CHAPTER-1
JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT
(A conceptual framework)

1.1 INTRODUCTION

Job satisfaction has been an interesting subject for managers and academicians for many years. It influences the efficiency of employees thereby it determines the effectiveness of organizations. Interestingly, it is an intangible and qualitative variable. It relates to feelings, emotions and expressions. Thus, it is a psychological aspect of expression of an attitude. Attitude is a permanent impression formed about the job. Employees interact with people and other resources while on the job. In the process, they experience positive or negative feelings on various aspects of structure and environment of the job and this feeling is called job satisfaction. The concept of job satisfaction has gained importance ever since the human relations approach became popular. When a person is considered as important in the organization, his satisfaction on the job is all the more important to direct the energy for the realization of goals.

Formally defined, “Job satisfaction” is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one’s tasks as well as to the physical and social conditions of the work place. Locke defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Andrew Bin stated that job satisfaction is the amount of pleasure or
contentment associated with a job. Further, he stated that if one likes a job intensely, he will experience high job satisfaction and if he dislikes the job intensely he will experience job dissatisfaction. Keith Davis and Newstrom defined job satisfaction as a set of favorable or unfavorable feelings with which employees view their work. Stephen Robbins viewed job satisfaction as a general attitude toward one’s job; the difference between the amount of reward workers receive and the amount of reward that they believe they should receive. The above definitions of job satisfaction reveal the following characteristics.

- Job satisfaction is an inner feeling. It can only be inferred through the expression of behavior. Interestingly, it cannot be seen and it is thus intangible.
- Job satisfaction is an attitude. It is a subset of attitude.
- Job satisfaction influences the skill and energy of an individual.
- It can be positive or negative. It is expressed in a high or low degree.
- Job satisfaction is associated with emotional state of human mind.

1.2 DETERMINANTS OF JOB SATISFACTION

Job satisfaction is intangible and multi-variable. A number of factors influence the job satisfaction of employees. They can be classified into three categories. They are organizational factors, group factors and individual factors. In this regard, a brief discussion is made hereunder.
A) ORGANIZATIONAL DETERMINANTS

A number of factors in the organization determine job satisfaction of employees. Organizations can increase job satisfaction by organizing and managing certain factors, which are described below.

a) WAGES

Wages play an important role in influencing job satisfaction. This is because of two reasons. The first one is that money is an important instrument in fulfilling one’s needs. The second one is that employees often see pay as a reflection of management’s concern for them. There is no denying the fact that employees want a pay system which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Often the definition of fair and equitable wage does not exist. So, wages are not perceived as equal to the labor exerted by employees. This leads to dissatisfaction among employees. Hence, emphasis should be laid on ones perception of fairness rather than the absolute amount paid to employees.

b) NATURE OF WORK

The nature of one’s work has a significant impact on job satisfaction. Jobs involving the use of intelligence, skills and abilities, and which are challenging and have scope for greater freedom lead to job satisfaction. On
the other hand, feelings of boredom, frustration and failure, and a poor variety of tasks leads to job dissatisfaction.

c) WORKING CONDITIONS

Good working conditions are needed to motivate employees to spend the required time at the work place. Safety and comfort motivate an employee to work. Poor working conditions may lead to a feeling that one’s health is in danger. Thus working conditions determine the level of an employee’s job satisfaction. For instance, employees in a software company express job satisfaction on this variable as they work in a very neat and comfortable air-conditioned rooms. But a worker who is working in mines is likely to express dissatisfaction with respect to working conditions. This is because, there are a number of possible dangers to life like paucity of oxygen, roof falls, untidy and slippery floor, poor lighting and ventilation. Hence, the expression of feeling of satisfaction depends on the work environment of organizations.

d) OPPORTUNITIES FOR PROMOTION

Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in the job content, pay, responsibility, independence, status and the like. An average employee in a typical government organization can get three or four promotions in his entire life, though chances of promotion are better in private sector. It is no surprise that employees take promotion as the ultimate
achievement in their career and when it is realized, they feel extremely satisfied⁵.

