Chapter -2

LITERATURE REVIEW

2.1 What Constitutes HR Practices?

'Any practice that arrangements with upgrading skills, fulfillment, duty and work policies building can be viewed as a HR practices. The practice can appear as a framework, a procedure, an action, a standard, a govern, or only a method for getting things done. Good Human Resource rehearses do have any kind of effect in the working of the organisation. Excellent Human Resource practices are those that add to at least one of the three C's: Competencies, Commitment and Culture. They should be recognized and executed productively relative to cost, looking into and overhauling them every now and then to improve their adequacy and suitability'. (Rao, 1999)

As per (Yeung and Berman, 1997) HR practices can assume three noteworthy parts, these parts are:

i. Building basic authoritative capacities

ii. Improving employee needs fulfillment

iii. Enhancing client and shareholder satisfaction

Excellent HR practices do have any kind of effect in the working productivity of the organisation. They improve inside abilities of an organisation to manage present or future difficulties to be confronted by an organisation. Great Human Resource practices likewise advance the prosperity of the workers of the organisation. The dedication and inspiration worked through great Human Resource practices can prompt diligent work and can have an extremely great impact on the organization. This framework, containing great HR practices can make a maintainable and enduring capacity of the organization to oversee itself inside also, confront outer difficulties.

HR Practices include:

1. HR Planning
2. Recruitment and Selection
3. Induction
Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) has a positive role in increasing the employee’s performance, so the organizations should implement these practices to achieve the desired goals (Hassan. S, 2016). The organizations should utilize a variety of reward and recognition programs to drive behavior that promotes high performance. Organization conducts extensive training program for its employees relevant to the changing needs of jobs and business. Job performance should be considered an important factor to determine the compensation of employee’s performance. Management should value the contribution and ideas shared by employees and empower employees to maximize their individual talent in order to make effective decisions.

Administrator should conduct a proper job analysis and evaluation of positions to be filled. Human resources accepting applications when job vacancies have not been posted and it should be reviewed (Mohammad A H et al, 2014). Human resources refer to people whose knowledge, skills, and abilities are utilized to create and deliver effective services. HR is considered the greatest resource of an organization. Effective recruitment and selection attracts the right quality and quantity of people.

Job is a necessary component of life, where various factors affect community. Work life is one of the vital parts of our everyday life which create a great deal of pressure if worker is not happy with his/her work. Due to the cutthroat nature of the job most of the citizens in the world
are performing their works with professional capability ignore the stressor which affects their job and life (Rehman K, et al, 2013). Although job, organization and person related variables are universal in their existence as predictors of job satisfaction however, they all ‘read’ differently from person to person, job to job, organization to organization and location to location. The same factors operate in every study of job satisfaction but their impact on workers’ contentment and performance vary significantly in multiple manners.

HR Practices affect the working yield of the employee. The prescribed procedures in the business ought to adapt to difficulties, for example, an expanding number of representatives, experiencing new workplaces, societies, rebuilding and the unavoidable and regularly pernicious impacts of innovation. The evolving practices in Human Resources will be valuable to the organisation as it will diminish the use on the representative while increment his efficiency. Accordingly it is anticipated from the HR directors to actualize these progressions viably for the improvement of the organisation. By executing a portion of the creative HR practices, the nature of inside authoritative procedures enhances significantly. (Rao, 1999)

As per Kathuria, senior administrator - HRM, IOL Chemicals and Pharmaceuticals Ltd Current Pharmaceuticals October 2009 (the changing part in testing times) Key practices to help accomplish brings about HR operations include:

- Establish an operational brilliance group to drive persistent change
- Define standard working systems to give consistency over the HR work
- Manage processes from end-to-end
- Rationalize HR applications
- Develop preparing projects to accentuate ceaseless learning
- Establish thorough administration Processes for enhancing financial aspects and responsibility to enhance discipline and consistence
- Measure HR's execution against industry benchmarks
- Communicate and increase the value of the association by receiving key moves

There is no single best practice in HR which suits every one of the organisation. Or maybe, each firm has an unique HR framework that is peculiar to that organization itself. "Best practices" in HR are distinctive and changing for various. What is best for one organization may
not be best for another. "Best practice" is not an arrangement of discrete activities but rather a way to deal with authoritative administration.

'HR administration is no longer occupied with just filling opening; rather, they are required to band together with business pioneers to guarantee that the HR procedures and practices are adjusted towards the organization's development and profitability. Utilizing HR successfully with a specific end goal to give the organization an upper hand and finishing the set targets are some of its needs.' (Surina Iyer-2008, right hand VP – HR, Inventia Healthcare)

Organizations should be more aggressive and beneficial for quick development. This requires very gifted and inspired workforce, with a little turnover. The organizations are confronting new difficulties every day and it is watched that expanding number of organizations everywhere throughout the world are executing their inventive HR hones with more noteworthy accentuation on their human asset prosperity to build profitability and accomplish the mission and vision of the association.

Driving Indian organizations are likewise perceiving that endeavors to build profitability what's more, development must improve the abilities of the human asset. Organizations need to coordinate HR arrangements and practices with long haul business techniques and objectives required to confront rivalry, and create representative duty and fulfillment in the workers. Firms need to be more aggressive & fertile for rapid development. This can be accomplished through increasingly and more prominent speculation by firms on preparing and advancement of their work force will make the employees more satisfied and dedicated. Numerous organizations need to change their logic to with respect to human resources as asset not costs. (Fruin M., 2000).

'Most organizations are attempting to adapt up to new business substances by overhauling their hierarchical structure and prepare and changing their emphasis on human resource management. The arrangements under WTO and associative political, monetary, and social elements are moving changes and characterizing the forms of the 21st Century organizations '. (Singh and Bhandarker, 2002)

'Amid the most recent 10 years numerous organizations have overseen significant increase in the efficiency area by utilizing a scope of frameworks and innovation upgrade, proposed plan for cutting expenses and expanding yields. Presently numerous organizations are hoping to enhancing their efficiency and competitive advantage through their kin'. (Delery and Doty, 1996).
Organizes  HR Planning must be composed on all levels levels of the organizations. HR Planning is basically the way toward getting the correct number of qualified individuals into the right occupation at the ideal time so that an association can meet the set goal.

'Confronted with increased and complex aggressive pressures, firms have nearly analyzed their hierarchical structures, and particularly how they sort out work. This change of center to the "human side of the business" has required the usage of nonstop change HR programs'. (Longenecker et al., 1998).

Human Resource Planning is 'the way toward foreseeing future staffing needs and guaranteeing that an adequate pool of ability having the right skills and experience required, will be accessible to address those issues.' (The Society for Human Resource Management, online word reference)

From the over one can translate, HR planning is the vital arrangement of an organizations human asset with its business goal. It is a very much arranged procedure of examining the present workforce, evaluating future workforce prerequisites, studying the gap between present & future, and actualizing the implementation for the growth of the organisation. Additionally, 'the execution of these plans ought to be supported by the organizations leader(s) in the improvement phases of new HR strategies' (Grant D. also, Sick, 1998).

Recruitment is the way toward creating a pool of prospective candidates for a specific work. The firm should declare the employments accessibility to the market and draw in qualified candidate to apply. The firm may look applicants from inside the organizations, outside the organizations or both. (Gomez-Media et. al, 2004)

Recruitment likewise mean as "searching for new staff to join an organization" and Selection strategy as a "general technique for picking a possibility for work". (The Dictionary of Business) Enrollment is 'the way toward scanning for the forthcoming workers and animating them to apply for occupations in the association.' (Flippo Edwin B., 1984)

As indicated by Dale S. Shoreline, 'Enrollment is the improvement and support of satisfactory labor assets. It includes the making of a pool of accessible work upon whom the association can draw when it needs extra employees'. 'With a pool of candidates, the following stride is to choose the best competitor suited for the occupation. This for the most part means whittling down the candidate pool by utilizing the screening apparatuses such as tests, appraisal focuses and background and reference checks'. (Dessler, 2006)
The motivation behind Selection process is to meet the hopeful's ability with the organizations necessities. It requires watchful examination of the application to discover the meriting hopefuls and reject every unacceptable candidate. Selection is the procedure of picking possibility for work. 'Selection provides information about the applicant which help the managers to predict whether the candidate will be effective for the organization. Legitimate choice can limit the cost of substitution and preparing, diminish lawful difficulties, and result in more gainful workforce'. (DeCenzo and Robbins, 2004)

The following steps succeeding the selection is Placement. Placement alludes to the genuine system wherein an individual is set in the organizations. Here at last the administration decide the occupation profile that will be performed by the new candidate. It too includes appointing a position, obligations and duty to an employee. 'Placement is the assurance of the employment which an accepted candidate is to be assigned. It is a coordinating of what the supervisor has motivation to think he can do with the employment requests. It is a coordinating of what he forces in strain, working conditions, and what he offers in type of finance, friendship with others, special conceivable outcomes and so forth..'. (Pigors and Myers, 1973) Placement is an imperative HR action. At the point when executed in an exceptionally proficient way it settle the issue of disappointment and worker turnover, sentiment of belongingness in the employee prevents accidents, and elucidates desires on the grounds that the worker is excited about it, as he is getting what he deserves.

Induction signifies "beginning of new individual in new occupation". Induction courses/Induction Training suggests "courses to prepare individuals beginning new employments". (The Dictionary of Business)

Employee Training and Development guarantees the satisfaction of the need of workers with the correct aptitudes and information to meet hierarchical prerequisite. At the end of the day Preparing and advancement is exertion intended to enhance worker competency and authoritative execution (Noe et.al, 2006). Preparing is gone for accomplishing a changeless change in the worker through realizing, which happens therefore of instruction, guideline, and advancement and arranged involvement, on a formal level. The essential point of preparing is to impart aptitudes in the worker to perform better and to expand his capacities. 'Human Resource Development (HRD) is going for not just Training and Improvement additionally singular vocation arranging and other advancement exercises of the singular keeping in view the development of the association. Preparing alludes to exercises intended to give the learning and
aptitude required for their present occupations and future vocation advancement'. (Noe et.al, 2006).

**Training Needs Analysis**: A strategy used to figure out what workers need to realize, which training programmes might be useful. The consequence of the examination is preparing needs report recognizing preparing needs and the mediations expected to lessen key execution crevices.' (The Society for Human Resource Management)

“Training must have a reason and this reason can be characterized just if the adapting needs of the organizations and the gatherings and people inside it have been methodically distinguished and investigated. Preparing and Development needs might be controlled by leading examination on a few levels: Organizational investigation, Task examination, and Singular examination. Preparing can be assessed at five levels: response, learning, conduct, association and results.'

Sreekanth (2004), Employees relation in the organization by explaining the value of the job.

Singh P N (2002) Examined the training process for better organization result .Training should design after finding key result area, implementing appropriate training process.

