REVIEW OF RELATED LITERATURE

Studies related to Job Satisfaction
Studies related to Organisational Commitment
Studies related to Job Satisfaction and Organisational Commitment
CHAPTER II

REVIEW OF RELATED LITERATURE AND STUDIES

The review of related studies involves the systematic identification, location and analysis of documents containing information related to the research problem. It is an account of what has been published on a topic by accredited scholars and researchers. According to Best (1985), “A familiarity with the literature in any problem area helps one to discover what is already known, what others have attempted to find out, what methods of attacks have been promising or disappointing and what problems remain to be solved.”

Review of related literature gives the research worker an opportunity to acquaint himself/herself with the current knowledge and up-to-date information about what has been thought and done in the area of his/her choice.

The present study is an attempt to find out the extent of job satisfaction and organisational commitment of employees in the IT industry of Kerala. Studies pertaining to the job satisfaction, organisational commitment and other related variables were reviewed in this chapter. The sources included relevant scholarly research studies, journals, newspapers, seminar reports, workshops and publications.

The review of related literature is arranged in three sections.

1. Studies related to Job satisfaction
2. Studies related to Organisational Commitment
3. Studies related to Job satisfaction and Organisational Commitment
2.1 STUDIES RELATED TO JOB SATISFACTION

Centers and Cantril (1946) have conducted their studies on job satisfaction in relation to the marital status of workers and found that married workers like their jobs more than unmarried workers do.

Inflow (1951) has stated that employees are dissatisfied in the early phase of their service and that the first two years of service have the greatest depressing influence on job satisfaction.

Talachi (1960) has observed that lower job satisfaction should increase both labour turnover and absenteeism.

Shoukry and Otis (1964) have indicated that the level of job satisfaction increases in the earlier period of employment and declines in the terminal periods.

Gannon and Hendrickson (1967) conducted an exploratory study of the career orientation and job satisfaction of wives employed in retailing businesses as either clerks or officer workers. The findings showed that the women were more satisfied with their jobs when job involvement was high.

Blum and Naylor (1968) have indicated that the level of job satisfaction and commitment to work are the results of various attitudes an employee holds towards his job, towards factors related to his job and towards life in general.

Ronan (1970) has studied the relative importance of eighteen job characteristics in relation to job satisfaction and found that job security is not
important to salaried workers but it is important to both managerial and hourly workers.

Starcevich (1972) has identified certain job related factors such as feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents’ occupational level.

Orpen and Pinshaw (1975) involved a sample of 100 insurance clerks. An individual’s hierarchy of needs influences the relationship between job factors and job satisfaction. The findings indicated that the correlation between job context or job content factors and overall job satisfaction were not significant.

Seybolt (1976) explored the relationship between three characteristics of the work environment (pay, job variety and task complexity) and job satisfaction and the moderating effect of level of education on these relationships. The results showed that individuals with grade school education in jobs with low variety were significantly more satisfied with their work than those with high school or college education in low variety jobs.

Snyder and Ferguson (1976) investigated the empirical relationship between self-concept and job satisfaction. The sample consisted of 600 employees of Ohio University and of business establishments located in or near Athens, Ohio. Sixty nine per cent of the sample were females and thirty six per cent of the sample were clerical workers. The authors concluded that
in job satisfaction research, self-concept can serve as an independent variables only to a limited degree.

Prakasam (1976) has found that occupational level has some influence over the satisfiers and dissatisfiers of employees. In higher level occupations, motivator factors act as satisfiers but in lower level occupations both motivators and hygienic factors seem to act as satisfiers and dissatisfiers.

Pathak (1977) has found that the most important job characteristics sought by the high job satisfied group belonging to both the higher and the lower hierarchies and the low job satisfied group belonging to the lower hierarchy is the opportunity for advancement.

Ali (1978) has revealed that management levels are fertile grounds for job satisfaction and work motivation.

Pestonjee (1979) has reported that the interaction between occupational levels, security and alienation casts a significant influence on job satisfaction.

According to Mishra (1980), job satisfaction is a feeling accruing out of different conditions within a job and outside the job.

Pleitner (1982) has pointed out that job satisfaction results from the degree of correspondence between the individual’s expectations on the one hand and the circumstances of his job situation on the other, as compared by the individual employee.
Renu, Harveen and Renu (1984) have revealed that higher the age and the greater the number of dependents, the lesser will be the job satisfaction.

Mendhi (1985) has examined the need satisfaction and job attitudes of managers and observed that job dissatisfaction is highest for those public sector managers who have never changed their jobs.

Dattuar and Prasad (1986) have found that the personnel in private organization with the exception of those at the middle level are more satisfied than those working in public organizations.

Irene and Albert (1989) have indicated that sex and educational level cannot significantly account for differences in job satisfaction levels, whereas occupation, age and length of service have a significant impact as some of the satisfaction dimensions.