e) JOB CONTENT

Job content refers to factors that are inherent in the job such as recognition, responsibility, advancement, achievement etc. Jobs involving a variety of tasks and which are less repetitive result in greater job satisfaction. A job whose content is poor produces job dissatisfaction. Herzberg, Mausner and Snyderman found that job content factors like achievement, responsibility etc., lead to greater job satisfaction. In a study conducted by Walker and Guest, it was found that repetitive work is the most dissatisfying factor, whereas pay and security are satisfying factors.

f) LEVEL OF EMPLOYMENT

The level at which an employee is working determines job satisfaction. Jobs at a higher level are viewed as prestigious and employees working in such jobs express a greater degree of job satisfaction than those working at a lower level. Glimmer found that professional people have greater job satisfaction than salaried workers and factory workers are least satisfied with their jobs. Porter’s results were similar who found that at each successive lower level, managers were less satisfied⁶.
g) LEADERSHIP STYLE

The style of leadership of the superior also determines the level of satisfaction of an employee. A democratic leader who promotes friendship, respect and warm relationships among employees enhances job satisfaction. On the other hand, employees working under authoritarian leaders express a low level of job satisfaction. Transactional and transformational leaders are found to have promoted job satisfaction among their subordinates. Similarly, charismatic leaders also promoted job satisfaction among their subordinates. However, employees working under bureaucratic supervisors have expressed job dissatisfaction.

B) GROUP DETERMINANTS

Group factors such as size of the group and supervision wield considerable influence on the job satisfaction level of employees. In this regard, a brief discussion is made here under.

a) WORK GROUPS AND SIZE

Existence of groups in organizations is a common phenomenon. It is natural for human beings to associate with others. This characteristic results in the formulation of work groups at the work place. Isolated workers dislike their jobs. The work group exerts a tremendous influence on the satisfaction of employees at the place of work. The satisfaction, an individual derives from his association with the group depends largely on his relationship with other group members, group dynamics, group cohesiveness and his own need for
affiliation. Sales people working in different areas and meet once in a fortnight expressed greater dissatisfaction on the aspect of group process. Contrary to this, persons working in an office expressed greater satisfaction as they were allowed to interact frequently. Employees working in cabin culture offices expressed greater dissatisfaction than employees working in a front end office as a team. Further, group factors such as size of the group and supervision wield considerable influence on satisfaction. It is true to say that larger the size of the group, lower the level of satisfaction. This is because, as size increases, opportunities for participation and social interaction decrease, so also the ability of members to identify with the groups performance. It is a fact that more numbers mean dissension, conflict and groups within groups. All these do not augur well for the satisfaction of members.

b) SUPERVISION

Perceived quality of supervision is another determinant of job satisfaction. Satisfaction tends to be high when people believe that their supervisors are more competent, have their best interests in mind and treat them with respect and dignity. Communication is another aspect of supervision. Satisfaction of employees tends to be high when they are able to communicate easily with their supervisor.

C) PERSONAL DETERMINANTS

In addition to organizational factors, there are certain personal / individual variables that have a bearing on job satisfaction. In this regard, a brief discussion is made here under.
a) PERSONALITY

Factors such as perception, attitude and learning determine psychological conditions which in turn determine the personality of an individual. Therefore, these factors determine the satisfaction of individuals. An employee possessing a negative attitude about his job becomes disinterested in it. He is likely to express job dissatisfaction. An employee possessing limited knowledge of the job or poor learning capability is not likely to perceive his job as interesting. Thus, one’s personality determines whether a person is satisfied or dissatisfied with his job.

b) AGE

Age is a significant determinant of job satisfaction. Younger employees possessing higher energy levels are likely to feel more satisfied. As employees grow older aspiration levels increase. Unable to fulfill these aspirations, they feel dissatisfied. The relationship between the age of employees and job satisfaction is complex and fascinating. According to Hammer and Organ, people start a job with unrealistic assumptions about what they are going to derive from it. Over time, they realize that reality falls far short of their perceived expectations and become disillusioned. They start to develop more realistic expectations about their job, and evaluate it in a more positive perspective. This positive evaluation produces higher job satisfaction. Thus older workers can also be more satisfied workers.
c) EDUCATION