Sudhaker. V. S. (2005) Training & coaching as factor which provide high return on investment, help the employees to be more confident, developed skill, enhance knowledge, improve team spirit which help in increasing job satisfaction & relation of employees

Srikanth K. (2004), Employees well being is very important for productivity of an organization.

Sanghi Seema (2003), studies the various aspect of training needs

According to new human resource management model the advancement of the idea of **Performance Management** shows the positive, recent and steady change in the HR Performance Management frameworks in the Indian organizations. In numerous Indian associations the concentration has recently been moving far from charge and-control toward a help model of administration. 'HR office ought to plan a Performance Administration framework that adjusts worker's capability to the organizations objectives. The goal of Performance Management is to know employees' potential and augment their execution with a view to accomplish authoritative objectives. Representatives can contribute to their best when they plainly realize what the association anticipates from them.

Performance Management begins with characterizing what the organization anticipates from each employees and the arrangement of credits and practices expected to make progress. It
quantifies every employee's commitment and makes a remedial move if required to fulfill the organizational objectives. The HR Performance Management handle gives an open door for the employee and execution administrator to examine improvement objectives and mutually make an arrangement for accomplishing those objectives. Improvement arrangements ought to add to hierarchical objectives and the expert development of the worker.' (Kadiwala, 2004)

A vital part of the Performance Management process is to build the business related capabilities of the representative, the advancement of workers and development of the association'. For this reason 'Associations more often than not lead evaluations for authoritative or potentially formative purposes'. (Cleveland et al., 1989) Performance appraisals are finished by the management, as it structures the reason for a choice about the representative's execution. The choice like including advancements, end, and rewards and so forth are taken about the worker. (Balkin et al., 2005)

Accomplishing the organizations strategy and objectives is the goal of performance management system. It go for aiding in passing on execution of performance feedbacks by managers to employee about their qualities, strengths, shortcomings and furthermore distinguish measures to correct their weaknesses.

Singh Kuldeep (2003) Examined the human resource in the organization & find out the influence of HRM on performance of firm.

Murty G R K (2003), Studies the performance management system to use it as positive reinforcement to maximize performance. He also examined the employee performance at work periodically reviewing & discussing with the employees in case of non-compliance of stand and of performance & take the feedback from customer to received the employee performance.

Career Planning offers direction to the worker about the conceivable advancements in his career inside the organizations. For a Successful career planning it is required that each individual ought to understand his objectives, assess the strength and weakness of his performance in handling the assignments and conduct skill enhancement through training.’ Career is the work progress and actions accepted by a person throughout a lifetime, especially those related to that occupations along with the attitudes and behavior associated with the work assigned.’(Douglas T. Hall)

Working meanings of Career Planning and related ideas given beneath:
Career Counseling: Guiding people or exhorting him for his career plan and making a difference him in taking choices in regards to his career, educational and occupational choices, also helping him looking for asset required for his own particular improvement.

Career Development: Career advancement includes managing profession either inside or between various organizations. It additionally incorporates adapting new abilities, and making enhancements for career advancement. career improvement is a progressing, deep rooted procedure to help you learn and accomplish more in their career. It additionally implies actualizing an suitable game-plan to accomplish their coveted profession targets.

Career Planning: Career planning is a continuous procedure through which a person sets profession objectives and recognizes the way to accomplish them. The procedure by which people arrange their all consuming purpose is alluded to as career planning. Through career planning, person assesses his or her own capacities and interests, considers alternative career openings, sets up profession objectives.

Career Planning means to meet the accompanying destinations –

i) To pull in and hold skilled individuals in the organizations it goes for offering profession, not occupations to the employees.

ii) It is required to have compelling and ideal usage of accessible human assets.

iii) For more noteworthy profitability.

iv) Helps in distinguishing shortcomings and the blind sides to overcome.

v) To diminish employee turnover.

vi) To inspire employees to work hard.

vii) To meet the quick and future labor needs of the organizations on an timely basis to conquer all gaps.

viii) It advances continuity of organization information and culture.

ix) It decreases the cost, as the cost of training on a current worker is less than the cost of enlisting another worker according to the employment necessities.

x) High-level vision and objective of organization are unmistakably made known to employee.

xi) Growth of an organization is characteristically connected with the development of a person.
Career Planning helps the person to know his capacities and intrigue identified with his exhibit work. It also ingrains a feeling of duty towards the organizations and in light of the fact that he feels that the organizations is keen on the employees progress. It prompts the improvement of employees capacities and makes him job satisfied as he is working as per his capacity and inclination, in addition to getting what he deserves.

Fringe Benefits are benefits which the employees get notwithstanding his pay. On the expense form shape they are called 'benefits in kind'. They incorporate such things as vehicle, private insurance paid by the employer and free credits, or any other advantage which are given to the employee well beyond his compensation.

A meaning of Fringe Benefits says that "Work benefits conceded to employees in addition to their present base compensation or wages (i.e., money, stock, administrations, wellbeing protection, health benefits, holidays, pension plan, gratuity, paid vacations, etc.)." (The Society for Human Resource Management)

'The Reward incorporates both the money related and non fiscal prizes which an employee gets from the organization. Rewards don't just mean the payment in return of his performance rather it implies more than that, as it inspires and retain the employee.

The meanings of Rewards and Recognition and related ideas are given beneath:

Compensate System: 'A formal or casual framework used to perceive individual employee accomplishments, having a clear Procedures, tenets, and benchmarks related with grant of benefits and remuneration to employees. It is given to a person's after his achievement of objectives or tasks or accommodation of innovative thoughts.

Acknowledgment: Communication amongst management and employee which rewards them for achieving particular objectives or excellent execution or accomplishments in the work environment. Perceiving or respecting workers for his exertion is intended to encourage repeat action that are strengthened in type of praise, recognition or appreciation.

Incentive Pay: An extra remuneration given to a worker in light of his performance, as one approach to inspire the worker to proceed with his great performance. Incentive pay may come as a reward, benefit sharing, or commission.

'The genuine test is to give requisite simple incentive systems that guarantee true rewards for particular outcomes, that matter to people, and that match accomplishment to organizational goals. A similar guideline applies to reward framework. This is all the harder to do in light of the fact that prizes must be given for more than mere individual accomplishment or commitments.
They should likewise consider the estimation of employments in the outside labor market, the estimation of individual commitments to group, group, division, department or organizational performance and protect the connections that exist among and between employments in an association. Basically, reward and incentive programs ought to be intended to recognize and energize good performance (Burke, 2005)

An expression of thankfulness saying 'work well done' is an incredible method for persuading employees also, to venture up their execution levels. Today an ever increasing number of organization are utilizing worker acknowledgment programs as a methodology to persuade and also hold their profitable workers. The achievement of these projects will guarantee inspiration and responsibility of the laborer. For more prominent viability of the projects HR chiefs ought to endeavor to build up a sense duty among workers, guarantee reasonable however hardened pay, advance representative cooperation at all levels however under the direction of the seniors and invigorate large amounts of occupation duty among specialists.

Employee acknowledgment plans consider formal worker acknowledgment grant schemes, a mainstream strategy for recognizing role model in the organization, who accomplish something out of the normal. These plans look at the points of acknowledgment plans and how they work by and by, including qualification, designations, distinctive levels of acknowledgment, award type and values, judging boards and how to keep up enthusiasm for the plan after some time (IDS HR Study Plus, 2006)

Employee recognition program is not that effective because of a few reasons:

Above all else terrible usage is an issue, in light of the fact that for the accomplishment of any program, its execution ought to be viable. Besides a solitary program can't fit a wide range of organization. It must be adjusted by the conditions winning in the organization. At long last, managers likewise now and again comprehend the significance of it. There are sure exercises which are done for the improvement of the employees. They likewise help in retention of employees in the organization. Welfare facilities are intended to deal with the prosperity of the workers but not always intend to monetary benefits it does involve certain non monetary benefits.

Welfare implies doing or prosperity. It is in allover term, which alludes to the physical, mental, moral and passionate, budgetary prosperity of a person. It, hence, fluctuates every once
in a while, from area to district and from nation to nation. The welfare exercises characterized shift every now and then, from place to put, contingent upon the winning conditions.

Welfare exercises and related ideas are clarified beneath:

**Welfare Plan:** Any employer arrangement plan, offering employees and their dependent family member health benefits or others. These may incorporate medicinal care or different advantages.

**Wellbeing Program:** Comprehensive wellbeing program intended to keep up an abnormal state of prosperity through light exercises, stress management and disease prevention. In this manner help in bringing down expenses related with non-attendance, lost efficiency and expanded medical coverage claims.

Saxena S.K. (2005) studies the occupational health & safety which is required for the effectiveness of employee.

**Work and Family Programs:** It is a program composed such that both work furthermore, family are overseen by the representative acceptably. It gives more prominent adaptability to the representative that request of both are taken care off like dependent care help, leave programs, strategic scheduling, flexitime schedules, working from home, and so on. There are a few exercises which an organization attempt is to measures, make a safe also, sound work environment and to advance wellbeing and health among its employees. To get a break from the schedule the arrangement of a wellness/amusement focus to permit employees, while overhauling his occupation. Training and guiding are different methods for advancing health. A few employees might be dependent on liquor, medications, or smoking or whatever other wrong propensities. Worker Assistance Programs (EAP) can give help with such matters. It helps the workers in guzzling trust in the organization and in expanding their viability at work.

Security, in straightforward terms, implies opportunity from the event or danger of harm or misfortune.

Modern wellbeing or employees security alludes to the assurance of laborers from the peril of modern mishaps. Security is the state of being protected, opportunity from peril or hazard. Wellbeing is the condition of being great in body or psyche or we can state soundness esp. budgetary or moral Environment is the physical environment, conditions, conditions and so forth in which a man lives' (The Succinct Oxford Dictionary) To build the interest of the workers in administration, representatives' view on ideal usage of the systems and hardware, resource preservation and proposal on the utilization of security measures, and so forth ought to
be set aside from opportunity to time and the best proposal ought to be compensated as an impetus or motivational act. The utilization of the Proposal Schemes has been expanding in administration. The proposals spill out of different levels of workers. They may give suggestions about anything identified with the working of association, its procedures, its structure and so on.

**Suggestion System** is `A framework enabling workers to voice protestations, make suggestions or submit thoughts with respect to organization arrangements, techniques, working conditions, benefits, and so on.' *(The Society for Human Resource Management)*

Suggestion is a 'proposition, thought which is advanced' and Suggestion Box as "place in a organization where individuals from staff can advance their thoughts for making the organization more proficient and beneficial' *(The `Dictionary of Business, 1994)*.