Mira and Pestonjee (1990) in their study of bank employees have observed that middle managers expressed the greatest degree of satisfaction followed by foremen and chiefs and then by workers.

Douglas, Stephen, Michael and Richard (1991) have observed in their study that the least satisfied workers would be those who experienced autonomous work in the past, and are frustrated by the lack of autonomy in their current positions.

Thoomkuzhy (1993) has emphasized that complete job satisfaction of the managers and workers in Kerala cannot be taken at its face value; it must be related to rotation of jobs and different unfamiliar places of work.
Rahman (1994) in his study of job satisfaction of supervisors in the garment industry suggest that open communication, job security, supervisory status, recognition for good work and overtime are considered more important for job satisfaction than job status, working environment and autonomy in work.

Lakshminarayan and Prabhakaran (1994) states that textile workers with less job satisfaction have more job stress and who have more job satisfaction have less job stress. Job satisfaction and job stress are inversely related, i.e., the more job satisfied individual will have less job stress. They suggested that employee counselling should aim at coping strategies to reduce job stress.

Rothausen (1994) argued that depending upon one’s parental status the factors that influence or determine job satisfaction would differ. Rothausen reported unique factors do appear to determine overall job satisfaction for parent workers.

Thomas and Ganster (1995) examined the effects of two contextual elements, family supportive policies and family supportive supervisors on work family conflict and individual level strain variables. They found direct and indirect support for the effect of family supportive supervisors on job satisfaction. Their findings indicate work family conflict and control partially mediated the relationship between the contextual elements and job satisfaction.
Dayanandan (1997) in his study of Human Resource Management in co-operative banks found that satisfaction with co-employees was favourable among both the senior and junior level employees. He also states that increased satisfaction was noticeable among the senior level employees with regard to environment and working conditions of banks in comparison with junior level employees.

Thomas (2001) in his study found that job satisfaction level is much higher in managers of non-credit co-operatives. They also found that majority of managers in co-operatives are unsatisfied with the present salary structure.

In a study conducted by Thomas and Sasikumar (2002) to determine factors which are important in deciding job satisfaction of managers in co-operative sector, the following were found to be important – job security, opportunity to use knowledge and skill, opportunity to participate in decision making connected with job, variety in job and challenge in job.

Bruck (2002) examined whether there would be differential relationship across the job satisfaction facets. These tests revealed no significant differences across facets for any of the conflict measures. These results provide important implications for practitioners who are implementing organizational interventions designed to combat work family conflict.

In a study on work ethics of the industrial work force in selected public and private sector enterprises in Kerala, Wilson (2003) found that workers in the private sector are not satisfied with the reward system, as compared to their counterparts in the public sector.
Jha and Pathak (2003) in their study of the nature of differences in the levels of job satisfaction among executives of four public and private sector organizations of Eastern and Northern part of India found the differences in different aspects of job satisfaction, viz., job itself, pay and security were felt by the executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organisations.

Ilies and Judge (2003) attempted to identify personality traits that might mediate the relationship between genetics and job satisfaction. They found that personality traits only partially mediated this relationship and suggested that perhaps other heritable traits, such as intelligence, may better explain this relationship.

Yadav (2004) states that nature of work or the job content also influences the level of job satisfaction of employees in the organization.

Rao (2004) in his article stated that reward systems have undergone a sea change since globalization. In today’s talent market place, one can retain one’s best people only by differentiating in their favour and by offering a mix of monetary and non-monetary rewards. The key though is not to reward high, but to reward the right people in the right way.

Robbins (2004) observed that persons with high level of job satisfaction hold positive attitudes about their jobs while persons who are dissatisfied hold negative attitudes about their jobs.
Shyam (2004) states that among health professionals working in public sector, there are enough reasons to experience dissatisfaction. There is disparity in income/salary, between those working in public sector and private sector.

Sharma and Kumari (2004) found that public sector employees are in a position in terms of their job satisfaction than the employees of private sector organisations. Top management employees are more satisfied than the middle and lower level employees. It was also revealed that the public sector employees are more dissatisfied with their working conditions and incentives than the employees of the private sector.

Chakraborty (2004) in a case study on job satisfaction among teachers in educational institutions of Katwa Muncipality in the district of Burdwan, in West Bengal found that teachers’ job satisfaction not only depends on nature of job but also on institutional scenario, facilities, salaries and standard of the students.

In a study on employee attitude and job satisfaction, Saari and Judge (2004) found that job dissatisfaction appears to be related to other withdrawal behaviours including lateness, unionization, grievances, drug abuse and decision to retire.

