CHAPTER -1

INTRODUCTION
1.1 JOB PERFORMANCE:

The primary and ultimate objective of an industrial organization is profit maximization, which may be achieved through employees' performance of the job. The job performance depends on many factors, namely: Organizational Commitment, Organizational Climate, motivation, job-satisfaction, job-involvement, morale, job stress and other factors. These factors can contribute either positively or negatively to the job performance.

The research on commitment has developed on the assumption that the employees with higher degree of commitment are better performers than those expressing low levels of commitment to the organization. Porter and Smith (1970) infer that "commitment acts as a more active and positive orientation towards organization." Most researchers are inclined to associate high commitment with increased productivity. The researchers strive to understand the facts of commitment in relation to differential work outcome (Reichers, 1985; Allen and Meyer, 1990; Randell, Fedor and Longencker, 1990; Mathieu and Zajac, 1990 and Sincids, 1993).

The climate of an organization can influence and motivate a person's job performance, Prakasam (1979) points out that "the
work atmosphere in the organization where people live and work is one of the important factors influencing employees performance.

1.1.1 The Concept of Job Performance:

Job Performance is explained as the level of success achieved by an individual as a result of his efforts. It is the end result of the application of efforts by an individual employee.

Davis (1949) states that "Job Performance as how an individual actually performs in a given position, is distinct from how he is supposed to perform".

Razvi (1967) defines, "Job Performance as the manner and extent to which different jobs are performed in a practical situation."

1.1.2 Need for Performance Appraisal:

The performance appraisal has gained more importance in the modern organizations to achieve objectives of the organization. Dalton E. McFarland (1974) points out that "the purpose of any formal method of systematic employees appraisal is to provide
greater objectivity in the executives judgement about subordinates and making decision about people.”

Performance appraisal is mainly to judge an employee in respect of various performance indicators: such as quantity and quality of work, knowledge of rules and regulations, work experience, routine performance, personality and general traits. Effective performance appraisal system is not only important from organizational point of view but also for the all round development of employees (Arvind Kumar Pande, 1996).

The performance appraisal is essential and therefore widely practised in human resource management activity. Surveys and reviews of its practice demonstrate the large number of decision making purposes for which an individual performance data are seemingly required and used. These include decisions concerning employees’ counselling, promotions, training, development, salary administration, bonus payment allocation, personal auditing, potential-spotting, job redesign, work motivation, and selection and training programme validation (Spriegel, 1962; Hegel, 1973; Kane and Lawler, 1979; McCormic, 1979; Davis, 1981). Any major decision about the human resource necessitates performance data (Randell, 1976).
The assessment of an individual has a significant role in raising the Standard of employees and in building a more effective team work (Clark, 1972).

The performance appraisal is a major key to management development. This has been considered to be very important for reinforcing the positive points and overcoming the weakness (Koontz and O’ Donnel, 1976).

It is always the justified concern of every organization to strive to improve the performance of its employees with a view to increase the efficiency. One way to enhance the performance of the employees is to know the level of their performance and to locate the factors responsible for that performance.

1.2 THE ORGANIZATIONAL COMMITMENT :

The commitment to the organization is an important behavioural dimension which can be utilized to evaluate employee’s strength of attachment. The Organizational Commitment on the extent to which employees identify with organizational goals, values, organizational membership and intend to work hard to attain the overall organizational mission. It goes one step further by
focusing on the strength or level of participation (Mowday, Steers and Porter, 1979).

The commitment components are of Affective commitment, Continuance commitment and Normative commitment. The Affective component of Organizational Commitment refers to the employees' emotional attachment to identification with, and involvement in the organization. The Continuance component refers to commitment based on costs that the employee associates with leaving the organization. The Normative commitment refers to the employees' feelings of obligation to stay with the organization (Meyer and Allen, 1984; Allen and Meyer, 1990).

The lack of commitment by employees is behind much of the behaviour blamed for high costs and poor service (Sherwin, 1972). The high Organizational Commitment maximizes innovative and spontaneous behaviour (Ktz and Khan, 1978).

1.2.1 The Concept Of Organizational Commitment:

The concept of employees commitment to organizations has received increased attention in the research both by managers and organizational analysts. Commitment represent one useful indicator
of the effectiveness of an organization (Porter, et al., 1974; Mowday, Porter and Dubin, 1974; Schein, 1970; and Steers, 1975).