Employee turnover proportion is high in organizations nowadays. This propensity of every now and again changing employments may appear as Promotions or Transfers. The reasons for the above said inclination may be the individual's career aspiration or could be any other enthusiasm of the individuals. The versatility may be inner portability in type of advancement or move of occupations in different departments or divisions. The outside portability implies that a move in occupation of the people or an adjustment in the association. The reason for the above may incorporate, for example, extension and expansion of the organization, advancements or exchanges, Retirements and renunciations of the people.

A working meaning of Promotions and Transfers are:

**Promotion**: Career progression inside an organization, which incorporates increased authority, level of obligation, status and pay. Promotion is `moving up to a more critical employment' and Transfer implies `moving somebody or something to another place'. *(The Lexicon of Business, 1994)*

**Transfer**: Moving a worker starting with one position, move or office then onto the next inside the association. *(The Society for Human Resource Management)* 'Advancement is an arrangement to a position requiring higher capabilities, for example, more prominent ability or longer experience and including a more elevated amount of obligation, a higher rate of pay, and a title change is viewed as an advancement and will be delegated such taking all things together faculty reports. Advancement will be made without respect to the race, shading, sex, religion, age, ethnic birthplace, or inability of the worker'. *(Prairie see An and M College)* Organizations receive diverse bases for promotions. The principle target is to compensate the worker for his great work and propel him to keep on doing so in the future. Promotion policy
ought to be reasonable and straightforward. The policy ought to be clarified to all employees and ought to be uniform for every one of the workers. It ought to be completely fair-minded and all ought to be given a reasonable possibility.

It implies that while the representative is leaving an association he is posed a few questions in regards to his workplace, his purposes behind his renunciation, and his work involvement in the association, both great and awful. It is 'a meeting led at the season of a worker's x used to recognize the fundamental elements behind a worker's choice to leave' (The Society for Human Asset Management).

As indicated by (Murty, 2004) The current writing on post employment surveys directed over associations uncovers that representatives ordinarily leave associations for any of the taking after five reasons:

Profession openings – as seen by the worker for his headway; nearness or nonappearance of a well-laid profession chart in the association; and the clearness about such advancement arranges given by the association.

Work Satisfaction – a worker's discernment about the use of his abilities in the given work, his "fit" with the employment and the adjust that the occupation manages amongst work and life.

Corporate administration – the quality of the vision and statement of purpose of the association and the clearness that the initiative offers to the workers; administration culture; the level of regard and bolster that a worker appreciates at the work environment.

Hanif Khaki (2006) is of the view that, today human resources management is opening up new avenues around the world. Company is now demanding for efficient human resource of the organization for encouraging & retaining talent. The companies have learned the importance of good relations with their workforce. The fact is that Human Resource Management bridge the gap between employee and employer and create good culture for work. The progress of the company depend upon the human resource. The employee also likes an organization where the values of their work is given and reward them accordingly. Examples of this begin at the most basic level of appreciation. Certificates of appreciation for the recognition of an individual work to be initiated by the HR department for motivation of employees. Always employees does not give priority to monetary benefit .Likewise, health benefits are the second most important factor, besides financial benefits which is always welcomed by the employee. The HR department is generally very open for such aspects in the work place.
2.2 Job Satisfaction

Job satisfaction is a compound variable and impacted by situational elements of the job and in addition to dispositional qualities of the individual (Sharma & Ghosh: 2006). Different authors have different approaches towards defining job satisfaction. Hoppock characterized job satisfaction as any mix of mental, physiological and regular condition that cause a man sincerely to state he is happy with his assigned employment (Hoppock, 1935). Vroom in his definition on job satisfaction concentrates on the employees in the working environment (Vroom, 1964). The most broadly acknowledged clarification of occupation fulfillment was introduced by Locke (1976), who characterized job satisfaction as a positive passionate state coming about because of the experience of an employee (p. 1304). Job satisfaction is the most broadly explored work disposition and in addition out from the appraisal of employee job or job experiences. (Judge & Church, 2000). Actually job satisfaction shows the relation between human expectation and advantages taken from job (Willem, 2007). According to Frederick Herzberg (1968), job satisfaction is influenced by two set of factors. One he called the hygiene (dissatisfiers) factor, and another the −motivators− (satisfiers) factor. He said that once the hygiene issues are satisfied, then the motivators are the ones that create job satisfaction amongst specialist. The hygiene issues are organization and regulatory arrangements, supervision, pay, relational relations and working conditions. The motivators are simply the work itself, accomplishment, acknowledgment, obligation and progression. The term job satisfaction alludes to the states of mind and sentiments individual have about their work. Positive and good state of mind towards the job indicates the pleasure from job. Negative mentality towards the job show job disappointment. (Armstrong, 2006). Additionally, job satisfaction has passionate, behavioural, psychological part. (Bernstein & Nash, 2008). The enthusiastic segment alludes to sentiments in regards to the employment such as boredom, anxiety, or excitement. The psychological part of job satisfaction refers to beliefs with respect to ones job for example, feeling that one’s job is challenging.

Rewards provided by the organization are evaluated by the individual. To the degree that the prizes are satisfactory, fair & impartial the individual accomplishes a level of satisfaction. The main objective of reward program is to motivate employees to achieve high level of performance (M.D. Pushpakumari, 2008). The rewards can be broadly categorized into two groups, namely intrinsic rewards and extrinsic rewards. These are defined as rewards that are part of the job itself (Gibson, Ivancevih and Donnelly, 1991). It had
likewise defined as mental state of reward that is experienced straight forwardly by an employee. (Stoner and Freeman, 1992). Pay, advancement, relational connections, status and fringe benefits are some of the examples for extrinsic rewards. Obligations, accomplishment, self sufficiency, self improvement, challenge, personal growth and feedback system of job are some intrinsic rewards. Rose (2001) saw job satisfaction as a bi-dimensional idea comprising of inward and outward satisfaction measurements. She additionally declared that natural wellsprings of fulfillment relies on upon individual attributes of the individual, for example, capacity to utilize initiative, relations with supervisors, or the work that the individual really plays out, all these are typical or subjective certainties of the job while outward sources of fulfillment are situational and relies on upon condition, for example, pay, advancement or employer stability; these are monetary and different materials.

There are two sorts of occupation satisfaction in view of the level of employees' sentiments about their employments. The most considered, is worldwide occupation fulfillment, which alludes to employees general sentiments about their occupations (e.g., — Overall, I adore my job), the second is business highlight satisfaction, which alludes to feelings about specific employment, for example, compensation, benefits, and the nature of associations with one's collaborators (e.g., —Overall, I cherish my employment, however my timetable is hard to manage) (Mueller and Kim, 2008). Nash (1985) found that the way of employment fulfillment in the modern world is attributed as well as to numerous factors, for example, advancement, pay, bundle, supervision, work itself, work gathering and work condition.

The qualities have been added to the more popular measurements of occupation satisfaction evaluation: the work itself, pay, limited time openings, supervision, and associate relations (Smith, Kendall, and Hulin, 1969). As indicated by Locke (1976), this technique is intricate since the important of work elements varies for each individual. For instance, one employees may feel that compensation rate is critical while another may feel that social connections are more essential. To clarify the impacts of these distinctions, Locke advanced the thoughts of the scope of effect hypothesis. The speculation of this hypothesis is that workers measure aspects distinctively when evaluating work fulfillment (Locke, 1976).

There are two types of job satisfaction based on the level of employees’ feelings about their jobs. The first, and most studied, is global job satisfaction, which refers to employees’ overall feelings about their jobs (e.g., — Overall, I love my job), the second is employment feature fulfillment, which refers to emotions about particular job such as salary, benefits, and the quality of relationships with one’s co-workers (e.g., —Overall, I love my job,
but my schedule is difficult to manage (Mueller & Kim, 2008). Nash (1985) found that the nature of job satisfaction in the industrial world is credited not only but to many variables such as promotion, pay, package, supervision, work itself, work group and work condition.

The attributes have been added to the more famous measurements of job satisfaction assessment: the work itself, pay, limited time openings, supervision, and associate relations (Smith, Kendall, and Hulin, 1969). As per Locke (1976), this strategy is complex since the importance of work elements contrasts for each individual. For instance, one representative may feel that compensation rate is critical while another may feel that social connections are more essential. To clarify the impacts of these distinctions, Locke advanced the thoughts of the scope of effect theory. The speculation of this hypothesis is that employees measure features diversely when surveying work fulfillment (Locke, 1976).

According to Heery and Noon (2001), pay or compensation is the payment for work, which can accept various distinctive structures, including a fundamental wage or pay, supplementary money installments, for example, shift pay and extra time pay and advantages in kind. Pay satisfaction refers to the representative's disposition or how the worker considers the compensation got. It will rely on upon the contrast between the compensation that they expect and pay that they really gain (Cobb, 2004). Okpara (2002) expressed in his review that job fulfillment is a result of various variables like pay, advancement, the work itself, supervision, associations with colleagues and opportunities for advancements, out of these components, pay is an imperative element. In the reviews by Dwyer et al. (1987) and Jones (1986), better pay was found to prompt more noteworthy occupation fulfillment and lower worker turnover intention. In the exploration completed by Brudney and Coundrey, (1993); Igalens and Roussel, (1999); and Tessema and Soeters, (2006); Sajuyigbe et al. (2013); they found that compensation has huge effect on occupation satisfaction and performance. (Nguyen et al., 2003) presumed that job satisfaction is the consequence of encouragement of ventures to higher post in the organisation. Job satisfaction is the outcome of limited time opening in the organisation. (Cobb, 2004). The finding of Sajuyigbe et al. (2013) concurred with different scientists that many individuals encounter fulfillment when they trust that their future prospects are great. Locke (1985) concentrated that the work itself has positively corelated with the fulfillment of employee. Landy (1989) and Luthans (1998) revealed that employees get satisfaction from work which is interesting from where an employee get status. Brunetto and Farr-Wharton (2002) presumed that supervision of the immediate supervisor expands the level of job satisfaction and performance. Supervision is a component of driving, organizing and guiding.
the work of others to accomplish the pre-determined objectives. Sajuyigbe et al. (2013) noticed that acknowledgment of the accomplishments by the managers leads toward job satisfaction and performance. Association with supervisor and with co-workers is additionally imperative determinant of satisfaction of occupation. James (1996) inferred that the acting as a group has effect on the satisfaction level of workers as it influences their performance. The researcher is also identified the work culture as an important component of job satisfaction of employees. (Herzberg, 1968; Spector, 2008). Working condition assumes vital part for the worker to perform successfully, for example, cafeteria, relaxation facilities, friendly surroundings and so on (Chughtai and Zafar, 2006). The workplace, in the diverse reaseaches was observed to be better determinant of employment fulfillments by the researchers (Forsyth and Copes, 1994; Reiner and Zhao, 1999; Ellickson and Logsdon, 2001; Carlan, 2007). Smith (1993) found in a review that self-governance of employees assumed a noteworthy part in advancing job satisfaction.

