic or expatriate) on work satisfaction in the banking industry in the United Arab Emirates (UAE). The sample comprised a random sample of 82 bank employees, and that job satisfaction was assessed by the Job Descriptive Index. The study revealed that satisfaction with pay, job characteristics, promotion opportunities, co-workers, and supervisors were associated with the nationality of the manager. Moreover, the domestic bank managers expressed a higher level of satisfaction with pay, job characteristics, promotion opportunities, coworkers and supervisors than their expatriate counterparts. The study attributes these differences to both public policy and local cultural factors.
Xiaohua Yang (2011) in his article “Expatriate performance management and firm internationalization: Australian multinationals in China” reported the results of an empirical study exploring the expatriate performance management systems of 16 Australian multinational firms operating in China. The results show that highly internationalized firms tend to be better at deploying the ‘hard’ components of performance management (goal-setting and performance appraisals), and yet most firms, and in particular highly internationalized ones, are poor at managing ‘soft’ control mechanisms like training and mentoring. The results give some support for the notion that expatriate performance management takes on increased importance as a firm's international operations become more dispersed; however, it also suggests a lack of appreciation of the value of soft control mechanisms in achieving this. The study contributes to international human resource management literature by identifying the relationship between the degree of internationalization of firms and the nature of expatriate performance management.

Shahamat N., Roozegar M. and Shahamat F (2011) in their article “A Study Of IAU Faculty Members’ Job Satisfaction: Motivational And Health Aspects” studied the theoretical framework of Herzberg which focuses on motivational and health aspects, among other dimensions. The study was carried out on all the 184 full-time and part-time faculty members. It was developed by Wysocki and Kromm (JDI) and it describes job satisfaction with an emphasis on work, supervisors, colleagues, promotion and payment. Its Cronbach alpha reliability indices for each of its subscales were as the
following: (work (0.90); supervisors (0.95); colleagues (0.94); promotion (0.93) and payment (0.89). The reliability of the whole questionnaire was also (0.96)). Both descriptive and inferential statistics were used in data analysis, in particular, T square test, Hot Lyngz and independent T-test. Results show that faculty members’ derive high levels of satisfaction from the two factors of "valuable and useful work", and "being respectful". On the contrary, they expressed the lowest degrees of satisfaction about the "to feel success" and "to need creativity" factors in the motivation aspect. Regarding health aspects, the highest rate of job satisfaction was related to "being good" and "being fascinated by the work" and the lowest to the "suitability of conditions" and "work complexity". Comparing job satisfaction of males and females in five factors (work, management, colleagues, promotion and payment) indicate that men enjoyed higher levels of job satisfaction than women.

Jan Selmer and Jakob Lauring (2011),” Expatriate Academics: Job Factors and Work outcomes”, the literature on business expatriates has been increasing rapidly, but research on expatriate academics has remained scant, despite the apparent increasing globalization of the academic world. Therefore, more research is needed on the latter group of expatriates. This paper aims to fill some of the gaps. Results showed that job clarity was the dominating job factor with strong relationships with all of the five investigated work outcome variables, work adjustment, work performance, work effectiveness, job satisfaction, and time to proficiency. Job conflict and job freedom had an association with some of the work outcome variables but not with all of them.
Neither workload nor job novelty had a relationship with any of the work outcome variables of the expatriate academics.

Abdullah M. Al-Rubaish, Sheikh Idris A. Rahim, Mahdi S. Abumadini, and Lade Wosornu (2011), “Academic job satisfaction questionnaire: Construction and validation in Saudi Arabia” opined that colleges and universities are becoming increasingly accountable for teaching outcomes in order to meet rigorous accreditation standards. Job satisfaction (JS) seems more difficult to measure in the academic field in view of the complexity of roles, duties and responsibilities. To compile and determine the psychometric properties of a proposed Academic Job Satisfaction Questionnaire (AJSQ) suitable for university faculty, and amenable to future upgrading. The AJSQ demonstrated good overall psychometric properties in terms of construct validity and internal consistency reliability in both the overall sample and its separately analyzed subgroups. Recommendation: To replicate these findings in larger multicenter samples of academic staff.

Arif Hassan, Junaidah Hashim, (2011), "Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia" aimed to analyze the differences between national and expatriate academic staff perception of organizational justice in Malaysian institutions of higher learning. It also explores the role of organizational justice in shaping teaching faculties' attitude (job satisfaction and commitment) and behavioral intention (turnover intention). Except for job satisfaction, where Malaysians
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Elizabeth Ayalew (2011) in her article “Peer Review Mechanisms: The Bottleneck of Academic Freedom” stated that the Academic freedom in higher education institutions (HEIs) entails not only the protection of the rights of faculty to teach and of students to learn, but also the freedom to create and disseminate knowledge. The literature, especially in Africa, mainly portrays the violation of academic freedom due to external interference into universities’ autonomous functioning. This article, by focusing on academic publications and the peer review process, however, suggests that the internal governance of HEIs also has equally serious implications on academic freedom. By analyzing data collected from editors, reviewers and authors of three research institutions that publish journals at Addis Ababa University, Ethiopia, this article reveals that peer review mecha
nisms in academic institutions constrain the production of knowledge and hence undermine academic freedom.