Wayne, Musisca and Fleeson (2004) found that work to family conflict was negatively related to job satisfaction, while work family facilitation was positively related to job satisfaction.
Huang and Evert (2004) state that job level is positively related to job satisfaction in individualistic countries but not in collectivist countries. Moreover, the positive relationship between job level and job satisfaction holds only for jobs with much opportunity to use one’s skills and abilities especially in individualistic countries. Job level is even negatively related to job satisfaction in jobs with little opportunity to use one’s skills and abilities in collectivist countries.

Srivastava (2005) found from his study involving senior and middle managers in two public sector companies that the changes in work and service conditions are largely positive, resulting in greater job satisfaction than before.

Sharma and Jyothi (2006) state that level of job satisfaction derived by government school teachers is modest. The maximum satisfaction is derived from the dimension of principals’ behaviour and the minimum from pay and rewards, indicating high dissatisfaction with the pay and rewards packages provided to them. Private School teachers are more satisfied than government school teachers despite the poor package due to congenial atmosphere in the private schools.

In a case study by Philip and Raju (2006) among doctors and nurses of a multi-speciality private hospital, it was found that doctors are highly satisfied with their jobs but nurses are just satisfied. However source wise analysis for job satisfaction of nurses revealed that they are not satisfied in salary which is one of the two most important sources out of the six considered in the study.
Ter Laura, Winfred, Gebhandt and Koelewin (2006) concluded that personal goal facilitation through work offers a promising source of insight into job attitudes and well being, complementing more traditional job characteristics models. Personal goal facilitation through work refers to perception of the extent to which one’s job facilitates the attainment of one’s personal goals.

Dormann, Doris Dieter and Michael (2006) indicate a high stability of core self evaluation. The stable job satisfaction factor was regressed on core self evaluation variables using different models of core self evaluation. It is concluded that current conceptualization of core self evaluation as a superordinate concept underlying its four dimensions is possible but overly broad in job satisfaction research.

Anseel and Lievens (2007) examined (i) the relationship between the feedback environment and job satisfaction and (ii) the mediating role of leader-member exchange in a Belgian context. The findings highlight the usefulness of diagnosing and assessing the feedback environment for a better understanding of feedback processes and for enhancing feedback interventions in organisation.

Ivy Philip (2007) has made a study on the HRM practices in the public sector and private sector hospitals in Kerala. She identified the extent of satisfaction of employees in hospitals and remarked that organisation with more satisfied employees find to be more effective than organisations with fewer satisfied employees.
Slugoski (2008) stated that overall organizational commitment had the greatest affect on intent to say, followed by job satisfaction, job alternatives and job embeddedness added to the employee retention equation, explaining a small but significant amount of intent to stay variance.

Sizer (2008) examined the effect of mentoring relationship on job satisfaction and examined faculty members’ perceptions of the effectiveness of the mentoring relationship. Findings suggest that faculty members with mentors have higher levels of job satisfaction than faculty members without mentors.

Salie (2008) studied the extent to which job satisfaction was correlated with perceptions of servant leadership in Muslim centres and schools in South East Michigan and Toledo, Ohio.

Judge, Heller and Klingir (2008) indicated that the traits from all three taxonomies generally were significantly related to job satisfaction, even when the traits and job satisfaction were measured with independent sources. However when all three typologies were examined concurrently the core self evaluation typology was the only typology that was significantly related to job satisfaction.

Edwards, Bell and Arthur (2008) indicate that the relationship between overall job satisfaction and task and contextual performance were the same. There was a stronger relationship between satisfaction with supervision and contextual performance compared to task performance. This also states the importance of considering different facts with job satisfaction and job
performance relationship, as well as the importance of matching predictors and criteria in terms of their levels of specificity.

Clark and Tamara (2008) have revealed that there was strong correlation between opportunities for promotions and job satisfaction. The results indicate that external needs, opportunities for promotions, and pay contribute to job satisfaction and reduction of turnover among employees within insurance organizations. The problem with job satisfaction and turnover is a concern within insurance industry.

Bennet (2009) examined the relationship between the subordinates’ perception of the leadership style of IT managers and one of three dependent measures predicting subordinate extra effort, manager effectiveness and satisfaction with management.

Kim Soonhee (2009) in his study on IT employees job satisfaction in the public sector indicated that job clarity, effective communication with management, a participatory management approach, organizational support of career development, opportunity for advancement and family friendly policies are all significant variables affecting job satisfaction of IT employees.

Leung and Olivia (2009) indicated negative correlation with job satisfaction across societies. Results showed that social cynicism correlated negatively with job satisfaction measurement concurrently, as was predictive of job satisfaction measured subsequently.

Vijaya Krishnan (2009) states that the likelihood of individuals seeking redress for alleged injustices through external mechanisms could reduce if it
perceived that there are genuine internal attempts at the level of their individual manager to address personal concerns. Every action taken by the HRM will be held irresponsible if they do not comply with the ethical standards. As it is important for employees to adhere to ethics, it is equally important for the HRM to build the standards for ethics.