As reported by HR Focus (2007), the Society for Human Resources Management (SHRM) 2007, Job Satisfaction Survey has found that satisfied employees are more likely to retain with their employers. Salary and fringe benefits are also important ingredients of job satisfaction.

Martin (2011) The motivation behind this review was to identify the impact of human resource (HR) practices on job satisfaction and authoritative responsibility of new Extension operators as they identify with expectation to quit. This review concentrated on Extension Agents with under six years of business and included four goals: 1) to portray Extension specialists' involvement with HR works on amid the initial six years of work, 2) to depict recently employed Extension operators' occupation fulfillment, authoritative responsibility, and motive to quit, 3) to distinguish the connection between HR rehearses, work fulfillment, hierarchical duty, and aim to quit, and 4) to clarify recently procured Extension specialist's aim to quit in view of HR practices. Researches demonstrate a huge connection between view of human resource practices and aim to quit, interceded by organisational commitment and job fulfillment.

Garcez Claudia (2005) to discover what is making workers disappointed and the steps taken to overcome the discontentment. A capable way for psychologist to use Herzbergs theory to motivate and satisfy the employees. By taking after this hypothesis, changed organization will have the best chance to make and hold a profitable and perspective workforce.
Cruz Canas E et al (1994) The objective of this study was to find work nature, relationship with colleague & superior. Stress & tension associated with job are the factors which influence job satisfaction of Nurses.

Davidson H et al (1997) Low promotional opportunity, peer communication method, low decision making power are the factors for dissatisfaction function of nursing staff.

Chang et al. (2007) in their article, “Career needs, and career development programmes, has to be executed by the hospital administration which will increase the organizational commitment of nurses & reduce turnover intention. Employee commitment is related to the attendance of an employee in the organization.

2.2.1 Theories of Job Satisfaction

Theory is a get together of related thoughts and guidelines coming into a structure that binds together to shape a particular area of information (Weihrich and Koontz, 1999). A few hypotheses have been created to clarify the various ways of job fulfillment. Since the late 1950s, numerous scientists have estimated the way of employment fulfillment, created models, and completed reviews to test their models (Lacy and Sheehan, 1997)

The two popular contents theories are Herzberg theory and Maslow theory.

Herzberg hypothesis was created by Herzberg et al. (1959). This theory is also called Herzberg's Two Factors theory depends on two types of necessities hygiene factor and motivational factor. Hygiene factors are extrinsic to work. Motivational factor is required to avoid dissatisfaction. Hygiene factors are not for long term satisfaction of employees but still the absence of this factor dissatisfied the employees in the workplace to pacify the employees. Several motivating variables are identified with work itself for instance accomplishment, acknowledgment, obligation, and work itself. The hygiene factors are identified with the workplace, for example, pay, salary structure, fringe benefits, organization policy for increment, job security, working condition, supervision, organization approach, and relational relationship with coworkers, supervisor, subordinate staff. Herzberg and his associates have guaranteed that hygiene variables will not make individuals fulfilled; rather they will just keep them from being disappointed though the motivating factors contribute towards employment fulfillment and inspiration. The manager should motivate employees for better performance. The employee skill and competencies must be use for enrichment of job.
Maslow Theory:

It is worthwhile for manager to understand which needs are more important for an employee to work & satisfied.

1) Physiological needs
2) Safety and security needs
3) Belonging and love needs
4) Esteem needs
5) Self-actualization needs

As assumption often made by those using Maslow’s hierarchy is that workers in modern, technologically advanced societies basically have satisfied their physiological, safety and belonging needs. Therefore they will be motivated by the needs for self-esteem, esteem of others, and then self-actualization. Consequently, conditions to satisfy these needs should be present at work; the job itself should be meaningful and motivating (Maslow 1970).

Another better known theory is Maslow’s (1954) hierarchical need theory. Maslow’s theory consists of five levels of individual needs: physiological needs, social needs, safety needs, esteem needs, and self-actualization needs. Esteem and self-actualization needs are at the top level while safety, social and physiological needs are at the bottom level. Maslow believed that when a given level of need is satisfied, it is no longer act to motivate, thus, the next higher level of need has to be activated in order to motivate person.

The popular process theories are Equity theory, Expectancy theory, Goal-setting theory, and job characteristics model.

J. Stacey Adams’s equity theory (1963) proposes that employees weigh what they put into a job (contribution) against what they get from it (result) and after that compare this proportion and different specialists. On the off chance that they discover this proportion equivalent to that of the applicable others, a condition of value is said to exist (Robbins, 2005:58). It has been found that prizes increment employee satisfaction just when these prizes are esteemed and seen as equitable by the workers (Perry et al., 2006).

Vroom’s Expectancy Theory (1964) asserts that people are motivated to work to achieve a goal if they believe that goal is worthy and there is the probability that what they do will help them in achieving their goals (Weihrich & Koontz, 1999:470). Vroom's hypothesis depends on three noteworthy factors: valance, anticipation and instrumentality. It clarifies that
Inspiration is a result of three components: how much reward is needed (valance), the effort that will prompt the fruitful performance (hope), and the estimate that performance will bring about getting the reward (instrumentality) - clarified as \( \text{Valance} \times \text{Expectancy} \times \text{Instrumentality} = \text{Motivation} \) (Newstrom, 2007:115).

**Edwin Locke’s Goal-Setting Theory (1968)** asserted that intentions can be a major source of motivation and satisfaction (Shajahan & Shajahan, 2004:95). Employees are required to be motivated to achieve the goal. Goal must be realistic and challenging which encourage an employee to put efforts and feel pride to be a part of such achievement. Employees participation to set the goals made the goal more challenging to achieve. Feedback system is the mechanism which help the employee to know about the intermediary obstacles or drawbacks to attain the goal. More challenging job gives rise to more reward for that work accomplishment.

**Clayton Alderfer’s ERG (Existence, Relatedness and Growth) theory (1969)** suggested a continuum of needs rather than hierarchical levels or two factors of needs. Alderfer's ERG theory is an extension of Maslow's Need Hierarchy theory. As ERG theory demonstrates that more than one need may be operative at the same time. Existence refers to our concern with basic material existence requirements; what Maslow called physiological and safety needs. Relatedness refers to all that we require for maintaining interpersonal relationships; similar to Maslow's social/love need, and the external component of his esteem need. Growth refers to creative effort to achieve full potential in the existing environment; the intrinsic component of Maslow's esteem need, and self-actualization need. Managers must understand that an employee has various needs that must be satisfied at the same time. According to the ERG theory, if the manager concentrates solely on one need at a time, this will not effectively motivate the employee. Also, the frustration-regression aspect of ERG Theory has an added effect on workplace motivation. For instance- if an employee is not provided with growth and advancement opportunities in an organization, he might revert to the relatedness need such as socializing needs and to meet those socializing needs, if the environment or circumstances do not permit, he might revert to the need for money to fulfill those socializing needs. The sooner the manager realizes and discovers this, the more immediate steps they will take to fulfill those needs which are frustrated until such time that the employee can again pursue growth.

As per the ERG hypothesis, if the director focuses exclusively on one need at any given moment, this won't successfully inspire the employees. Likewise, the disappointment relapse part of ERG Theory has an additional impact on working environment inspiration. For example if a worker is not given development in an organisation, he may return to the relatedness need
i.e socializing need and if that is not fulfilled again he searches for monetary needs to fulfill the socializing need. The manager should realize it in sooner so that next steps should be taken.

2.2.3 Scales of Job Satisfaction

There are distinctive scales created in the job fulfillment field. A few researchers utilized built up scales to quantify work fulfillment, while some built up their own. Maybe the least demanding approach to evaluate the job fulfillment is to utilize one of the current scales. A few have been precisely created and in many reviews, their unavering quality and legitimacy have been built up. Dependability alludes to consistency in estimation: That is, whether we more than once evaluate the occupation fulfillment of a man will we get a similar number each time, expecting the individual’s dispositions don't change?

There are many focal points to utilizing a current job satisfaction scales. To begin with, huge numbers of the accessible scales cover the significant features of fulfillment. Regularly, these aspects are those of enthusiasm for a fulfillment overview. Second, most existing scales have been utilized an adequate number of times to give standards. Correlations with standards can help with the elucidation of results from a given association. Third, many existing scales have been appeared to display satisfactory levels of dependability. Fourth their utilization in research gives great confirmation to develop validity. Accordingly one can have certainty that the scale will reliably measure the fulfillment feature of interest. At last the utilization of a current scale spares the extensive cost and time important to build up a scale sans preparation. The real disservice of utilizing a current scale is that it will be restricted to just those features that the engineers put in their instrument.

Some of the existing scales of job satisfaction are:

**Job satisfaction index**: Job satisfaction index (JSI) created by Brayfield and Rothe (1951), measures the overall job satisfaction. The 18 items on the scale are scored using a 5-point Likert scale (ranging from 1 for strongly disagree to 5 for strongly agree) with a minimum score of 18 (low satisfaction) and a maximum score of 90 (high satisfaction). The possible range of scores on the Job Satisfaction Index is 18 to 90 with a neutral score of 54.

**Job Descriptive Index**: JDI was originally developed by Smith, Kendal and Hulin (1969) to measure job satisfaction defined as – the feelings a worker has about his job (p.100). This instrument has been revised in 1985, 1997 and most recently in 2009. JDI, a 72 item instrument measures five facets of job-related satisfaction: the work itself, pay, opportunity for
promotion, supervision and coworkers. Each facet contain either 9 or 18 items and respondents are asked to fill the blank beside each item as follows –Y (agreement), N (disagreement), and –?(cannot decide).

**Minnesota Satisfaction Questionnaire:** The Minnesota Satisfaction Questionnaire (MSQ) is developed by Weiss et al. in 1967, which is designed to measure an employee’s satisfaction with their particular job. Method includes 100 items measuring 20 facets of job satisfaction.

**Job Satisfaction Survey:** The Job Satisfaction Survey (JSS; Spector, 1985) evaluates nine features of job fulfillment, and overall satisfaction. Nine aspects are pay, advancement, supervision, incidental advantages, unforeseen prizes, working conditions, associates, nature of work and correspondence. Each of the nine aspect subscales contain four things and an aggregate fulfillment score can be figured by consolidating the greater part of the things. The scale contains 36 things and utilizations a summated rating scale arrange with six decisions for every thing extending from emphatically differ to unequivocally concur. This organization is the most mainstream for employment fulfillment scales.

Many other job satisfaction scales have been developed besides the above scales discussed here. Many consulting firms have their own scales that they use when hired to conduct surveys.