Fabian Jintae Froese (2012) in his article “Motivation and adjustment of self-initiated expatriates: the case of expatriate academics in South Korea” stated that the Globalization and international labor mobility have provided the opportunity for highly qualified people to work in almost any country they desire. The people who take advantage of this opportunity can be categorized as ‘self-initiated expatriates’ (SIE). This study explores the motivation and cross-cultural adjustment of 30 SIE academics in South Korea. The respondents were motivated to expatriate by a desire for international experience, attractive job conditions, family ties, and poor labor markets in their home countries; most of the respondents were well adjusted. Based on our findings, we propose a theoretical framework linking the motivation and cross-cultural adjustment of expatriates.

Williams, E., Nur-Awaleh, M. A. and Romanowski, M.(2012) in their paper “A comparison of factors related to job satisfaction of expatriate and Qatari national faculty at Qatar University” attempted to: (a) identify the level of overall job satisfaction among Qatari nationals and expatriate faculty at Qatar University; (b) identify the relationship between overall job satisfaction and job-related factors; (c) identify relationship between personal factors and job-related factors. The findings of this study should provide the administrative officials at Qatar University with valuable information to assist them in developing personnel and administrative policies and procedures concerning
recruitment, selection, assignment, and retention of the professional staff. The results and conclusions of the study may help suggest how the factors affecting the degree of job satisfaction of the faculty members’ might be improved. More, specifically, those factors identified could stimulate additional research that would help devise ways of increasing job satisfaction among Qatari and expatriate faculty at QU that there will be higher motivation, more satisfaction, and more efficient achievement of the individual as well as the organizational goals and missions.

Taslim Khan and G.P. Mishra (2013) in their article, Promotion As Job Satisfaction, A Study On Colleges Of Muscat, Sultanate Of Oman examined the degree to which Academic staffs working in higher educational institutes experience a different level of job satisfaction from promotion. This empirical literature on Job Satisfaction is positively associated with the colleges in Muscat, Sultanate of Oman. The present research Paper was conducted by using Paul Spector’s (JSS) job satisfaction Survey Questionnaire. Reliability Analysis, Mean, Standard Deviation test were analyzed from received data. The present Research Finding Indicates that Academic teaching employees where satisfied with the promotion, there was a significant differences in the level of satisfaction. The present paper suggests that more focus should be given to the area of less-satisfied parameters. Hoping that this research will encourage the higher education institutes of Muscat, Sultanate of Oman to provide a necessary step to satisfy their academic staff by promoting them according to their teaching levels or
skill or by their contribution in bringing effectiveness to the students as well as to the Institutes. Five colleges were selected for the research study on proportionate stratified random basis. A total 180 questionnaires was administered through human resource managers, out of which 155 filled in questionnaires are received back and then the data is analyzed. The analysis shows that promotion has a modest and positive effect on job satisfaction.

Bishayee Swapan Kumar (2013) in his article “Job satisfaction of faculty members in private professional colleges located in NCR, Delhi” stated that the Job Satisfaction is one of the most widely discussed issues in Organizational Behavior and Human Resource Management. In this study an attempt has been made by the Researcher to investigate the present level of Job satisfaction among the Faculty members of Private Professional colleges Located in National Capital Region, Delhi. Based on survey of 350 Faculty members working in 35 Private Professional Colleges it attempts to gain insight into the satisfaction levels from the perspective of the faculty members. The Study concluded with the facts that Faculty members are moderately satisfied with their present conditions, except certain factors like Job responsibility vis-a-vis Authority, Job Family interface, Overwork / Overload were matters of concerned having reasonable degree of adverse impact on Faculty Job satisfaction. The Researcher summed up with the view that the College Management may give more attention to motivate and maintain these human resources to make them more contented and to make the most of their efforts for the betterment of the Organization by
appropriately addressing the above issues including the ones that create less job satisfaction viz. Advancement Opportunity, Pay/fringe Benefits, Working Conditions and Infrastructural facilities.