Education provides an opportunity to develop one’s personality. It enhances individual wisdom, visualization, judgment, understanding and common sense. Highly educated employees possess persistence, rationality, and thinking power. They can understand a situation and appraise it positively. Thus, they are likely to express satisfaction with their jobs. However, employees with a higher level of education have higher expectations from their jobs. Dissatisfaction will be greater when educated persons are employed in lower level jobs. A poorly educated employee who cannot appraise the situation positively is likely to express job dissatisfaction.

d) GENDER DIFFERENCES

The gender and race of an employee also influence job satisfaction. Women are more likely to be satisfied than their male counterparts even if they have small jobs. This is because, women have lower levels of aspirations. Charles N. Weanch found that there is no significant difference in job satisfaction when males and females were equally affected by such determinants of job satisfaction as wages, prestige and supervisory positions. For instance, a women placed in a prestigious position derives the same satisfaction, as does a man in a comparable position. Barrack stated that generally females are dissatisfied than males because they have less job and pay opportunities than males⁹.
Besides the above, certain other factors that determine job satisfaction are learning, multiple skills, autonomy, job characteristics, unbiased attitude of the management, social status etc. Managers should consider all these factors in assessing the satisfaction of employees and increasing their level of job satisfaction.

1.3 THEORIES OF JOB SATISFACTION

There are many theories of Job satisfaction and each of them takes into account one or more of the four main determinants of job satisfaction such as personality, values, the work situation and social influence. These theories reveal what causes an employee to be satisfied with a job and another employee to be dissatisfied. In this regard, the most influential theories like The Facet Model, Herzberg’s Motivator- Hygiene Theory, The Discrepancy Model and the Steady State Theory have been discussed hereunder. These different theoretical approaches to job satisfaction are complementary and help managers to know the various aspects of job satisfaction so that they can understand the various factors and issues they need to consider to enhance the satisfaction level of their subordinates.

A) THE FACET MODEL OF JOB SATISFACTION

The facet model of job satisfaction focuses primarily on work situation factors by breaking a job into its component elements or job facets, and looking at how satisfied employees are with each facet. The different job facets are listed in exhibit 1.1. An employee’s overall job satisfaction is
determined by summing his or her satisfaction with each facet of the job. As stated in exhibit 1.1, employees can take into account numerous aspects of their jobs when thinking about their levels of job satisfaction. The facet model is useful because it forces managers and researchers to recognize that jobs affect employees in multiple ways. However, managers who use this model to evaluate the work situation’s effect on job satisfaction always need to aware that, for any particular job, they might inadvertently exclude an important facet that strongly influences an employee’s job satisfaction. For instance, the extent to which an employing organization is family friendly is an important job facet for many employees. Given the increasing diversity of workforce and the increasing numbers of women, dual-career couples, and single parents who need to balance their responsibilities on the job and at home, family-friendly organizational policies and benefits are becoming important to more and more employees. Further, managers who use facet model of job satisfaction have to consider various other issues among which one of the important issue is that some job facets may be more important than others for any given employee. Family-friendly policies, for example, are generally valued by employees with dependents, but they clearly are less important for employees who are single and intend to remain so. All the same, work at home arrangements might be facets that appeal to working parents and those with long commutes but they might not appeal to younger employees who enjoy social interaction with their co-workers. In addition to the above, compensation and security might be key-job satisfaction facets for a single woman who has strong extrinsic values. To sum up, the importance attached to job facets vary from person to person.
### Exhibit-1.1