Pillai (2010) indicated the willingness of IT employees to exert high levels of discretionary effort – put in extra hours to solve a problem, make suggestions for improving processes and generally seek to play a key role in an organization has plummeted to its lowest levels. Tech workers are under constant pressure to keep up and want to be in jobs where they can learn and grow.

Kaur (2010) in her study aimed at finding the level of job satisfaction of college teachers of Punjab with respect to area, gender and type of institution. The study revealed that rural college teachers were more satisfied as compared to urban college teachers, because of their low expectations. Furthermore, government owned college teachers were more satisfied than government aided and self-financed college teachers. She also states that higher socio economic status and level of life satisfaction too encourage the college teacher for higher level of job satisfaction.

Austin (2010) have investigated and presented the findings of twenty working professionals to determine how workplace friendships influence career advancement and job satisfaction. The data suggested that vital
friendship is important, friendship matters in the workplace, and vital friends influence job satisfaction and career advancement.

Wu and Wang (2010) suggest the importance of taking personality variables into consideration during the process of evaluating job satisfaction. Job satisfaction should not only be related to extrinsic factors but also associated with individual differences of dispositional tendency. Nurses with positive evaluation and expectation towards self and others tend to report higher job satisfaction.

Jain (2010) analysed the impact of liberalization on HRM practices in public sector banks over a period of almost two decades. Variables were measured and conclusions were drawn striking a blend between micro level changes and their consequent impact on banking operations. Majority of the respondents agreed that the primary reasons for improved productivity post liberalization were use of IT, Infrastructure, competition in the market place and outsourcing back office functions.

Chopra and Khan (2010) states that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The Link between job satisfaction and performance may prove to be a spurious relationship, instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organizational decision makers.
2.2 STUDIES RELATED TO ORGANISATIONAL COMMITMENT

Oscar (1966) has found that the strength of a person’s commitment to an organization is influenced by the rewards he has received from the system and the kinds of experiences he has had to undergo in order to receive the rewards.

Robert (1970) has observed that people in low status occupations are thought to have little commitment whereas people in high status occupations should be more highly committed.

Gupta, Sharma and Rahman (1971) have in their studies indicated that recognition is a variant of prime importance that influences one’s commitment to organizational goals.

Hrebiniaik and Alutto (1972) in their studies have shown that there is a strong positive relationship between organizational commitment and experience or seniority.

Porter, Steers, Mowday and Boulian (1974) have observed that individuals highly committed to an organization’s goals and willing to devote a great deal of their energy towards those ends would be inclined to remain with the organization.

Staw (1976) has noted that negative consequences may actually cause decision makers to increase their commitment.

Steers (1977) has found that work experiences are more closely related to commitment than personal or job characteristics.
Marsh and Mannari (1977) have observed in their study that Japanese workers have higher levels of organizational commitment than Americans.

Fottler (1977) has reported that the failure of commitment at the top leads to a failure of commitment in staff management at the personnel department and the operating departments.

Gupta (1977) in his research study conducted on the industrial workers employed in the Diesel locomotive unit in a public sector undertaking found that workers in the public sector industry were highly committed to industrial work.

Aryeh (1978) has indicated that workers with high protestant ethic tend to express high moral commitment, while those with low protestant ethic tend to express low moral commitment.

Jauch, Glueck and Osborn (1978) in their study among professors have shown that researchers with the strongest professional commitment have higher research productivity than others.

Mowday, Steers and Porter (1979) have found that the better performing branches of a bank have employees with relatively higher levels of organizational commitment than the low performing branches have.

Cook and wall (1980) have stated that supervisory relations and interpersonal trust are positively related to organizational commitment.

Angle and Perry (1981) have found that organizational commitment is positively related to some dimensions of organizational effectiveness such as organizational adaptability turnover and tardiness rate.
Morris and Sherman (1981) have in their research indicated that the level of education is negatively related to organizational commitment.

O’Reilly and Caldwell (1981) have shown that job choice decision and expectation of an employee can affect his future attitudes and commitments.

Welsch and Lavan (1981) have stated that organizational commitment is an important behavioural dimension which can be utilized to evaluate the strength of an employee’s attachment to his organization.

Padaki (1982) has found that individuals differing in their locus of control react differently to organizational situation and correspondingly they differ in their levels of commitment, motivation and satisfaction.

Amsa (1982) has in his research found that the expression of commitment values in the form of good work performance takes place only when an employee’s expectations from his job are reasonably fulfilled by the organization.

Dhuru and Jyotsana (1982) have observed that a member’s lowest degree of commitment to his organization is when he voluntarily intends and wished to stay in the organization.

Sinha (1983) has found a significant and positive relationship between overall organizational climate and organizational commitment.

Ferris and Aranya (1983) have observed that organizational commitment is becoming an increasingly used instrument to predict performance absenteeism and turnover.
Lacy, Bokemeier and Shepard (1983) have indicated that regardless of age and educational or occupational prestige level, men remain more committed to continued working than women.