**Baburao 2009:** studied Human resource practices in hospital and its impact on employee satisfaction. The main objective of the study was to assess the satisfaction of the employee in the hospital and try to link between HRM practices & employee satisfaction.

**Muthukumar etal(2012):** Analyzed job satisfaction of employees in Minakshi Mission Hospital with the aim of increasing the performance level of employees as well as organization and reducing employees quitting intention.

**Agezegn etal(2014):** Found various factor which are responsible for influencing job satisfaction and anticipated turnover among the nurses in Sidama Zone public health facilities, south Ethiopia. He observed need of career development program has to be identify for nursing staff for retention and to promote the job satisfaction.

**Gupta etal.(2014):** has done a comparative study on level of job satisfaction among the nurse in Government & private Hospital. It was found that government employees were more satisfied due to job security & salary structure whereas private nurses are satisfy with the
promotional policy, skill development, training & development, professional development opportunities.

Padilla- Velcz (1993): The productivity of an organization can be increased by the employee satisfaction and absenteeism can be reduced with the help of socializing and good relation among the employee.

Srivastav Deepak (2005) This means that the best performance is being rewarded and vice- versa. In a competitive environment, jobs and growth have been linked to individual performance. Competitiveness leads to the cultivation of a competitive spirit in individual employees. In such an environment, the less competitive employees are rejected. This situation forces employees to make work the central part of life. Employees want better pay and promotion policies.

Rehman (2011) it uncovers linkage between human Resource Management practices and performance. The consequences of this article move about the field of human resource management which links HR practices like employment examination, work configuration, work assessment, professional stability, and occupation progression arranging and occupation execution.

Srivastav Deepak (2005) professional leadership has developed a work-oriented environment by shifting importance to employee performance. This means that the best performance is being rewarded and vice- versa. In a competitive environment, jobs and growth have been linked to individual performance. Competitiveness leads to the cultivation of a competitive spirit in individual employees. In such an environment, the less competitive employees are rejected.

Staff WorkZ (2004), The review observed the involvement in job by half of the workers only. He said three out of four individuals said they had the capacity to more viable than they were. A satisfied workforce reflect an inspirational disposition toward others. They in turn reflect an uplifting state of mind toward clients and patients in this way producing higher satisfaction scores, which help in developing the benefits of your organisation.

Dag et al. (2006) in their article, "Indicators of job fulfillment among doctors, nurses and attendants in Norwegian hospital: have explored what areas of work were critical for job fulfillment among specialists, medical caretakers and assistants. The main space of work that altogether anticipated high occupation satisfaction for all groups was sure assessment of leadership initiative. Both strides of examinations recommended that expert improvement was
most essential for specialists. For enlisted attendants, encountering backing and input from the closest prevalent was the fundamental logical variable for job satisfaction. Work fulfillment of helpers was similarly anticipated by expert advancement and local leadership.

Hussami MA (2008) the relationship of nurse’s job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education.

Agezen et al. (2014) stated nursing education & training is required for career development & continuous learning activities to promote job satisfaction & helps to retain nursing staff.

Rakesh (2014) conducted “A Case Study was due to examine the job satisfaction of public & private hospitals nurses. Job satisfaction can only be achieved by the good relationship between superior & subordinate, good working environment.

Pooja et al. (2014) studied the level of job satisfaction among government & private hospital nurse. He found there is significant difference in the level of job satisfaction among the nurse of both sector. Govt. nurses are more satisfied in pay, job security than private where as put hospital nurses are satisfied with performance based in active training & development career development.
2.3 Job Performance

The most fundamental issue in an organization is the job performance of its employees. Normally employees who can perform better (superior workers) will have higher need in being employed contrasted with those low performers. The organizational achievement can be achieved with the effort of every workers (Pushpa Kumari, 2008). This made analysts to research to an ever increasing extent (Shokrkon et al., 2001). Kahya (2009) showed that job performance has been examined as a important factor in the study of organisational behaviour.

The success or failure of any organization relies on individual’s job performance (Saetang et al., 2010). High performers can be helpful for achieving organizational objective. (Dessler, 2011). Performance is total expectation of organization from separate behavior samples of each person during specific period of time (Motowidlo, 2003). Organisation performance can be rated by evaluating job performance of employees. (Wall et al., 2004).

Muchinsky (2003) has proposed that job performance is the arrangement of worker's behaviours that can be measured, checked, and assessed at individual's level. Viswesvaran and Ones (2000) have depicted job performance as exertion and result that workers participate in or realize which are connected with the commitment to accomplish organisation objectives. Schermerhorn (1989) has characterized job performance as quality and quantity accomplished by people or group after satisfying an assignment. Borman and Motowidlo (1993, 1997) portrayed a two-factor theory of job performance in which most employments comprise of task and logical execution. task performance recommended, recognize one job from another, and add to the specialized center of the organisation(Borman and Motowidlo, 1993; Campbell, McCloy, Oppler, and Sager, 1993). Contextual performance, then again, is depicted as practices that support the more extensive authoritative, mental, and social environment in which the specialized technical center works (Borman and Motowidlo, 1993; Motowidlo and Van Scotter, 1994; Van Scotter and Motowidlo, 1996). Considering the Cox and Nkomo (1986) hypothesis, work execution is named execution attributes, undertaking execution, and social conduct. As per Cox and Nkomo (1986), execution characteristic is a most extreme exertion of augmentation and work deliberately; assignment execution as an arrangement for the objective accomplishment,
accomplish every single hierarchical objective, improve the utilization of assets; social conduct is relations with others, generally supportive to others.

Traditionally job performance was seen as a solitary structure however specialists now concur that performance is multidimensional parts. (Austin and Villanova, 1992). Robbins (1998) has classified the estimation of employment execution into proficiency, viability, and quality. As per Lee et al. (1999) productivity alludes to the employees performance yield in connection to his capacity to accomplish task before target period, effectiveness refers to the laborers’ objective achievement in the proficient way and quality alludes to specialists blunder in taking care of the work and dissension rate, prevalent fulfillment, customer fulfillment, and co worker satisfaction.

Job execution is a gathering of conduct, which a man appears in connection to his employment or, in other word, amount of proficiency gained because of the sort of occupation he is performing (preparing, creating or overhauling) (Rashidpoor, 2000). As indicated by Blumberg and Pringle (1982), three variables influence job execution. To be specific the pre imperative to accomplish the job performance), capacity components and opportunity variables and leadership qualities of the employment together influence performance. Schermerhon, et al. (1998) depicted execution as an impression of three qualities, which are performance identified with limit of a worker to perform, employees eagerness to perform and organisation support. If the manager found any employee lacking in ability then he can provide training or replace the worker with suitable substitute.

The term job performance can be utilized as a part of numerous ways. Analysts in the region of OB have imagined job performance as a result of both the large scale and miniaturized scale authoritative framework. psychologist utilizes the term employees efficiency in connection to job execution. In this manner, criteria for measuring work execution might be objective or subjective. There are three essential methods for gathering execution measures:

1. From the framework yield specifically (target records)
2. From laborers self report (self rating)
3. From perception (manager or associate rating)
Intention to Quit: Pegah et al. (2012): Studies the impact of HR practices on perceived performance of employee by the organisation.

2.3.1 Measures of Job Performance

Measuring work performance is the evaluation of the person concerning his performance at work and his capacity for development. Researchers created many measures for evaluating job performance. Out of these which one is to be utilized relies on the particular conditions. The rating scale strategy offers high state of structure for examinations. Every worker's quality or characteristics is evaluated on a bipolar scale that more often than not has a few focuses extending from "poor" to "excellent" (or some comparable arrangement). The characteristics surveyed on these scales incorporate employees traits, for example, collaboration, interchanges capacity, activity, promptness and specialized (work aptitudes) ability. The nature and extent of the attributes chosen for consideration is restricted just by the creative ability of the scale's creator, or by the organisations have to know.

Performance appraisal is a multistage methodology including a few exercises, which can be assessed utilizing various methodologies. Some of these methodologies are considered beneath, in light of Einstein and LeMere-Labonte, 1989; and Monga, 1983.

Normal approach-In this approach, a supervisor or manager assess the employees performance in view of the impression of the worker's conduct.

Self-examination approach-Employees assess their own performance utilizing a typical standard format.

Trait approach - The employere is assessed by a gathering of people.

Characteristic approach-This is the ordinary approach. The manager assesses the employees on the basis of discernible measurements of identity, for example, trustworthiness, genuineness, constancy, dependability, and so on.

Evaluation in light of accomplished outcomes In this kind of approach, examination depends on concrete, quantifiable, work accomplishments judged against settled targets or objectives set commonly by the subject and the assessor.

Behavioral technique This strategy concentrates on observed conduct and observable critical incidents.
Oberg (1972) has summarized some of the commonly used performance appraisal techniques.

Performance appraisal method:

1. Rating scale: The numerical value is prepared which represents the job evaluation criteria such as output, initiative, attendance, personality, aptitude, supervision, leadership, attitude, dependability etc. The rating is done excellent to poor. Each employee is given rating based on his performance against each criteria. Then the consolidated score is prepared basing on the marks scored in different criteria.

2. Check List: Checklist of employee particular characteristics in the form of statement is prepared where the rater put tick mark in the yes and no column.

3. Forced choice method: Here the rater force to answer the choices of the question about the employees in terms of true & false. It does not involve discussion with the supervisors thus assessor bias is like to be eliminated and comparable standards of performance formed for an appraisal.

4. Forced distribution method: Here the rater is asked to put the employees on each point of the scale.

5. Critical incident Method: The critical behaviour of each employee in relation to the effective & non-effective performance is recorded by the supervisor on daily routine work & taken into consideration while evaluating his performance. This is discussed with the employee focusing on the actual behaviour. Supervisor find out the root cause analysis of the critical incident and find out the ways to overcome these problem in future.

6. Behaviourally Anchored rating scale: It is more reliable & advantages method. It is designed to identify critical area performance of a job. The evaluator is required to observe the behaviour of employee while performing the job and simultaneously prepared anchor rating scale to recognise the critical areas effective & non-effective performance behaviour. Generally the following performance criteria have been established. Knowledge & judgement, human relation skills, conscientiousness, skill in operation, organisation ability, skill in monetary transaction, observational ability.

7. Field review Method: Here the rater is come the outside whose review the performance of the employee by assessing his record, holding interviews with the assesse & superior.
Essay & graphic rating technique can be combined in this method to overcome the bias of the rater. This method is considered valid and reliable.

8. Performance test & observation: The written or oral test can be conducted by the rater to test the knowledge & skill of the employee. The employee may be asked to demonstrate the skill for the evaluation purpose.

9. Confidential report: It is mostly prepared by the Govt. Departments where the employees evaluated on the following parameters
   Attendance, Loyalty, Initiative, Discipline, Technical skill, Integrity, Ability to work Responsibility.