**Job Facets that play a part in determining Job Satisfaction**

<table>
<thead>
<tr>
<th>Job facet</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability utilization</td>
<td>The extent to which the job allows one to use one’s abilities</td>
</tr>
<tr>
<td>Achievement</td>
<td>The extent to which an employee gets a feeling of accomplishment from the job</td>
</tr>
<tr>
<td>Activity</td>
<td>Being able to keep busy on the job</td>
</tr>
<tr>
<td>Advancement</td>
<td>Having promotion opportunities</td>
</tr>
<tr>
<td>Authority</td>
<td>Having control over others</td>
</tr>
<tr>
<td>Company policies and practices</td>
<td>The extent to which they are pleasing to an employee</td>
</tr>
<tr>
<td>Compensation</td>
<td>The pay an employee receives for the job</td>
</tr>
<tr>
<td>Co-workers</td>
<td>How well one gets along with others in the workplace</td>
</tr>
<tr>
<td>Creativity</td>
<td>Being free to come up with new ideas</td>
</tr>
<tr>
<td>Independence</td>
<td>Being able to work alone</td>
</tr>
<tr>
<td>Moral values</td>
<td>Not having to do things that go against one’s conscience</td>
</tr>
<tr>
<td>Recognition</td>
<td>Praise for doing a good job</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Being accountable for decisions and actions</td>
</tr>
<tr>
<td>Security</td>
<td>Having a secure and steady job</td>
</tr>
<tr>
<td>Social service</td>
<td>Being able to do things for other people</td>
</tr>
<tr>
<td>Social status</td>
<td>The recognition in the wider community that goes along with the job</td>
</tr>
<tr>
<td>Human relations supervision</td>
<td>The interpersonal skills of one’s boss</td>
</tr>
<tr>
<td>Technical supervision</td>
<td>The work-related skills of one’s boss</td>
</tr>
<tr>
<td>Variety</td>
<td>Doing different things on the job</td>
</tr>
<tr>
<td>Working conditions</td>
<td>Working hours, temperature furnishings, office location and layout, and so forth</td>
</tr>
</tbody>
</table>

B) HERZBERG'S MOTIVATOR-HYGIENE THEORY OF JOB SATISFACTION

Frederick Herzberg’s Motivator-Hygiene theory is one of the earliest theories of job satisfaction. The theory proposes that every employee has two sets of needs or requirements: motivator needs and hygiene needs. Motivator needs are associated with the actual work itself and how challenging it is. Job facets such as how interesting the work is, autonomy on the job, and the responsibility it affords satisfy motivator needs. Hygiene needs are associated with the physical and psychological context in which the work is performed. Job facets such as the physical working conditions, the nature of supervision, amount of pay, and job security satisfy hygiene needs.

Herzberg proposed the following theoretical relationship between motivator needs, hygiene needs and job satisfaction:

- When motivator needs are met, employees will be satisfied; when these needs are not met, employees will not be satisfied.

- When hygiene needs are met, employees will not be dissatisfied; when these needs are not met, employees will be dissatisfied.

According to Herzberg, an employee could experience job satisfaction and job dissatisfaction at the same time. For example, the employee might find the work interesting and challenging yet be dissatisfied because his or her hygiene needs are not met. According to the traditional view of job satisfaction, satisfaction and dissatisfaction are at opposite ends of a single
continuum, and employees are either satisfied or dissatisfied with their jobs. Exhibit 1.2 illustrates the traditional view. Herzberg proposed that dissatisfaction and satisfaction are two separate dimensions, one ranging from satisfaction to no satisfaction and the other ranging from dissatisfaction to no dissatisfaction. Exhibit 1.2 illustrates Herzberg's view: An employee's location on the satisfaction continuum depends on the extent to which motivator needs are met, and an employee's location on the dissatisfaction continuum depends on the extent to which hygiene needs are met\(^\text{12}\).

Many research studies have tested Herzberg's formulations. Herzberg himself conducted some studies that supported the theory. He relied on Critical Incidents Technique to collect the data. Herzberg and his colleagues interviewed employees and asked them to describe a time when they felt particularly good about their jobs and a time when they felt particularly bad about their jobs. The results indicated that whenever employees related an instance when they felt good about their job, the incident had to with the work itself (it is related to their motivator needs). Whenever they described an instance when they felt bad about their jobs, the incident had to do with the working conditions (it is related to their hygiene needs). These results certainly seemed to support Herzberg's theory.