Balaji (1984) in his research on managers in co-operatives has found that managers at the higher levels of the organizational hierarchy are more committed to their organization than those at the lower echelons.

Oliver (1984) in his study of organizational commitment in six workers co-operatives in Scotland has observed that the founder members of the co-operatives showed significantly higher organizational commitment and also identification involvement and loyalty than other members.

Balaji (1985) has found that professionals have weaker organizational commitment than non-professionals.

Aranya, Kushnir and Valency (1986) in their study among men and women accountants working in professional organizations indicate that women accountants tend to have lower levels of commitment than their men colleagues.

Curry, Wakefield, Price and Mueller (1986) have found that high levels of repetitive work are associated with low commitment and high levels of fairness in rewards are associated with high commitment.

Luthans, Baack and Taylor (1987) have found that age, education tenure in the organization, tenure in the present position and supervisory status have a positive relationship to organizational commitment.
Alvi and Ahmed (1987) have indicated that the fulfilment of workers’ psychological needs along with others is a very important predictor of their organisational commitment.

Decotiis and Summers (1987) have reported that commitment is strongly associated with individual motivation, desire to leave, turnover and objective measures of job performance.

Glisson and Durick (1988) have observed that in human service organizations, larger worker groups rate themselves as less committed, whereas work groups that provide both residential and walk-in service are more committed than those providing more limited services.

Dornstein and Matalon (1989) have indicated that work experience shows the strongest relationship with organizational commitment.

D’Souza (1990) has in his research study found that there exists a significant positive relationship between quality of work life and employee commitment for both managers and workers.

Mathieu and Kohler (1990) have stated in their study that the lowest absence rate was found among employees who expressed both high organizational commitment and job involvement.

Randall, Fedor and Longenecker (1990) have observed that employee’s commitment to the organization is expressed through their behaviour indicating a concern for quality, a sacrifice orientation, a willingness to share knowledge and through their presence in the work place.
Oliver (1990) has noted that employees who show strong participatory values exhibit relatively high commitment whereas employees with strongly instrumental values show relatively lower commitment.

Sagar (1990) states the importance of sales people’s commitment to the organization to enhancing retention. Based upon the study findings, several strategies are described that managers can use to increase retention of sales people. Managers need a better grasp of how to retain sales people.

Raju (1991) in his research study regarding teacher’s commitment to the teaching profession has indicated that the more committed teachers express high intrinsic motivation, inner direction, religiosity, external expectations, self accountability and desire to utilize skills.

Lee and Johnson (1991) in their studies have found that the full time employees have higher organizational commitment than part time workers when both work at a preferred schedule.

Sharma and Chauhan (1991) have observed that highly motivated employees feel more committed to their organization than those who are less motivated.

Gregersen and Black (1992) have indicated that there is a positive relation between the commitment of managers assigned abroad to their parent companies and to local operations.

Florkowski and Schuster (1992) have shown that profit sharing support can strengthen the workforce and it is an important determinant of organizational commitment.
Brockner, Tyler and Schneider (1992) have suggested that employees who had relatively high levels of commitment before hand may if show a sharp decline in commitment if their experience with the institution is negatively discrepant from their prior beliefs.

Mayer and Schoorman (1992) have observed that turnover is more strongly related to continuance commitment and performance is more strongly related to value commitment than otherwise.

Rodgers, Hunter and Rogers (1993) have observed that effective programme installation depend on the level of top management commitment. The stronger the commitment the greater the potential for program success.

Besser (1993) in his research study comparing the commitment to work of American and Japanese workers has concluded that Japanese workers are more committed to their employing organizations than the American workers.

Sayeed (1994) in his research study among the managers of large multinational firms has found that the level of management has a consistently positive relationship with overall commitment, followed by length of service.

Yoon Baker and Ko (1994) have indicated that interpersonal attachment among employees in immediate work units substantially increases the employees’ commitment to their work organization.

Zeffane (1994) suggests that variations in management styles have a significant effect on employee commitment.
Vandenberg and Scarpello (1994) have reported on the significant positive influence on occupational commitment upon organizational commitment.

Anantharaman and Jagadeesh (1994) have stated that the unionized employees perceive the organizational climate less favourably than non-unionized employees. There is no difference between these groups in their extent of job involvement. The various dimensions of organizational climate seem to be not to one another suggesting their independent nature.

Wilson (1995) in his research study has found that older employees and women employees are more committed to their organization than younger employees and men employees. Married employees are more committed than unmarried employees. He also states that the level of education increases the organizational commitment of employees. Salary and family income are positively related to organizational commitment.

Somers (1995) has indicated that affective commitment emerged as the predicator of turnover and absenteeism whereas normative commitment was positively related to the intent to remain.