The concept of commitment in American literature is "willingness of an employee to exert high levels of effort on behalf of the organization, degree of belongingness or loyalty to the organization". According to the Japanese meaning of commitment is "A strong reciprocal set of obligations between the company and the employee" (Matsuchima and Nakano, 1958; Levine, 1958; Voel, 1963; Whitehill and Takezawa, 1968 and Abegglen, 1969).

Many researchers link Organizational Commitment to important work behaviour, including turnover (Porter, Steers, Mowday, and Boulian, 1974; Williams and Hozer, 1986); absenteeism (Blau, 1986; Pierce and Dunham, 1987) and Job Performance (DeCottis and Summers, 1987).

Becker (1960) describes the Organizational Commitment as "the tendency to engage in consistent lines of activity". Kanter (1968) defines the Organizational Commitment as "the willingness of social actors to give energy and loyalty to the organization". Lee (1971) sees the Organizational Commitment "as the degree of belongingness". Sheldon (1971) views commitment as positive evaluation of organization and intention to work towards its goal. According to Buchanan (1974)
Organizational Commitment is ... "affective attachment to the goals and values of the organization". Similarly, Vein, Porter and his associates (1975) explain commitment as "A strong desire to remain a member of a particular organization, a willingness to exert high levels of effort on behalf of the organization, and a definite belief in and acceptance of values and goals of the organization".

Porter, Crampon, Smith (1975) define Organizational Commitment as "a set of feelings more closely connected to the individual's desire to stay attached to a particular work situation. Amsa and Punekar (1980) explain the Organizational Commitment in terms of maintenance of membership coupled with a positive attitude towards the job and organization.

According to Koch and Steers (1978) "Commitment is congruence between real and ideal jobs and identification with one's chosen job and reluctance to seek an alternative employment". Sing and Das (1978) reported "Commitment as the degree of individual and organizational integration".

1.2.2 Job Performance and Organizational Commitment:

The organizations in both public and private sectors have been putting their efforts toward creating performance culture, which is
characterized by a search for strategies to improve the contribution of both individuals and organizations to enhance the performance (Fletcher, 1993).

The Organizational Commitment is found to be one of the factors associated with enhancing Job Performance. The studies reported by Mowday, Porter and Dubin (1974) suggest that highly committed employees perform better than less committed ones.

Ritzer and Trice (1969) stated that Organizational Commitment and professional commitment are positively related. Punekar and Haribabu (1976) reported a committed worker is one who possessed in him the two values, the value of performance and the value of discipline. Jauch (1978) examined the relationship between organizational loyalty, professional commitment and research productivity. He reports, the researchers with the strongest professional commitment had higher research productivity.

Reddy (1986) reported that the Organizational Commitment is significantly associated with the productivity of veterinary Educational Officer. Sundarswamy (1987) reported that the Organizational Commitment of Agricultural Assistant Officers was significantly and positively related to their level of performance. Halakatti (1991)
also in his study reports that the Organizational Commitment of Agricultural Assistants was positively related to their performance.

Mathieu and Zajac (1990) presented evidence on the link between Organizational Commitment and a number of critical in-role behaviour, including performance, but meta-analysis showed that the confidence interval around the mean correlation between Organizational Commitment and performance included zero. Thus, Mathieu and Zajac concluded that commitment has relatively little direct influence on performance.

1.3 THE ORGANIZATIONAL CLIMATE:

The Organizational Climate is taken to be the attribute of an organization as perceived by an individual particularly of factors: namely, working conditions, communication, decision making, loyalty, permissiveness, handling of complaints, job clarity (Forhand and Gilmer, 1964), rules, procedures and practices affecting behaviour, amount of bureaucracy existing in the organization, opportunity for the growth of the individual and leadership styles (Kakkar, 1972; Sinha, 1973).

Organizational Climate is the human environment within which the organizational employees perform their jobs. It refers to
Organizational Climate refers to an internal atmosphere or work environment of an organization. The individual and his job requirements interact to produce a climate that affects significantly both the individual and the organization. It also influences the behaviour of working in the organization as well as their interactions with other organizations. The Organizational Climate is the character of an organization.

Koehler, et al., (1976) feel that employees may experience the same climate differently at different times. The employees may perceive the same climate differently, depending upon seniority, Age and position in the hierarchy. An individual responds to the Organizational Climate in terms of one's perception of it.

