CHAPTER 1
INTRODUCTION

1.1  JOB OUTCOMES

The two job outcomes which are important for any organization are job satisfaction and organizational commitment and they do have similar antecedents [1]. Job satisfaction is vital for the organization as it leads to job performance and there is a reciprocal relationship between job satisfaction and job performance [2]. Job satisfactions influence the job-related attitudes as well as emotions that in turn influence job performance according to the meta study of Franke & Park, 2006. A majority of the studies shows the casual order of performance to job satisfaction according to Yilmaz, 2002. With this background, the study suggests the reciprocal relationship may exist between job satisfaction and performance. Above all, these job outcomes are important to public sector organizations as they may not have access to professional management as compared to the private sector. Job satisfaction is widely research construct in management, nevertheless the number of studies using this construct in the domain of public sector are scarce. Organizational commitment is important owing to its tendency to retain talents in the organization. Committed employees can foster his/her performance measure. Organization commitment is important as its absence leads to employee turnover and propensity to leave [3].

Job satisfaction is an attitude of an individual’s towards their jobs. Job satisfaction is the individual feeling that can be positive or negative, about the extrinsic and/or intrinsic features of one’s job. Job satisfaction is a remarkable variable for researchers and practitioners in understanding holistically the employee attitude and behavior. Organizational commitment echoes positive spirits towards
the firms and its related values. In nutshell, gauging organizational commitment is an examination of the similarity between an employees’ values and beliefs and matches with his/her organization.

The definition of organizational commitment is “individual’s belief in and acceptance of the goals and values of the organization, and a strong desire to remain in an organization” [4]. Elevated levels of organizational commitment has been related positively with valuable organizational outcomes, like ratings of job performance, reduced intent to hunt for new organization that can reduce the employee’s turnover. Organizational commitment is “characterized as employees’ willingness to contribute to organizational goals. It is influenced differentially by the nature of their commitment – those wanting to belong being more likely to exert effort to perform than those obligated to belong” [5].

Identification of employees with synchronizing the goals of the organization. This is evident from the employees’ affective reactions towards the organization that increases the intensity of effort deployed in activities supporting the firm’s goals. Signs related to organizational commitment will feel that the employee are concerned with feelings of goals attachment and organizational values, individuals role in association with this, and organization attachment for its sake relative to instrumental values.

Organizational commitment has recognized a greater level of attention from organizational science behaviorists like Allen Meyer and Mowday. By knowing commitment, practitioners can be in a position to expect the influence of a specific practice or policy on the firm [5]. Commitment can be marriage of three dimensions: affective, continuance, and normative. Affective commitment, is a sense of feelings and individual belongingness and feel of attachment with the organization, is considered as a key influential component of the variable “organizational commitment” than the remaining dimensions commitment, viz. continuance and normative [6]. Research provides further indication that employees who has elevated levels of their affective commitment to work, their profession and as well as the career contribute an increased levels of both form of commitments viz.
continuance and normative. The normative factor and continuance factor was measured with 8 items each. Even though all the three organizational commitment are important, this study emphases on affective component since this component affect the effort and indirectly effect the remaining components of commitment. With this theoretical backdrop, the study proposed to use these two important job outcome variables.

1.2 NEED FOR THE STUDY

A typical Indian port trust is considered a white elephant, using excessive resources, has a long gestation period with its returns being social perspectives rather than on return on capital employed (ROCE). It is therefore interesting to test the JD-R theory on workers of the port Trust of India. Usually port trusts are usually of large size, started with social objectives and professional management not a top priority. Thus managers in public sector organizations have very little access to professional management, and so, motivation of employees is not considered very important. Very few studies conducted in India using JD-R (Job Demand Resource) Model as a framework and this is evident from the fact that when the researcher searched using Google scholar, we found quite a few studies in Indian context using JD-R model.

Indeed, our in-depth interview with some of the top executives suggests that the top management is unaware of the job resources required to motivate the employees. Given that the managers have no assessment of job resources and job demands of employees, it is indeed a fertile ground to conceptualize and test the JD-R theory in Indian port trust.

1.3 PORT TRUST IN INDIA

Indian coastline is over 7500 kilometers and the biggest peninsula of the world. Along the coast, there are 12 major and 200 minor and intermediary ports. All the major ports are under the control of Government of India except for Ennore port trust in Chennai. The number of employees is over 55,000 according to
Association of Chamber of Commerce (ASSOCHM). Recently, the “Sagar Mala” is a program adopted for port modernization and six major ports are targeted for this program.

1.4 MOTIVATIONAL STATEMENT

Any positive growth of economy proposes a close association between freedom of economic agents and their related productivity. The economic liberalization of India in 1991 enhanced growth of the public sector and the manufacturing sector, which have in turn, aided the growth of Indian sea ports. Dominating sea ports of South India after economic liberalization are Chennai port trust, Tuticorn port trust, Vizhagapatinam port trust and Mumbai port trust.

The Chennai port currently employs more than 8000 employees in various capacities and smooth functioning of the port requires employee satisfaction in their respective jobs. Therefore it is important to analyze the levels of job satisfaction among employees of all the major ports.