When other researchers used different methods to test Herzberg's theory, it failed to get support. This is because, people have a tendency to take credit for the good things that happen to them and blame others or outside forces for the bad things. This basic tendency probably accounts for
employees describing good things that happened to them as being related to work itself, because the work itself is something an employee can take direct credit for. Conversely, working conditions are mostly outside the control of an employee, and it is human nature to try to attribute bad things to situations beyond one’s control. On the whole, research does not support Herzberg’s theory.

Exhibit 1.2
Two views of job satisfaction

<table>
<thead>
<tr>
<th>Dissatisfaction with job</th>
<th>Satisfaction with job</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. According to the traditional view, an employee is either satisfied or dissatisfied with his or her job</td>
<td>Satisfaction dimension</td>
</tr>
<tr>
<td>No satisfaction with job (motivator needs not met)</td>
<td>Satisfaction with job (motivator needs met)</td>
</tr>
<tr>
<td>Dissatisfaction with job (hygiene needs not met)</td>
<td>Dissatisfaction dimension</td>
</tr>
<tr>
<td>B. According to Herzberg, an employee can be both satisfied and dissatisfied with his or her job at the same time</td>
<td>No dissatisfaction with job (hygiene needs met)</td>
</tr>
</tbody>
</table>

C) THE DISCREPANCY MODEL OF JOB SATISFACTION

The discrepancy model of job satisfaction tries to determine how satisfied employees are with their jobs by asking employees to compare their jobs with some ideal jobs. This ideal job could be what one thinks the job should be like, what one expected the job to be like, what one wants from a job, or what one's former job was like. According to this theory, when
employee’s expectations about their ideal job are high, and when these expectations are not met, employees will be dissatisfied.

According to discrepancy models of job satisfaction, they are bound to experience some job dissatisfaction when their new positions fail to meet their high hopes. Some researchers have combined the facet and discrepancy models of job satisfaction. For each of the job facets as mentioned earlier, for example, the researcher may ask employees “how much” of the facet they currently have on the job compared to what they think their jobs should have. The difference between these two quantitates would be the employees level of satisfaction with the facet. For example, an employee who indicates that she thinks she should have a lot of autonomy on her job but reports that she currently has limited autonomy would be dissatisfied with the autonomy facet of her job. After determining satisfaction levels for each of the job facets, the total of all the responses would yield an overall satisfaction score.

Discrepancy models are useful because they take into account that people often take a comparative approach to evaluation. It is not the presence or absence of job facets that is important but rather how a job stacks up against an employee’s ideal job. Managers need to recognize this comparative approach and should ask employees what they want their jobs to be like. This information helps them make meaningful changes to increase the level of job satisfaction their subordinates are experiencing.
D) THE STEADY STATE THEORY OF JOB SATISFACTION

The steady state theory suggests that each employee has a typical, or characteristic level of job satisfaction, called the steady state or equilibrium level. Different situational factors or events at work may move an employee temporarily from the steady state, but the employee will return eventually to his or her equilibrium level. For example, if an employee is promoted, it may temporarily boost his / her level of job satisfaction, but it eventually will return to the equilibrium level. The finding that job satisfaction tends to be somewhat stable overtime support the steady state view. The influence of personality on job satisfaction also is consistent with the steady state approach. Because personality, one of the determinants of job satisfaction, is stable over time. It is expected that job satisfaction will exhibit some stability over time\textsuperscript{14}.