Wallace (1995) has reported that corporatist organisations strive to maximize employees’ commitment to the organization by enhancing employee integration, upward mobility, participation in decision making and the legitimacy of the authority system.
Sakthidharan (1997) in his research study found that organizational commitment does not produce any significant difference between workers and managers.

Sharma (1997) has indicated that situational factors contribute more to organizational commitment than person related factors.

Biswa (1998) has suggested that performance, threat and frustration stressors are significant predictors of organizational commitment.

Mishra, Dhar and Dhar (1999) have reported that enhancing employee satisfaction guarantees greater involvement and commitment on the part of the employee to his job and organization.

Moideenkutty, Blau, Ravikumar and Ahemedali (2001) examined the role of perceived organizational support as a relationship between perceived situational factors and affective organizational commitment. It indicated that perceived organizational support fully mediates the relationship between each of these perceived situational variables and affective commitment to the organization.

Camp (2001) examined the effect of two types of subjective measurement of the work environment, job satisfaction and organizational commitment, which are thought to be related to turnover. The study examined two separate aspects of organizational commitment, commitment to the overall organization and commitment to the specific institution. Both measures of organizational commitment exert about equal influence on turnover with commitment.
Subrahmaniam (2002) in their study investigated the role of decentralized structure of managers need for achievement as antecedents of participative budgeting, and the impact of the concurrent relationship of all three preceding variables on organizational commitment. Direct and positive relationships were found between the two antecedent variables: decentralized structure and manager’s need for achievement, and participative budgeting. Participative budgeting in turn was found to have a direct and positive relationship with organizational commitment. The results of the study have implication for the design of effective management control processes and for HRM of hospitality organizations.

Rose (2003) in his comparative study on the effect of pension schemes on employee’s commitment between firms offering pension schemes and those not offering pension schemes found higher commitment from workers at companies that offered pension schemes than with those workers at firms that did not.

Berg, Kalleberg and Appelbaum (2003) examined whether a high commitment environment would positively impact work family balance in part through its affect on organizational commitment. In their study, a high commitment environment was defined as one that provides intrinsically rewarding jobs, has supportive supervisors and high performance work practices. They found affective commitment did partially mediate the relationship between high commitment organizational practices and work family balance.
Eaton (2003) examined the effects of the formality of the policy and perceptions of usability on organizational commitment. In her study, when employees perceived that flexibility policies were not truly available to them, they reported lower organizational commitment. Similarly, she found support for the effect of perceived control over schedule on organizational commitment.

Wasti (2003) investigated whether cultural values of individualism and collectivism measured at the individual level influence the salience of different antecedents of organizational commitment. The findings indicated that satisfaction with work and promotion are the primary determinants of effective and normative commitment for employees who endorse individualist values. For employees with collectivist values, satisfaction with supervisors was found to be an important commitment antecedent over and above satisfaction with work and promotion.

Wright (2003) states that in order to be effective in the rapidly changing markets, organisations are required to be flexible and adaptable, for which their human resource management is desired to be commitment oriented rather than control oriented. A commitment oriented HRM focuses on developing employees who can be trusted to their discretion to carry out their jobs in ways that are consistent with organisational goals. Committed employees are more likely to expend their discretionary efforts towards achieving organisational ends and show less counterproductive behaviour.
than those less committed and also engage in better quality in-role behaviours.

Jyothi (2004) quoted a study on the relation between human resource practices and employee commitment in hotels in United Kingdom and stated that objective recruitment and selection strategies, structural training and development are strongly associated with highly committed employees.

Anil Kumar (2005) in his study found that when an executive stays in an organisation based on a perceived cost of leaving, career development prospects and rewards play an important role in determining his continuance commitment. The executive stays with the organisation because he or she thinks that it will cost more to leave at present and take up a job elsewhere. As a result, the employability factor becomes an important determinant of the executives’ continuance commitment. Further he states that as executives feel a sense of being trapped into the organisation due to the high cost of leaving, they would stick on to the same organisation and would be less likely to leave.

Lok, Westwood and Crawford (2005) investigated the relationship between perception of organisational subculture and their significance for organizational commitment. Results indicated that perceived subculture has a strong relationship with commitment. They further identified the relative strength of specific types of leadership style and specific types of subculture with commitment.
Rubin and Brody (2005) state that insecurity, time pressure, and technologies increase employee’s accessibility to their workplace. Accompanying these changes is a changing social contract between employees and their employers. Organisational theories suggest that these employment characteristics will undermine the attachment component of organizational commitment that remain an important feature of contemporary workplaces.

Davis, Pawlowski and Houston (2006) examined generational differences in the work commitments of Baby Boomer (born between 1946 & 1962) and Gen. X (born between 1963 & 1981) IT professionals. Results suggest that the work commitments of these generations of IT professionals are more homogeneous than different.