The Job Demand Resources (JD-R hereafter) model was popularized by Bakker and Demerouti since its origin in 2001 [7]. The JD-R was initially proposed as a model and, over the years, it has matured into a theory due to the continuous validation of various empirical studies. The model reiterates that every job has two facets viz., job resources and job demands. The JD-R model proposed is heuristic type, overarching model, which can be useful to numerous occupational settings, regardless of the specific demands and resources involving in the job [8].

Excessive job demands can be mitigated by sufficient job resources and thus job demand can interact with job resources to amplify the job/work engagement of employees. The buffering character of job resources matching the Demand Control theory of Karasek [9], the demands and resources of the job can lead to work engagement that can in turn lead to job outcomes like job satisfaction.

The job demands can, on the other hand, also lead to burnout and other occupational health issues among employees. Thus, by monitoring the employees’
health, JD-R can predict to job demands leading to employees’ turnover/absenteeism and thereby predict the health of the organization. The variables used for job resources are of many types. The job resource variables can also be at different levels i.e., the task, interpersonal and organizational level [8]. Here in this study, job resources variable consists of job autonomy, supervisory support and social support.

Work engagement is an important concept for both employees and employer’s perspectives; as happy employees are engaged employees and the engaged employee’s productivity is considered as a key factor in the organization. Work engagement is defined as “a positive, fulfilling, affective-motivational state of work-related well-being that is characterized by vigor, dedication, and absorption” [10]. Engaged employees have great job satisfaction and organizational commitment. Work engagement has three dimensions, viz. vigor, dedication and absorption, mediating between job resources and job outcomes.

The Indian port trusts consume excess of financial resources, known for long gestation period and with returns capital employed (ROCE). It is therefore interesting to test the JDR theory on the employees of the Port Trust of India. Since all port trust is usually of large size, it is started with social objectives as a top priority. Thus managers in public sector organizations have very little access to professional management, and so, motivation of employees is not considered very important. Indeed, our in-depth interview with some of the top executives suggests that the top management is unaware of the job resources required to motivate the employees. Given that the managers have no assessment of job resources and job demands of employees, it is indeed a fertile ground to conceptualize and test empirically the JDR theory.

1.5 OBJECTIVES OF THE STUDY

The study objectives have been framed considering the theoretical contributions that address the research gap in major Indian Ports. The proposed study has the following objectives.
1) To analyze the moderation effect of employee’s job resources on job demands and work engagement.

2) To assess the relationship of employees work engagement on organizational commitment.

3) To analyze the relationship between employees job demands and burnout.

4) To assess the relationship between employees work engagement and job satisfaction.

1.5.1 Elaboration of Moderation Objectives

Moderation is seen when the influence of a predictor variable on a criterion variable varies that is based on the strength of a third called as moderator variable that interacts through the predictor variables [11]. The benefit of moderation lies in the development of the theory. Mediation and moderation help to expand the theories either by supporting the theory. Moderating variables remain significant when a researcher needs to evaluate whether the two variables take the equal relation through groups. Both the moderating and mediating variable are the examples of third variables. Maximum research studies focuses on the path relation between an predictor variable X and an dependent variable Y.

![Figure 1.1 Moderation](image-url)
With the help of moderation, the study proposes that the job resource can act as a moderator in the passage of job demand and work engagement. Conceptually, the moderation is shown in the figure above, however the statistical figure is different and it is also shown below.

![Figure 1.2 Statistical model of moderation](image)

The objective of work engagement is to induce positive psychology in the employees. In other words, job engagement can lead to organizational commitment. The job demands, according to stress theory, indicate the ability of the excessive hindrance job demands to influence the burnout. A happy employee is not always a satisfied employee and so the final objective will assess how work engagement will impact job satisfaction.

1.6 THEORETICAL FOUNDATION AND HYPOTHESIS FRAMEWORK

The JD-R theory is used as a framework to conceptualize the model. JD-R Models has two path; one for motivational process and then lead to positive job outcomes and other for stress related and can lead to burnout and other negative outcomes.
1.6.1  Job Demand Resource Model

Work engagement acts as a mediator between the job outcomes (both positive and negatives). Job resources do influence positively influence on the job engagement and all job demands will influence negatively on job engagement. Similarly, the relation between work engagement and burnout is negative and relationship between work engagement and job outcomes is positive. After literature review, the study has identified three job resource variables, viz. job autonomy, social support and supervisor support. Job demand is represented by a generic scale. Work engagement or employee motivation act as a mediating variable linking job satisfaction with job resources.