The steady theory suggests that when managers make changes in the work situation in an effort to enhance job satisfaction levels, they need to determine whether the resulting increases in satisfaction are temporary or long lasting. Some researchers have found that when changes are made in the nature of work itself such as making jobs more interesting, levels of job satisfaction increase temporarily but then return to former levels. To decide on the most effective ways to sustain an increase in job satisfaction, it is also important for managers to determine “how long” it takes employees to return to their equilibrium levels. Changes in some job facets for example may lead to longer-lasting changes in job satisfaction than changes in other facets.
1.4 POTENTIAL CONSEQUENCES OF JOB SATISFACTION

Job satisfaction as mentioned earlier is one of the most important and most studied attitudes in organizational behavior. One reason for the interest in job satisfaction is that whether or not an employee is satisfied with his or her job has consequences not just for the employee but also for co-workers, managers, groups teams and the organization as a whole. In view of this, the potential consequences of job satisfaction such as job performance, absenteeism, turnover and organizational citizenship behavior have been discussed here under.

a) SATISFACTION AND PERFORMANCE

One of the oldest beliefs in the business world is that “A happy worker is a productive worker”. Long ago, the scholars of OB were reasonably confident that the statement was true. Later, doubts emerged as studies found a weak or negligible association between job satisfaction and task performance. A recent meta-analysis (which combines results from the previous studies) concluded that there is a moderate relationship between job satisfaction and job performance. In other words, happy workers really are productive workers to some extent. It is to be noted that there are few underlying reasons for the moderate relationship between job satisfaction and job performance. One argument is that general attitudes such as job satisfaction do not predict specific behaviors very well. According to EVLN (Exit, Voice, Loyalty, Neglect) Model, job dissatisfaction can lead to variety of outcomes rather than lower job performance. For instance, some employees
continue to work productively while they complain (Voice); while some others look for another job (Exit). Still some employees wait until the problem is resolved (loyalty).

A second explanation is that job performance leads to job satisfaction, but only when performance is linked to valued rewards. High performers receive more rewards and consequently are more satisfied than low performing employees who receive fewer rewards. The relation between job satisfaction and performance is not stronger because many organizations do not reward good performance. The third explanation is that job satisfaction might influence employee motivation, but this has little influence as performance in jobs where employees have little control over their job output such as assembly-line work. On the whole, organizations with more satisfied employees considered to be more effective than organizations with fewer satisfied employees\textsuperscript{15}.

b) SATISFACTION AND ABSENTEEISM

There exists a relationship between job satisfaction and absenteeism. Research indicated that job satisfaction has a weak negative relationship with absenteeism. It means employees who are satisfied with their jobs are somewhat less likely to be absent. According to Richard Steers and Susan Rhodes, employee attendance is a function not only of their motivation to go to work but also of their ability to attend. Exhibit 1.3 presents the details. An employee’s ability to go to work is influenced by illness and accidents, transportation problems, and family responsibilities. Because of the variety of
situations and factors that affect work absences it is not surprising that the relationship between satisfaction and absenteeism is relatively weak. Job satisfaction is one of the many factors that affect the motivation to attend. It is a fact that absenteeism cannot be eliminated but it can be controlled and managed. To manage the absenteeism effectively, organizations should design and develop sound attendance policies. Further, organizations should recognize the fact that a certain level of absenteeism in high stress job can function\textsuperscript{16}.

\begin{center}
\textbf{Exhibit-1.3}

\textbf{Determinants of absence from work}

<table>
<thead>
<tr>
<th>Motivation to attend work is affected by</th>
<th>Ability to attend work is affected by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>Illness and accidents</td>
</tr>
<tr>
<td>Organizations absence policy</td>
<td>Transportation problems</td>
</tr>
<tr>
<td>Other factors</td>
<td>Family responsibilities</td>
</tr>
</tbody>
</table>
\end{center}

c) **SATISFACTION AND TURNOVER**

Turnover is the permanent withdrawal of an employee from the employing organization. Job satisfaction shows a weak-to-moderate negative relationship to turnover that is, high job satisfaction leads to lower turnover. This is because, employees who are satisfied with their jobs are less likely to quit than those who are dissatisfied with few exceptions. For instance, some dissatisfied employees never leave the organization. All the same, some satisfied employees may leave the organization. Moreover, unlike absenteeism, which is a temporary form of withdrawal from the organization, turnover is a permanent withdrawal and it can have major impact on an
employee’s life. Hence, the decision to quit the job is not usually made lightly but is instead the result of a carefully thought-out process. According to Bill Mobley, employees who are highly satisfied with their jobs never think about quitting. On the other hand, employees who are dissatisfied start thinking about leaving the company. Exhibit 1.4 presents the particulars.