Wade and Anthony (2008) has explored the relationship between the attitudes and perceptions of minority professionals as related to fair treatment between themselves and white counterparts, and whether those perceptions influenced minority professionals to remain committed to organizations. They suggest that while majority of respondents feel that they are treated as equitably as their white counterparts, approximately one third indicated that they were either unsatisfied or neutral on this subject. An overwhelming majority of respondents are committed to their organization, even though they may not always receive fair treatment, and many are unable to leave at this time, regardless of treatment. Private sector employees indicated that they
may be more willing to change jobs during the course of their careers as opposed to those in the public sector.

Allen and Robert (2008) investigated proximal institutional predictors or organizational commitment in college students. The study examined the relationship of student-organ fit, satisfaction with faculty, student self-evaluation of academic performance, class level, class attendance time, gender and age upon affective, normative and continuance commitment. The intent of the study was to look at student commitment variables in light of potential business strategy implication for recruitment and retention of students.

Felfe, Schmook, Schgns and Bernd (2008) indicate that commitment to the form of employment explains variance of organizational outcomes over and above organizational commitment. Generally, commitment to the term of employment reflects an important attitude to the work situation besides commitment to the organization or occupation. The results are discussed in the right labour market trends.

Navaprabha (2009) suggests the social commitment of co-operatives in Kerala. It can emerge as an alternative to the MNCs and other monopolies in their respective fields to certain extent and in the case of consumer sector, educational sector, as an alternative to a large extent.

Nicholson (2009) indicated that supervisory leadership practice usage and agent’s affective and normative commitment are positively related and agents affective, normative and continuance commitment are negatively
related to turnover intention. Job and organizational tenure are not significantly related to organizational commitment.

Aswathy and Gupta (2010) in their study on organisational commitment of Indian managers in multinational companies found that the employee’s commitment towards the organisation is based mainly on their perceptions about the four organisational practices: organisational structure, management style, HR practices and non-work practices. They concluded that the employees’ level and nature of commitment towards the organisation is subject to the employer’s employee-friendly and caring practices. That is, if an organisation offers HRM systems aimed at employer-employee mutual benefit, employee’s commitment levels do improve.

Hashim (2010) states that employee’s commitment is influenced by many factors including the management styles within the organization. He examined the management of human resources from the Islamic perspective and its effects on organizational commitment among selected employees in Islamic organizations in Malaysia. The results show that the Islamic approach in HRM was highly and significantly correlated to organizational commitment.

Crook (2010) states that the key problems of African Public Services are understaffing and lack of organizational commitment. It is argued that the best way foreword is to identify and work with the competent managers to be found in islands of effectiveness encouraging and spreading more effective kinds of incentives and developing more positive organizational cultures.
Pressure from the public for better performance is only likely to work if the need to respond is incorporated into organizational incentive structures.

Leenu and Lakhwinder (2011) found that all HR practices lead to organisational commitment. For instance, compensation, career development and supervisory support have been found correlated significantly with some forms of commitment but did not emerge as significant predictors of any form of commitment. The study indicates that the redundancy of the normative commitment construct is a cause of concern for many while studying separate dimensions of commitment and needs further investigation.

2.3 STUDIES RELATED TO JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

Bateman and Strasser (1984) have indicated that commitment has a positive casual impact on job satisfaction.

Raju and Srivastava (1986) have suggested that employees who are satisfied with a company may develop commitment to the organization and vice versa.

Brooke, Jr. Russell and Price (1988) have stated that work involvement is positively related to job satisfaction, job involvement and organizational commitment.

Romzek (1989) has pointed out that committed employees are more satisfied with their career prospects within their organization.
Cramer (1993) has indicated that stronger organizational commitment is associated with greater satisfaction with the job, salary and career structure.

Tett and Mayer (1993) hold the view that commitment and satisfaction each contribute uniquely to the turnover process.

Rahim and Afza (1993) have found that commitment and satisfaction are positively related to the propensity to leave a job.

Balachandran and Anantharaman (1996) have found a strong relationship between organizational commitment and facets of organizational stress and job satisfaction.

Buffardi and Erdwins (1997) examined the impact that employer sensitivity to child-care needs and child-care satisfaction had on both job satisfaction and organizational commitment of employed women. The results clearly suggested that employer sensitivity to child-care needs was strongly related to affective commitment and job satisfaction. Further it appears that caregiver attentiveness may also be a significant predictor of both job attitudes.

Driscoll and Randall (1999) have indicated that perceived organization support was significantly linked with job involvement, and with affective and continuance commitment, although its relationship with continuance commitment was negative. Satisfaction with intrinsic and extrinsic rewards was also a salient predictor of job involvement and affective commitment, but not continuance commitment.
Giffeth, Horn and Gaertner (2000) reported that job satisfaction is negatively related to turnover intention. Organizational commitment predicts turnover better than job satisfaction. This finding suggests that job satisfaction may be a more distal influence upon turnover intention than organizational commitment.