1.7  RESEARCH HYPOTHESES

Motivational Process

The job resources used in the study are job autonomy, supervisor support and social support. These job resources have a potential for intrinsic motivation of employees and thus can lead to work engagement [12]. The premise according to syllogism is that job resources lead to motivation and motivation lead to employee’s engagement. Another theory found suitable is Social Exchange Theory (SET).
According to SET, when both parties abide by the exchange rules, the result will be a more trusting and loyal relationship and mutual commitment. Thus, individuals who continue to engage themselves do so because of the continuation of favorable reciprocal exchanges. As a result, individuals who are more engaged are likely to be in more trusting and high-quality relationships with their employer and, therefore, be more likely to report more positive attitudes and intentions toward the organization. Thus one can propose that for an employee:

**H₁:** Job resources have positive influence on the work engagement of the employees.

**Job Demands and Work Engagements**

The hindering job demands will have a negative influence on work engagement. The definition of job demands indicates that it leads to work disengagement and hence one can propose the hypothesis statement:

**H₂:** Job demands have negative influence on work/job engagement.

**Work Engagement and Job Outcomes**

Social Exchange Theory (SET) postulates that when employees and employers abide by the exchange rules, there is a more trusting, loyal relationship and mutual commitments [13]. Thus employees continue to engage themselves due to the continuation of favorable reciprocal exchanges. With this, employees who are more engaged are likely to be in more trusting and have high-quality relationships with their employer. This further creates a positive attitude and intentions with the organization. Thus one can propose the hypothesis statement:

**H₃:** Work engagement has positive influence on the employee’s organizational commitment.

**Work Engagement and Job Satisfaction**

Work engagement deals with employee attitude with motivational state; it is characterized by three factors, viz., such as vigor, dedication and absorption.
The engaged employees presumably have more job satisfaction. Thus it leads to the hypothesis statement:

**H₄**: The employee’s work engagement has positive influence on job satisfaction.

**Stress or health impairment side of the JDR Model**

The perceived job demands of the employees lead to job strain and may further lead to exhaustion [14]. Exhausted employees may further cause absenteeism and experience fatigue. Lee and Ashforth (1996) [15] in their meta-analysis reported that the job demands of employees lead to burnout. Burnout, an outcome of burnout, will drain the emotions of the employees. The above discussion provides the ideas behind the development of following hypothesis.

**H₅**: Job demands (Hindrance demands) have positive influence on employee burnout.

**Moderation of Job Resources on Job demands**

Job resources may buffer the impact of job demands and these buffering roles of job resources are consistent with Demand Control Model (DCM) and Effort Reward Imbalance Model (ERIM). The DCM states that control over execution of tasks (i.e., Job Autonomy) may buffer the impact of work overload on job stress. ERIM states that rewards may minimize the unfavorable effects of effort expedition. Thus the job resources particularly influence motivation or work engagement when job demands are high [8] and from this, one can formulate the hypothesis that:

**H₆**: Job resources moderate the effect of job demands on work engagement such that the detrimental effect of job demands have weak influence at higher level of job resources.

**1.8 LIMITATIONS OF THE STUDY**

The study is cross sectional in nature and this implies that the causal relations in the model may not be considered. Future research can concentrate on
longitudinal studies to establish causality; as this study may not be useful in establishing causality owing to its cross sectional nature. The study has self-reporting data and can have a common method bias; however, Harman’s single factor test was carried out to assess the extent of common method bias in the data and test output ruled out the common method bias. The moderation effect cannot be considered with cross sectional data [16].

1.9  ORGANIZATION OF THE THESIS

Each chapter of the dissertation is briefly discussed, presenting the key objectives and contents for each of the chapters in turn.

Chapter 1: It clearly visualizes an overview of this research. This overview is followed by a discussion of the problem that led to the formulation of the statement of purpose, research questions, objectives and rationale of the study. Finally, this chapter discusses the purpose, importance and relevance of this research study on the assessment of organizational commitment and job satisfaction using the JD-R model.

Chapter 2: This chapter provides a review of literature and investigates relevant studies related to this topic. It deals with the JD-R model applied in various studies.

Chapter 3: This chapter discusses the JD-R conceptual framework. Variables such as job resources, job demands and job outcomes are identified and justified for the assessment of research objectives.

Chapter 4 describes the pilot study, research methodology and analysis. The draft questionnaire is eventually subjected to pilot testing with around 50 employees. The data analysis shows reliability and validity, it is found the scale possess the reliability and validity. In other words, the scale has the psychometric properties. Once the pilot study is successful, the full scale study is started. The sampling design is multi stage sampling. During the first stage, the ports have been selected and then the respondents using judgment sampling. Data were collected by
administering questionnaire to employees of the selected five port trusts. Data are collected using the “personal-contact” approach using paper and pencil. The sample size is 453. A questionnaire is made up of eight theoretical constructs which has 57 items. Since the data collected is found to be multi variate non-normal in nature, the study proposed to analyze and estimate the model using Partial Least Square Structural Equation Modelling (PLS-SEM).

**Chapter 5** presents the findings of the analysis and interpretation.

**Chapter 6** summarizes the results obtained and shows how the research fits in to the existing body of literature and how a contribution has been made. The research limitations of the study are also presented. This chapter revisits the research questions and the theoretical framework and offers a summation of the research project, the conduct of the research and its findings.

Appendix have been provided after the reference list at the end of this dissertation and are used extensively throughout this dissertation. Several of the tables and figures presented throughout this dissertation are listed before the first chapter of the dissertation. Specific abbreviations and acronyms used throughout this dissertation are also listed before the first chapter.