10. Essay Method: The detailed description of the employee is written by the rater which includes strength, weakness, relationship with co-workers & superior.

11. Ranking Method: Supervisors give rank from best to worst to their subordinates on the basis of the merit. Justification of the best & worst is given by the rater. This is a simple method and impractical for large groups.

12. Paired comparison method: The performance of each employee is compared with the other employees for evaluation.

13. Management by Objectives: The organisational goal is determined by taking the help of the employees. The employees are asked to state their own performance goal. Basing on that the objective & goal of the organisation is framed.

14. 360 degree appraisal: It is a development oriented system of employees which gives priorities to all vital inputs. The objective of this appraisal system is performance enhancement & employee development. In this system an employee is evaluated with the superiors, subordinates & peers & self-appraisal is also done to identify the strength & weakness of the employee.

Different techniques is used for the performance appraisal in the various organisations depending upon its goals. Standard, objective etc.

2.3.2 Relationship Between Job Satisfaction & Job Performance

Empirical studies stated various conflicting views on the relationship between job satisfaction & job performance (Locke 1970). Satisfaction is an emotional state which counts from the attainment of job values and it is the result of performance. SuterMeister(1971) There is a cyclical model of job satisfaction & performance relationship which affects individual effort.
in the workplace. Siegel & Bowen (1971) and Bagozzi (1980) stated the influence of job performance on job satisfaction but not the reverse. Rabindran (2007) Job satisfaction is not remarkably correlated with the job satisfaction. Robbins 1999 viewed that job satisfaction & performance can be précised as productive as a happy worker. The employees who are more satisfied with their work are better performers Fishers 2003, Judge 2004. Job satisfaction leads to mental satisfaction more accountable and higher productivity. So a persons will try to acquire more skills and promotion in his performance. (Coomber & Louise 2007) Nimalathasan & Brabete 2010 examine job satisfaction & job performance and revealed the positive relationship between them. Prasanga and Gamage 2012 high performance of the employee in an organisation is affected by the job satisfaction. Lord & Hohenfeld 1979; Werner & Mero 1999 stated a positive relationship between job satisfaction with pay & promotion. Social exchange theory has been emphasised to assess the relationship between supervisors & co-workers. Al-Badayneh and Subhash (1993) studied job satisfaction of registered nurses in government & private hospital. It found strong relationship between the nurses satisfaction & job performance. Satisfied nurses perform highly productivity & nurses performance can be effective if they are satisfied. Moorman 1991 The employees who feel fairly treated by the supervisors where likely to engagement in citizenship behaviour.

**Srivastav Deepak (2005)** professional leadership has developed a work-oriented environment by shifting importance to employee performance. This means that the best performance is being rewarded and vice-versa. In a competitive environment, jobs and growth have been linked to individual performance. Competitiveness leads to the cultivation of a competitive spirit in individual employees. In such an environment, the less competitive employees are rejected.

The scientist found that workplace is a vital determinant of occupation fulfillment of representatives. Any variety as far as pay and bundles, motivating forces, incidental advantages, work pivot, low professional stability, absence of advancement have impact the fulfillment of representatives.

**Impact of rewards/ pay on job satisfaction & performance:**

Frye (2004) found there is a positive association between esteem based pay and execution. Pay expect basic part in human capital to attract and hold workforce. Pay has essential impact on the level of occupation satisfaction of agents. The pay is the noteworthy determinants of occupation satisfaction (Sokoya, 2000). The examination about relationship
among occupation satisfaction and pay was driven and found that work satisfaction is affected by the pay (Nguyen et al; 2003).

Abdullah et al (2009) in their audit among the administration workers found that extension of employees satisfaction could truly achieve extended in laborers support and has the ability of making both the worker and manager comparably devoted to the organization.

As indicated by Basier and Bender motivation redevised in three ranges. The underlying section to the strategy of instigation or the essentialness inside a man, people with inward motivation or interest tend to make constructive feeling in other a win as to fulfilling the goals which is expected from general public. The second part suggests the kind of essential initiative and planning in the overall public framing them to lead. The third part insinuates the level of behavioral consistency and people persistency for meeting their goals.

2.4 The concept of Organizational commitment

Organizational Commitment is frequently characterized as a compelling impulse to remain a member of a particular organisation; an enthusiasm to apply abnormal amounts of exertion for the organization; and an unmistakable confidence in, and affirmation of the qualities and objectives of the organization. As such, it demonstrates attitude of employees' loyalty, dedication to their organization to which workers demonstrates their commitment for the organization. It is a progressing procedure through which authoritative members express their anxiety for the organization and its proceeded with achievement and well-being. In the assessment of Robbins, Judge and Sanghi, 'organizational commitment implies how much a worker identifies with particular organization and its targets to keep of cooperation in the association.

Looked from the above definitions, the organizational commitment has been defined in the four major meanings, namely: (I) Permanence (II) Preference, (III) Identification and (IV) Performance. The various definitions postulated can be thought of as attitudinal or behavioral definition using one or more of the above meanings.

(i) Permanence: According to Becker (1960) a person can be said to be conferred “when we watch him / her seeking after a predictable line of movement in a sequence of change situation.”. In Myer’s view (1998) committed work force can be said to have created when worker, no longer look on their industrial employment as temporary”. Lambert (1963) used “the intention to remain in factory employment’ as an index of commitment to factory employment”. Porter and other (1976) definition of organizational commitment include a powerful urge to keep an organizational membership as one of the three variable
portraying organizational commitment. Thus, these definitions suggest permanence or willingness to continue membership in an organization as the meaning of organizational commitment.

(ii) **Preference:** The second ideas shows that the organizational commitment infers inclination for one’s organization over others. Sheldon (1971) has used the level to which one positively evaluates one’s organization as a list of such preference. Sharma (1974) and Gupta (1982) have utilized index which measure one’s inclination of one’s current employing organization over others as markers of organizational commitment. Such preference because of one assessing one’s organization as superior than similar other organizations. This is inferable to positive evaluation.

(iii) **Identification:** A man is said to be committed when he or she acknowledges and internalizes the objectives and values of the organization. Morris (1960) holds that commitment involves both performance and acknowledgment of the conduct appropriate to the industrial method of life. Though in his definition the focus is on commitment to the industrial way of life, it can be transferred to commitment to the organization. “Linking the identity of the person to the organization” (Sheldon 1971) and strongly believing in and accepting the organizations goal and values (Porter and others 1974) are other ways in which this identifications” has been expressed as the meaning of organizational commitment.

(iv) **Performance:** The term organizational commitment has likewise been used to designate performance'. Morris definitions (1960) consider performance suitable to the modern method for life12. Kanter (1968) considers organizational commitment of duty regarding imply the eagerness of social actor to give their vitality and dedication to the organization13. Sheldon's, definition (1971) incorporate the aim to work towards organization objectives as a part of organizational commitment. Watchman and other's (1974) incorporate "an ability to apply impressive impact for the association as one of the qualities of organizational commitment "15.

**2.4.1 Organizational commitment**

Today's workplace is wrapped by the dread of scaling back, loss of employment security, overpowering change in technology, and the worry of doing more with less… (need to) build up the sort of minding, caring, spirited workplace that will light worker commitment16.

In the above setting, it appears to be relevant to know and get it more about the organizational commitment according to R.T. Mowday "a powerful urge to stay as an individual from a specific organisation, an eagerness of exertion for the benefit of the organisation, and a
distinct conviction in, and acknowledgment of the qualities and objectives of the organization implies organizational commitment.\textsuperscript{17}

Robbin, Judge and Sanghi says organizational commitment alludes to how much an employee relates to a specific organization and its objectives and wishes to keep up enrollment in the organization\textsuperscript{18}.

### 2.4.2 Attributes of Organizational Commitment:

To grasp the possibility of authoritative responsibility totally, it is required to know the manners of thinking of employees who are conferred on their organisation. Meyer, Allen and Gellatly have perceived three bases of organisation commitment. These are:

1. Affective commitment: This state the workers enthusiastic level to become associated with the organisation. The full feeling attitude of employees towards the organisation.
2. Continuous commitment: Employee continue with the organisation with having belonging feeling and never thought of leaving the organization by keeping his career and progress as stake.
3. Normative Commitment: This kind of obligation implies employees moral responsibility regarding remain with the organisation. There is critical research reinforce for these three sections of hierarchical duty.

### 2.4.3 Factors impacting organizational commitment:

Research studies have recorded numerous segments that may affect employees' duty with respect to their organisation. Here are a segment of the fundamental ones:

1. Work attributes: Organisational commitment tends to be high among the employees whose occupations are significantly moved forward. Since these qualities are accessible in independently employed occupation. Along these lines responsibility is for the most part discovered higher in independently employed representatives than the worker who are utilized by the organisation.
2. Work rewards: Organizational Commitment is affected much by the sort of reward that employees get from the organisation. The workers feel more responsible and accountable towards the organisation and wants to become benefit sharing with the organisation.
3. Openness of choice for opening for work: Possibility of, job alternatives may prompt the employees less dedicated to the organisation due to alternatives more work openings and the other way around.

4. Individual attributes of Employees: It is found that the laborers who have longer relationship with organisation have more noticeable duty towards organisation than those with shorter relationship with the organisation. It is one set up fact that the more expanded one serves in an association the more one is likely put resources into it.

### 2.4.4 Calculative and moral duty:

Dubin and others (1975) investigations the enthusiasm of life and commitment, obligation for organisation. Kidron (1978) calls the excitement to stay as committed as moral of the employee. Breaker of definitive qualities what's more, goals into one's own specific character is checked great obligation. Calculative commitment can be expected from an employee when the employee is satisfied & needs, desire of the employee from job has been fulfilled by the organization. Then only the moral commitment develops from an employee. When the employee gets that much obligation from the organisation in return of his involvement, dedication to the job.

### 2.4.5 Passive and Active responsibility:

Steers (1977) discovers weak association among responsibility and performance. His choice is that there is no quick or relentless affiliation existing amongst duty and following work execution. The reason progressed by him in such way is that it has to identify the difference between active and passive commitment. Active commitment is based on behavioral goals. Passive commitment leads to the old association with the organisation. Active commitment resembles with performance only i.e a more dedicated employee will be more committed towards the organisation until he gets obligation from the organisation. But in passive commitment any old employee shows his commitment to organisation due to his long association and never want to leave the organization. The empathy towards the organization is passive commitment.

"Organisational identification and commitment are two covering thoughts which can be used conversely as their significance were same, Kanungo (1982) while testing generally the possibility of incorporation prescribes that involvement is a mental point of view. While duty is a loaded with feeling point of view. Mowday, Steers and Porter (1979) portray organisational commitment as an ongoing process to remain in an organisation, where employee apply his
effort for accomplishment of qualitative goal of the organisation. Balaji (1984) consider organisational commitment duty an emotional responsibility in which a employee feels sentimentally attachment with the organisation as a whole.