Bateh and Justin Ted, D.B.A (2013) in their article “Leadership Styles and Faculty Satisfaction in the State University System of Florida” stated that Universities must retain satisfied employees to enhance productivity and reduce turnover. Leadership represents one of the fundamental factors in job satisfaction. The purpose of this correlational study was to examine the relationship between perceived academic administrator leadership styles and the satisfaction of faculty members. The independent variables were the transformational, transactional, and passive/avoidant leadership styles of academic administrators as evaluated by faculty members. The dependent variable was job satisfaction of full-time faculty members. The Multifactor Leadership Questionnaire was used to identify the leadership style of an administrator as perceived by faculty members. Spector's Job Satisfaction Survey was used to assess a faculty member's level of job satisfaction. One hundred four participants from a state university in Florida completed the online survey. A logistic regression model was developed, and the statistically significant correlations indicated that (a) faculty members who identified transformational leadership as dominant had increased job satisfaction, (b) faculty members who identified transactional leadership as dominant had increased job satisfaction, and (c) faculty members who identified passive/avoidant leadership as dominant had
decreased job satisfaction. Based on a 95% significance level, there was a significant relationship between the 3 leadership styles and job satisfaction. Using this model, academic leaders can take further action by refining their leadership styles on the basis of their faculty members' indicated preferences. The study results may contribute to social change by making academic administrators aware of effective leadership models that promote higher job satisfaction among faculty in universities.

Muhammad Amin, Saeeda Shah and Ijaz Ahmad Tatlah(2013) in their article “Impact of Principals/Directors’ Leadership Styles on Job Satisfaction of the Faculty Members: Perceptions of the Faculty Members in a Public University of Punjab, Pakistan” explored the interplay between leadership styles (transformational, transactional and laissez-faire) and faculty job satisfaction (intrinsic, extrinsic and overall) in a public university of Pakistan. The study is a cross-sectional survey and is analytic in nature. The findings highlight that there is a significant relationship between the group of independent variables transformational, transactional and laissez-faire leadership styles) and the faculty’s intrinsic, extrinsic and overall job satisfaction. However, the group of independent variables has slightly stronger relationship with extrinsic job satisfaction as compared to overall job satisfaction, and the relationship of independent variables with intrinsic job satisfaction is relatively less strong. The transformational leadership style, in relation to the other two independent variables (transactional and laissez-faire leadership styles), has a strong positive and statistically
significant effect on faculty’s intrinsic, extrinsic and overall job satisfaction. Whereas, the laissez-faire leadership style, relatively, has weak positive and statistically insignificant effect on faculty’s intrinsic, extrinsic and overall job satisfaction. The transactional leadership style, on the other hand, has comparatively weak negative and statistically insignificant effect on faculty’s intrinsic, extrinsic and overall job satisfaction.

Mehrabian et al (2013) in their article “Factors affecting job satisfaction among the faculty members at Guilan University of Medical Sciences” opined that job satisfaction plays a pivotal role in the performance of university faculty members. Identification of the factors influencing job satisfaction can be useful in advancing the educational and research objectives of the university. The aim of the present study was to analyze the factors influencing job satisfaction among the faculty members of Guilan University of medical sciences. This study was a descriptive cross-sectional research that was conducted in 2012. The statistical population of the research included 139 faculty members at faculties of Guilan University of Medical Sciences selected using stratified random sampling. The instrument of data collection was a questionnaire consisting of two sections; the first section contained 10 questions about demographic information and the second section comprised of 19 questions which was designed based on Herzberg's two-factor theory. The questionnaire was scored according to 5-point Likert scale. Data were analyzed by SPSS 18 software and descriptive statistical indices of frequency, mean, standard deviation and Pearson
correlation coefficient reported. Results: 66.2% of the faculty members were male, 62.6% were clinical faculty members and 37.4% basic sciences faculty members. The most important factors affecting the faculty members’ job satisfaction were job security (4.14 ± 0.96), friendly relationship with colleagues (4.01 ± 0.81), and technology and technical knowledge (3.99 ± 0.87). The most important motivational factors influencing job satisfaction were interested in the job (4.24 ± 0.71), achievement (3.99 ± 0.87) and equal opportunities for career promotion (3.95 ± 0.99). Conclusion: stability and job satisfaction, creating friendly working environment, proper environmental conditions, professor’s welfare and providing spiritual and material incentives are factors that influence the professor’s job satisfaction.

Jane F. Maley and Miriam Moeller(2014) in their study “Global performance management systems: The role of trust as perceived by country managers” focused on a critical mechanism of the international human resource management process: performance management. The study specifically explores how the process of global performance management is perceived by the country managers of multinational corporations’ subsidiaries in Australia. The study reveals that a multinational corporation's systemic demand for short-term profit has the potential for inhibiting employee–supervisor relationships and perceived effectiveness of performance management appears to be dependent on the relationship and level of trust between the country manager and her/his supervisor. On the
factors such as trust play an important role in the functioning of a country manager vis-à-vis their perceptions of the performance management process. The study suggests that, with the current approach to global performance management for country managers, despite the expense involved in the process, many of the potential benefits may not be realized. Social exchange theory is proposed as the foundation for developing more effective and fluent global relationships based on trust.