Springer (2002) investigated the potential mediating role of job satisfaction between job stressors – namely role overload -quantitative, role overload – qualitative and lack of career development – as a source of stress on the one hand and various facets of organizational commitment, namely, affective, continuance and normative. Path analysis revealed that role overload – quantitative directly and negatively influence both job satisfaction and career development as a source of stress directly and negatively influence job satisfaction. Findings also suggest that job satisfaction mediates the influence of role overload – quantitative on various facets of organizational commitment.

Behson (2002) sought to determine whether the specificity of the supportive measures influenced the outcomes. This study examined whether general measures of organizational supportiveness and more focal supportiveness measures differentially predicted important organisational outcomes. The results suggest that the more specific measures of supportiveness did account for variance in work family specific outcomes. However, the specific measure did not account for variability in job satisfaction
and affective commitment beyond the more general measure of organizational supportiveness.

Behson (2002) reported that the ability to make informal work accommodations for family moderated the relationship between family to work conflict and work stress, which predicted job satisfaction and organizational commitment. In addition, control over schedule predicted informal work accommodation.

Siu Ling Oi (2002) examined occupational stressors and well being for blue and white collar occupations with Chinese and Hong Kong. The study demonstrates that occupational stressors play a significant role in determining job satisfaction and physical well being. These results of the study show that organizational commitment and well being are positively related.

Heslin (2003) in his study ‘job satisfaction and organizational commitment’ stated that employees’ productivity is largely related to their level of job satisfaction and in fact the turnover rate can be reduced with a higher level of organizational commitment. There is relatively strong relationship between job satisfaction and organizational commitment.

Raveendran Nair (2004) in his study identified the bank managers’ perceptions of motivational requirements, measuring their level of satisfaction and evaluating their commitment to the organisation which will provide useful guidelines in framing human resource development policies in the service industry of banking. He found that the factors of job satisfaction emerged as
the pertinent predictors of commitment. The different forms of commitment of managers are related with their level of job satisfaction.

Chong, Eggleton and Michele (2006) examined the multiple roles (i.e., cognitive, motivational and value attainment) of participative budgeting and the combined effects of these three roles on subordinates’ job performance. This paper proposes that participative budgeting affects job performance via three intervening variables, namely, role ambiguity, organizational commitment and job satisfaction. The results support the multiple roles of participative budgeting and the indirect effect of participative budgeting on subordinates’ job performance through role ambiguity, organizational commitment and job satisfaction.

Trimble and Douglas (2006) studied affective organizational commitment, job satisfaction and turnover intention of 468 missionaries. Tenure in the organization was a stronger predictor of organizational commitment, job satisfaction and turnover intention than was age (i.e., new generation vs. older generation).

Senter and Martin (2007) suggested the proposition that part time employee group membership accounts for incremental variance in predicting turnover. The study also provides additional support for the premise that organizational commitment, job satisfaction and perceived employment alternatives differentially predict turnover for these part time groups.

Moffitt (2008) examined the moderators and mediators of the relationship between traumatic caregiver stress and job satisfaction,
organizational commitment and turnover intentions. Many employees are unexpectedly forced into a role of caregiver. In this study, traumatic caregiver stress was found to have direct effects on family. Organisations need to pay attention to the needs of employees who have the dual role of caregiver.

Tzinier, Waismal, Netanel and Broadman (2008) state the extent to which personality traits for the unique variance in job satisfaction and organizational commitment. Analysis of data showed that 58 and 44 per cent of the explained variance in job satisfaction and organizational commitment respectively, were accounted for by factors in this personalogical framework.

Mosadighrad (2008) indicated that hospital employees are moderately satisfied with their jobs and committed to their organization. Job satisfaction and organizational commitment were closely interrelated and correlated with turnover intention.

Graham and Nafukho (2010) seek to introduce a conceptual model that illustrate presumed association among work climate relationships, job satisfaction, organizational commitment, turnover intentions, retentions, crash rates, and numerous residual costs. They state that organizational commitment when compared to turnover, has received limited attention in transportation safety research among truckload organization. This study raises the level of awareness that there is much work to do related to gaining a comprehensive knowledge of variables that influence driver safety outcomes and the appropriate interventions necessary to elevate organizational commitment and retention.
Conclusion

The review of related literature revealed that Job Satisfaction and Organisational Commitment are the most important variables in Human Resource Management. Many studies reviewed showed that these two variables are interdependent. The review of related literature was very helpful to the investigator in formulating her objectives and hypotheses. It was also instrumental in gaining an in-depth knowledge of the two variables she has selected for the purpose of the study.
References


Wade & Anthony (2008). Which fairness factors most influence minority professionals to remain committed to an organization, as evidenced by a predisposition to depart. *Dissertation Abstracts International*, 68 (8), 3477.