**Exhibit 1.4**

**Mobley's Model of the Turnover process**

- Job dissatisfaction experienced
- Thinking of quitting
- Evaluation of benefits and costs of quitting
- Evaluation of alternatives
- Search for alternatives
- Intention to search for alternatives
- Comparison of alternatives to present job
- Intention to quit/stay
- Quit/stay


As indicated in Exhibit 1.4 Job dissatisfaction will cause an employee to begin thinking about quitting. At this point, the individual evaluates the benefits of searching for new job versus the cost of quitting. These costs could include corporate benefits that are linked to seniority such as vacation time and bonuses, the loss of pension and medical plans and a reduced level of job security. On the basis of this cost/benefit evaluation, the individual may decide to search for alternative jobs. The person evaluates and compares these alternatives to the current job and then develops an intention of quit or stay. The intention to quit eventually leads to turnover behavior. It is to be
noted that other factors come into play to determine whether or not an employee quits. Further, Mobley’s model applies neither to employees who impulsively quit their jobs nor to employees who quit their jobs before even looking for alternatives.

Employees turnover is costly and hence it must be kept to the minimum. There are certain costs associated with turnover such as the cost of hiring and training of new employees. In addition, turnover often causes disruption in work besides delaying important projects. It can cause problems when employees who quit are members of teams. Despite the above problems, turnover can also have certain benefits for organizations. For example, if poor performers leave the organization and good performers are staying, it is beneficial to the organization. Second, turnover can result in the introduction of new ideas and approaches, if the organization hires new comers with innovative ideas. Third, turnover can be a relatively painless and natural way to reduce the size of the workforce through attrition. Finally, organizations that promote their employees from within, turnover in the upper ranks of the organization frees up some positions for promotion of lower-level employees. Like absenteeism, turnover is a behavior that needs to be managed but not necessarily reduced or eliminated.

d) JOB SATISFACTION AND OCB

It seems logical to assume that job satisfaction is a major determinant of an employee’s organizational citizenship behavior (OCB). Satisfied employees would seem more likely to talk positively about the organization,
help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be prone to go beyond the call of duty because they want to reciprocate their positive experiences. Consistent with this thinking, early research on OCB assumed that it was closely linked with satisfaction. More recent evidence however, suggests that satisfaction influences OCB but through perceptions and fairness\(^\_1\).
i. EXIT

Exit refers to leaving the organization, transferring to another work unit, or at least trying to make these exits. Employee turnover is a well-established outcome of job dissatisfaction, particularly for employees with better job opportunities elsewhere. Exit usually follows “specific shock events” when the boss treats his subordinate unfairly. These shock-events generate strong emotions that energize employees to think about and search for alternative employment.

ii. VOICE

Voice refers to any attempt to change, rather than escape from, a dissatisfying situation. Voice can be a constructive response such as recommending ways for management to improve the situation or it can be more confrontational such as filing formal grievances. In the extreme, some employees might engage in counterproductive behaviors to get attention and force changes in the organization.

iii. LOYALTY

Loyalty has been described in different ways, but the most widely held view is that “loyalists” are employees who respond to dissatisfaction by patiently waiting. Some researchers say that they “suffer in silence” for a problem to work itself out or get resolved by others.
iv. NEGLECT

Neglect includes reducing work effort, paying less attention to quality and increasing absenteeism\textsuperscript{20}. It is generally considered a passive behavior that has negative consequences for the organization.

The type of EVLN alternatives, employees use depends on the person and situation. But one determining factor is the availability of alternative employment. With poor job prospects, employees are less likely to use the exit option. Those who identify with the organization are also more likely to use voice rather than exit. Highly conscientious people are less likely to engage in neglect and more likely to engage in voice. Finally past experience influences the choice of option. Employees who were unsuccessful with voice in the past are more likely to engage in exit or neglect.