Focus on commitment:

The Focus on commitment that employees can be committed to various components in changing degrees towards their supervisors, colleagues, subordinates, management, customers, or exchange unions. While attempting to arrange a segment of the Foci, pros drew a line of circulation between those whose devotion is assembled at lower authoritative levels of partners and supervisors and those whose devotion is basically centered around bigger sums, The joined high and low levels of each were recognized as four specific responsibility profile.

Employee having low source of dedication to their supervisor co-workers and low commitment to the higher authority and the organization were named as uncommitted. Employee committed to both arrangements of foci were named as committed to their top administration and organization, however low responsibility to their colleagues and their bosses were labeled as globally committed. Two of those employees who had higher responsibility to their co-workers and supervisor but low to top administration and organization were named as locally dedicated.

Object of commitment:

Continuance, cohesion, control, which bind personality framework to ranges of social framework, gathering relationship and where continuous commit alludes to taking an interest in a system and staying as its part. Cohesion commit refers to the binding in a group with every individual as one, control commitment is evaluation along with the ethical honesty of the gathering standards, its method for completing things, its energy structure, its targets and the strategies for their achievement. Thus continuation commitment suggests the lastingness angle, union to the unmistakable confirmation point of view, and control to the execution perspective.

Kidron's typology has pointed the conceptualized hierarchical responsibility as feeling of obligation to various sub structures of the authoritative duty.

Organizational Commitment:

Reasonably hierarchical duty has certain causes and effects. The antecedents of organisational commitment can be exhaustively named variable related to the organisation and with the person. Organizational commitment has few outcomes to the organization and in
addition to the employees. Various audits have found a couple of predecessors and results of organisational commitment. In this setting the emphasis is laid on the predecessors and consequences of organisational commitment. Concentrates proposed to find the antecedents of authoritative responsibility have recognized two courses of action of elements to be particular: (1) Organizational likewise, (2) Personal.

Organizational Variables: This review confer consideration around finding the connection between organizational commitment and organization related factors. The distinguished organization related factors include.

2. Organizational commitment attributes like size span of control, centralization, formalization and functional dependent (Stevens, Beyer and Trice 1978).
5. Organizational climate characteristics such as, basic leadership, correspondence, initiative, inspiration and objective setting (Welch La van 1981).

**Individual factors:** There exists the association between individual elements and feeling of commitment with respect to the organisation. Adequate individual related elements have been seen to be related to organizational commitment.

Three frameworks have been used as a piece of focus the relationship organisational commitment with the individual components. They are venture trade and esteem country. Speculation country demonstrates that the more unmistakable the stake one has in an organisation the more noticeable one is presumably more dedicated to the organisation. Investment will convey sense of duty regarding the organisation, despite various parts of the person's relationship to the organisation (Sheldon 1971). Variables which have been focused under the investment country are age, instruction, preparing, Marital status, number of

The exchange thought communicates that the more significant the level to which one's wishes are met, the more grounded is likely going to be the one's definitive obligation. The desire in corporate the prerequisite for achievement and individual importance. (Steers 1977 and Welsach and La Van 1981)

The value notion suggests that those with high dedicated states of mind tend to express high responsibility towards obligation. Work qualities and professional aptitude have been focused under this idea. It furthermore shows the objective made between morel and, calculative commitment, (Kidron 1988, Welsach and La Van 1981).

Other individual related elements are

1. Demographic factors, for instance, age, sex, matrimonial status and Proficiency (accepting any).

2. Profession components like the decision, signify number of years of business, residency in the organisation, number of years of working in the present position, advancement, number of organisation worked before joining the present organization T.E. Becker and R.S. Billings

2.4.6 HR Practices & Organization Commitment:

Sharma Radha R & Sharma Baldev R. (2003) : According to them organization commitment is an intense positive orientation towards an organization. One’s identification with it, viewing the organizational goal as once own to achieve the same. Their study reveals that job content & scope for advancement are critical determinants of organizational commitment & work motivation. For developing organizational commitment among managerial staff organization need to create more opportunities for their vertical moment & scope for professional development & career enhancement.


Fisher and Locks , 1992, Xil & John 2000, Valli & Aragin 2007: Job satisfaction is influenced by intrinsic factor i.e work culture, work environment, salary, organizational commitment.
Hussani 2008, Crossman & Abau Zaki 2003: Traditionally job satisfaction focuses on individual feelings towards his job, but job satisfaction dissatisfaction depends on the expectation of an employee from which he was doing.


Al Hussani (2008): A satisfied employees shows his commitment towards his job. Lower wages, lack of motivation, lack of respect, lack of worth & job, lack of supervisory support at the factors of job satisfaction and also causes the retention of the employees.

Compensation plays vital role for the retention of employees in the organization. It includes monitory & non monetary benefits. This directly motivate the employee to produce better performance & achievement of personal goal along with the organization goal. All the employees can be motivated for retention and more productive for the talent of the employee has to be evaluated to provide better reward system to make them more productive, more satisfied. Boyd 2000, Xobal 1998, Lawler 1994.


Job satisfaction demands the nature of sincerity of a person for his work which influence the performance. The proactive Managers is required to take necessary action to evaluate the negative factors connected with job dissatisfaction and to quit the organization. (Han & Jekel 2011, Voal, Killor & Norods, 2005)

Leo et al, Bunpitcha and Ratanwadas 2011: Found that nurses of public hospital express highly organizational commitment which is depending upon the variables i.e years of exp, autonomy, job status, job description, co-worker support.

Widyaningrum (2011) in his article, Organizational culture and motivation is also factor which influence organizational commitment.

Sial (2011) the motivation behind this examination is to test into the impacts of HRM practices to be specific advancement, execution assessment and remuneration on hierarchical responsibility of employees of Universities in Pakistan. 206 educators of different Pakistani colleges were chosen haphazardly, irrespective of gender, race and assignment and abstained from a survey. The outcomes demonstrate that organization commitment is firmly,
emphatically affected by pay practices embraced by the colleges. However execution assessment and advancement practices were found to have no critical association with Organizational responsibility.

Kassahun Tilaye (2005) according to his observations, there is a distinction in impression of Indian employees towards the level of their commitment to their organization. The distinction is reflected such that majority of employees had reasonably abnormal state of commitment, the second dominant part of them had an high state of responsibility, while few of them trusted that they had just low level of sense of duty regarding their organizational objective or goals. His study endeavored to look at the degree of relationship between organisational commitment and both individual qualities and hierarchical practices as seen by the subjects of his review. The consequences of the information investigations uncovered that out of ten autonomous factors considered for his review, nine of them built up direct affiliation while one of them (viz. instruction) set up a reverse association with organizational commitment.

McKenna Steve (2005) He found that continuance commitment always seen as negative to organization can be taken as positive as well as negative for organization under certain circumstances. Manager style in the organizations may importantly affect manager commitment and that the future development and improvement of these organizations might be hindered as an outcome of negative parts of the entrepreneurial administration style manager style

Sikorska-Simmons Elzbieta (2005) study the HRM practices for influencing organizational commitment of educationalist stated decentralization, cooperation, social associations, and free enterprise administration are vital HRM practices for influencing scholastics’ organizational commitment. In like manner, the age, instructive level, authoritative residency, family, profession portability, work challenge, work level, working hours, organization atmosphere, and social inclusion all have noteworthy impacts on either full of feeling, duration or standardizing organizational commitment of college employees. A portion of the discoveries negate the current writing, though others affirm contemporary hypotheses.

2.4.7 The outcomes of organizational commitments

Concerning the circumstance with business satisfaction, there are blended consequences of hierarchical responsibility Both early and later research abridges do exhibit support of a positive association between authoritative duty and result, for instance, superior low absenteeism and low truancy. There is furthermore affirm that worker obligation relates to other alluring
result, for instance, the perspective of warm, solid organisation atmosphere and being and a
target partner willing to offer assistance. However, as with fulfillment there are a couple surveys
that don't demonstrate strong associations among duty and result factors and others where there
are coordinating effects between legitimate obligation and execution. For example one audit
found a more grounded association between organisational commitment and performance for
those with low cash related necessities than for those with higher ones, and another survey found
that the more residency the employees had at work with utilizing organization the less
dedication they are towards performance. In like manner an audit found that obligation in
regards to managers was more immovably related to performance than was feeling of obligation
with respect to organisation.

2.5 OCB (Organisational Citizenship Behaviour)

It has been thought to be a standout amongst the most imperative components affecting
organizational effectiveness (Organ, Podsakoff and MacKenzie 2006). Citizenship Behavior is
considered as a result of an organizations upkeep of its commitments to the nation (Smuthet
atal2001). It is widely believed that organization could not survive unless employees were ready
to sometimes take part in OCB.

Such employees characteristics incorporate safe management of organizations resource;
helping colleagues in troubles even before they are gone to by an organisation; desirously
advancing the organisation advantages and shielding any endeavor to undermine them by foes,
and working additional opportunity to ensure that required production levels are achieved.

Waterman et al., (2002) encouraged people's commitments to the creation objectives and
administrations as estimation of performance. Organization citizenship conduct administration
requires a framework approach whereby a few inconsistencies and exchange off are
unavoidable. The basic issue is to attract & retain competent work force who also contribute and
appreciate the slow however genuine commitment of continuous OCBs and deliberately
examine the effect of other systems and policies which hinder the occurrence of OCB.

There is a high level of employees perception towards organizational citizenship
behavior (OCB) factor. Such result is a positive indicator since OCB should be available
(Mohammad A et al, 2015) in Indian health care sector. This means that the more the perception
of employees of OCB the higher the motive level for work and improvement will be.
The results of various research studies show that OCB significantly predicts job performance in healthcare organizations. Social capital found to be a significant mediator between OCB and job performance (Basu E, et al, 2017).

2.5.1 Definition and Meaning

Organizational citizenship behaviour is defined as "individual conduct that is optional, not straightforwardly or expressly perceived by the formal reward framework, and that in the total aggregate it promotes the successful working of the organisation" (Organ, 1988). At the end of the day, it is basically the exercises which the employees take as beyond what is anticipated from them, and which do not give them any reward.

2.5.2 Meaning of Organizational Citizenship Behavior

As per Podsakoff et al. (2000), organisational citizenship behavior expands the organisation performances. Since this is the principle objective of all organization, it benefits administrators to see how different factors impact authoritative citizenship conduct. In this manner, understanding the idea of organization citizenship conduct and its related variables can help HR managers to evaluate what kind of condition to give their employees.