Organizational Climate is most adequately conceptualized as a summary perception, which people have of an organization. Each individual perceives or conceptualizes his organization in any number of ways depending upon the context and the set of information which is operative for that individual.
1.3.1 Concept of Organizational Climate:

Organizational Climate is considered to be relatively an enduring quality of an organization's internal environment, distinguishing it from other organizations; which is a source of pressure for directing activity (Gellerman, 1959; Litwin and Stringer, 1965; Gilmer, 1966; Meyer, 1967; and Pritchard and Karasick, 1973).

Similarly, Forhand and Gilmer (1964) define the concept of Organizational Climate as "it consists of a set of characteristics that describe an organization; distinguish it from other organization, are relatively enduring over a time, influence the behaviour of the people in an organization.

Alderfer (1967) operationally defines the concept of management or Organizational Climate as "a series of relationship between need satisfaction and organizational variable. The needs are pay, respect from supervisors and use of skills and abilities, while the organizational variables are job complexity and seniority".

According to Litwin and Stringer (1968) Organizational Climate is "... a set of measurable properties of work environment, perceived directly or indirectly by the people, who live and work in
this environment and assumed to influence their motivation and behaviour. Sharma (1969) defines Organizational Climate as patterns of social interaction that characterise an organization. The main units of interaction in this concept of climate are individuals, the group as a group and the leader”.

Campbell, Dunnette, Lawler and Weick (1970) state climate as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment, for the individual member within the organization. Climate takes the form of a set of attitudes and expectancies, which describe the organization in terms of both static characteristics, behaviour outcome and outcome contingencies... . The crucial elements are the individual’s perceptions of the relevant stimuli, the constraints, and the reinforcement of contingencies that govern his job behaviour”.

Payne (1971) has described “climate as a concept reflecting the content and the strength of the prevalent values, norms and attitudes, the behaviour and feelings of the members of a social system which can be operationally measured through the perceptions of members”.
1.3.2 Job Performance and Organizational Climate:

Organizational Climate operates as a main unitary effect on the behaviour of the people in the organization. Litwin and Stringer (1966) studied the effect of Organizational Climate on employee's Job Performance. Three different artificial firms were created, and also three different climates. The subjects in the achieving climate showed good performance on their jobs, and the democratic friendly climate resulted in job-satisfaction and higher Job Performance among the subjects.

A significant relationship between Job Performance and Organizational Climate has also been found in other studies.

Frederickson (1966) finds that inconsistent climate perceptions were associated with lower organizational performance and the consistency of climate perceptions were associated with greater productivity. The other researchers have also found that a particular type of climate was associated with high performance. Friedlander and Greenberg (1971) study of the hardcore unemployed indicated that the workers who have perceived their climate as supportive, had higher performance than those who perceived the climate as less supportive. Pritchard and Karasick (1973) report that climate items, Reward, dependency and
achievement are correlated significantly with managerial performance.

The present investigation is an attempt to know the influence of Organizational Commitment and Organizational Climate on Job Performance of the First-Line Supervisors of industrial organization.

1.4 FIRST-LINE SUPERVISOR:

The First-Line Supervisor in industrial organization and in commerce, is the most important personnel. He carries out a management tradition that dates back to the building the pyramids work (Lester, R. Bittel, 1974).

The First-Line Supervisor is a person who is immediately responsible for the work of production and maintenance of workers in an industrial organization (M.C.Agarwal, 1979).

Supervisor is a vigorous leader of men in an industrial organization and in commerce. He is an effective planner of work, he is a source of technical knowledge and a mediator between policy-setting management on the one hand and the rank and file on the other.
Supervisor who normally establishes the climate of human relationships at the departmental level of the organization, shapes the attitudes that motivate employees toward better performance on job. He trains new employees and instructs older employees to work effectively and safely. He balances the quality control and improves work procedures, co-ordinates the activities of his section in such a way as to meet its goals economically (Bittel, 1974).

M.C. Agarwal (1979) points out that the First-Line Supervisor has to get the work done from workers as well as to meet the demands of his seniors. The efficiency of supervisors depends upon their good adjustment with these categories of people.

Karen, R. Gillespie (1981) summarizes that “supervision is a pervasive force in every type of enterprise. It exists in the workplace, in professional organization and even in informal groups”. 