1.5 ORGANIZATIONAL COMMITMENT

Organizational commitment also known as employee loyalty to organization is the degree to which an employee identifies with the organization and wants to continue actively and meaningfully participating in it. Like a strong magnetic force attracting one metallic object to another, organizational commitment is a measure of the employees willingness to remain with the organization in future. It often reflects the employee’s belief in the mission and goals of the organization and his willingness to expend effort in their accomplishments and intentions to continue working there\textsuperscript{21}. As an attitude, organizational commitment is most often defined as (1) a strong
desire to remain a member of a particular organization, (2) a willingness to exert high levels of effort on behalf of the organization, (3) a definite belief in and acceptance of the values and goals of the organization\textsuperscript{22}. In other words, this is an attitude reflecting employees loyalty to their organization and is an ongoing process through which organizational participants express their concern for their organization and its continued success and well-being.

The organizational commitment attitude is determined by a number of personal variables such as age, tenure in the organization, career adaptability, and internal or external control attributions, and also the organizational variables such as job design, values, support, procedural fairness, and the leadership style of one’s supervisors. Even organizational factors such as the availability of alternatives after making the initial choice to join an organization will affect subsequent commitment\textsuperscript{23}. It is to be noted that in the changed new environment, many organizations are not demonstrating evidence of commitment to their employees. However, recent research has found that an employee’s career commitment is a moderator between the perceptions of company policies and practices and organizational commitment. For example, even though employees perceive supervisory support, they would also need to have commitment to their careers in order to have high organizational commitment. Because of this multi-dimensional nature of organizational commitment, there is growing support for the three-component model proposed by Meyer and Allen. The three dimensions are affective commitment, continuance commitment, and normative commitment\textsuperscript{24}. 

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Affective commitment involves the employees attachment to, identification with, and involvement in the organization while continuance commitment involves commitment based on the costs that the employee associates with leaving the organization, which may be because of the loss of seniority for promotion or benefits. Normative commitment on the other hand involves employee’s feelings of obligation to stay with the organization. There is considerable research support for the three-component conceptualization of organizational commitment. It also generally holds up across cultures.

1.6 THE OUTCOMES OF ORGANIZATIONAL COMMITMENT

There are mixed outcomes of organizational commitment. Both early and more recent research summaries do show support of a positive relationship between organizational commitment and desirable outcomes such as high performance, low turnover, and low absenteeism. There is also evidence that employee commitment relates to other desirable outcomes such as the perceptions of a warm, supportive organizational climate and being a good team member willing to help\(^25\). However, there are some studies that do not show strong relationships between commitment and outcome variables and others where there are moderating effects between organizational commitment and performance. For example, one study found a stronger relationship between organizational commitment and performance for those with low financial needs than for those with high financial needs. Another study found that the more the employees had on the job and with the employing organization, the less impact their commitment had on
performance. Still another study found that commitment to supervisors was more strongly related to performance than was commitment to organizations. All these studies clearly indicate the complexity of commitment. On the whole, most researchers would agree that organizational commitment is a better predictor of desirable outcome variables than is job satisfaction and hence it deserves management's attention26.

1.7 GUIDELINES TO ENHANCE ORGANIZATIONAL COMMITMENT

As mentioned earlier, management faces a paradoxical situation regarding the commitment of employees. On the one hand, today's focus on teamwork, empowerment, and flatter organizations puts a premium on just the sort of self-motivation that one expects to get from committed employees. On the other hand, environmental forces are acting to diminish the foundations of employee commitment. Dessler suggests guidelines that help in enhancing employee's organizational commitment. According to him, the right kind of managers should be hired. Further, management should clarify their mission and it must be charismatic. All the same, they should stress on value-based orientation and training. Besides this, organizations should design and develop a comprehensive grievance procedure besides providing for two-way communication. Organizations should also build value-based homogeneity. All the same, they should emphasize teamwork and get together. Further, they should enrich and empower employees. At the same time, they should provide promotional opportunities. Above all, they should take measures to ensure employee development27.
REFERENCES


12. Ibid