2.5.3. Importance of Organizational Citizenship Behavior

Organization citizenship conduct has been portrayed fundamental for the improvement, accomplishment, practicality and benefit of any organization (Murphy et al., 2002). A couple audits have underscored how OCB adds to organization viability, practicability, capability and positive organizational outcome (Organ and Konovsky, 1989; MacKenzie et al., 1993; Podsakoff and MacKenzie, 1994; Walz and Niehoff, 1996; Podsakoff and MacKenzie, 1997; Podsakoff et al., 1997; Koys, 2001).

Podsakoff et al. (2000) said seven ways that OCBs may add to organizational accomplishment by: (a) enhancing colleague and administrative effectiveness; (b) arranging resources with the objective that they can be used for more helpful purposes; (c) diminishing the need to submit rare assets to just upkeep limits; (d) arranging practices both inside and crosswise over work gatherings; (e) fortifying the organisations ability to draw in and hold the best laborers; (f) extending the dependability of organisational performance; and (g) enabling the organisation to receive all enough to common changes. As indicated by Organ et al. (2005), coordination activities of group can be properly monitored if there is voluntary participation of employees in the group to avoid work related problems for further worker. Thus retention of
employees in the organization become challenging issues for human resource manager due to relative shortage of this classification of employment applicants. Research on this context find the relation between talent attraction & OCB (Chiboiwa et al. 2011).

2.5.4 Construct of Organizational Citizenship Behavior

The work of OCB, from its beginning, has been viewed as multidimensional. Smith, Organ and Near (1983) first proposed two estimations: altruism and general consistence. These two estimations serve to upgrade organisational practicality in different ways. Charitableness in the workplace involves essentially of helping practices. These practices can both be composed inside or outside of the organisation. There is no prompt organisation, or balanced relationship, between each instance of leading and a specific favorable position for the organisation. It would be perfect 5 specialists leading will at last be advantageous for the association (Organ et al., 2006). A short time later, Organ (1988) deconstructed the estimation of general consistence and included additional estimations of OCB. This deconstruction achieved a five-consider exhibit including altruism, courtesy, consciousness, civic virtue, and sportsmanship. Altruism:

1. Voluntarily helping other in the workplace. An experienced employee giving introduction to the new employee even though not a part of the job duration.
2. Helping specific employee in face to face situation in the organization.
3. Helping co – workers in case of heavy work load & giving institution to them about using of new technology.

Conscientiousness:

1. Express the role of employees which is beyond expectation.
2. Sincere devotion to the rules of the organisation.

Sportsmanship:

1. Not having complaining attitude.
2. Positive attitude & outlook of the employees in the stress situation.
3. Accepting everything in a positive manner without any resentment of accepting changes etc even though he has the right to object.

Civic virtue:

It is responsible, full involvement in the working of the organization. It does not take the partial involvement & attending meeting as civic virtue. It means having through knowledge
of the operation of organization i.e company policies, involvement in new innovative measures.

**Courtesy:**

Marockzy & Xin(2004) found courtesy as dimension of OCB. Any senior employee gives any information to junior employee about something which he did not concerned & he does not want to disclose his name is an example of courtesy behaviour.

**OCB Antecedents:**

According to literature review of Lock et al 2007, Jahangir, Akbar & Haq, 2004, Hanbans & Jimmisen 2002 & Mayer et al 1997 the following are found to be the antecedents of OCB.

1. **Role perception:** It is both positive & negative impact on OCB. The role conflict & ambiguity are found to be negatively related to OCB. There should be clarity in role which is positively related to OCB. (Nagai et al ,2008, Fried et al 2003 and Brays & Brawley 2002)Nagai et al (2008). Role conflict & Role ambiguity leads to dissatisfaction of employees due to lack of clarity in job which he will perform. Thus an employee can not put effort, can not be accountable if we found there is ambiguity in job definition. Thus job should be properly designed to satisfy employee role perception & effective job design leads to the higher productivity.

2. **Individual Disposition:** Elnain(2007) gives emphasis on personality which play an important role in predicting of an employee OCB. This help in converting the personal needs of an employee to organisational needs which help in enhancing employees & organizational performance (Salvati ,2011 & Elanain 2007).Organizational constituting with different competencies of employee should develop personality of individual & utilize them to improve the organizational performance(Yang, Kim & Mefarland, 2011).

3. **Motivation:** It is a desire of employees which is created by the organisation to get higher performance & achieve organizational goal (Budiyanto & Octemo ,2011) Hannam & Jimmisson (2002) and Truckenbrodt (2000) examines & found motivation plays an important role in OCB. Motivated employees always tried to give their best to achieve organizational goal & is related to OCB(Budiyanto & Octemo, 2011 and Espijo 2011). When employees are more committed & shows high degree of OCB, then only it has influence on the higher performance of the organization. Organization also put emphasis
on team decision making which encourage team decision making members to contribute
towards group effectiveness.

4. **Leadership**: Leadership has positive relationship with OCB. It encourages team spirit,
cohesiveness, group felling, motivation in the employees to develop organization

5. **Job satisfaction and organizational commitment**: Job satisfaction has positive impact
on organizational commitment & job performance & OCB. More committed an
employee is engaged in OCB & this can help in reducing employee attrition, abseintism.
Organizational commitment is also antecedent of OCB & three distinct components of
commitment leads to personal involvement of an employee in organization. Hannam &
Jimmisson(2006) explains the acceptance of effective commitment for acceptance of
effective commitment for acceptance of organizational goal & desire to become the
member of the organization.

6. **Employee age**: Banee, Amudha & Surelivel (2012) argued that the acceptance of
organizational need by younger employee is flexible but in case of older employees it is
very rigid. Both the age group differ in their needs, perception of job, motivation of self
& this leads to the different natures of different age group towards OCB.

2.5.5 Podsakoff et al. (1997) elucidate that OCB helps new employees to get benefit and
spreads best practices quicker in organizatrion. At legitimate level, Cooper and Barling (2008)
indicate consideration regarding that OCB is through and through related to customer profit
quality and deals with quality, performance and furthermore quality performance.

Investigators have analyzed the results of definitive citizenship conduct at two levels.

In view of Organ, Williams and Anderson (1991), parceled definitive citizenship behaviour
(OCB) into two general groupings as authoritative citizenship conduct (OCB - 0) and
organisational citizenship conduct (OCB-I).

In view of Ozturk (2010), OCB - O is characterized as the practices that straightforwardly
advantage the well-working of the organisation in general. For example, giving additional
exertion for organizational performance such as working additional hours is identified with
OCB-O. While, OCB-I is characterized as set of practices that specifically advantage people yet
by implication and eventually advantage the organization. Accordingly, OCB-I by implication
impacts organizational performance through its impact on other's exhibitions.
2.5.6 OCB consequences:


- Reduced absenteeism
- Reduced turnover
- Employees satisfaction
- Customer satisfaction
- Customer loyalty

Organizational Citizenship Behaviour has been considered to be one of the important factor for better performance & organizational effectiveness (Organ, Padsakkoff & Mackerzie 2006). It is very vital for the survival of the organization. Employees engage in OCB are more satisfied & committed to the organization.

OCB is defined as individual behaviour which is expected & do not give the many explicit reward.


2.6 Intention to Quit the Job

Retention of high performing workers is imperative for organisation who try to be effective & successful. In his top rated book, Jim Collins (2001) portrays the organisation as a transport and employees as the riders. "In the event that we get the correct individuals on the transport, the perfect individuals in the correct seats, and the wrong individuals off the transport, then we'll make sense of how to take it somewhere incredible".

Human asset divisions are accused of the underlying on-boarding of workers, and have critical impact on ensuring that those new employees are happy. While considering the pool of candidates that are accessible for contract, organisation must know that the creation of this gathering is assorted and generational lines are beginning to obscure with regards to work environment and employment desires.

Maxwell et al. (2002) in their article, "Saw profession motivating forces and purpose to leave", have used a system of different occupation grapples to look at how work force respect incentive motivators given by managers and the significance of these in surveying the worker's
plan to intention to quit. The outcomes showed that organization appear to have concentrated on
one of the imperative qualities which avoid an employee to quit. The observational outcomes
showed that organisation have effectively recognized the incentives the workers needed. In spite
of the fact that organisation gave both geographic and employer stability to a high degree,
geographic security was not able to lower the staff intention to quit. Also, findings demonstrated that the higher the administration motivating force, the lower the intent to leave.

Masroor and Fakir (2009) in their article, "Level of employment fulfillment and goal to
leave among Malaysian nurses", have researched the level of job satisfaction and purpose to
leave among Malaysian nursing staff. findings of this review proposed that the nursing staff
were respectably happy with their occupation in all the six aspects of employment fulfillment
i.e. fulfillment with administrator, work assortment, closure, pay, HRM/administration strategies
and along these lines showed an apparent lower level of their aim to leave the clinic and the
employment. The Researcher recommended that managers should develop institutionalize
strategy policy to retain nursing personnel & also trained supervisor to provide training to junior
staff, developing coordal relationship with senior & junior staff, provide effective workplace,
fringe benefits, leadership strategy to motivate employees, team work effectiveness for
responsibility sharing.

Reema (2011) in her article, "Nursing Shortage in India with exceptional reference to
International Migration of Nurses Conflicts of Interest: None announced" had expressed that
nursing administrations were a fundamental piece of both preventive and curative parts of India’s
health care system. Great working conditions must be given so that nursing workforce can be
created and sent in the health care administrations satisfying the prescribed staffing standards.
Nurses should be considered as dynamic individuals from the health care group, as far as giving
administrations, as well as a piece of the basic leadership forms, with the goal that it would be
workable for them to take an interest in giving all encompassing so that it would be possible for
them to participate in providing holistic and comprehensive health care to the patients.

Jessica (2011) in their article, "Job fulfillment and goals to leave of new nurse", have
examined new nurses employment fulfillment and goal to leave from the point of view of the
Job Demand Control - Support (JDC-S) show. In this way, a comprehension of the variables
inside the workplace can influence the job fulfillment and aims to leave of new nursing staff. It
is imperative to help the new nursing staff to make an effective move to the work setting.
Researchers found that superior desire was excessively and less comprehension of them. So it is
an awesome mental agony, which drive them to leave their place of employment.
2.6.1 Impact of Turnover on Organizations

Worker turnover is a costly recommendation for organizations and associations. Coordinate expenses incorporate enlistment, determination, and preparing of new individuals. Indirect costs incorporate such things as expanded workloads and extra time costs for colleagues, and in addition diminished profitability related with low employees confidence.

Not all turnover is awful for an organisation. Turnover is a characteristic piece of authoritative operations; under five percent turnover is really viewed as undesirable (Hurley, 2010). Turnover offers chance to keep the organisation dynamic by presenting employees with new thoughts, new aptitudes and identities. It allows opportunity to replace .Turnover offers opportunity to keep the organization dynamic by introducing employees with new ideas, new skills and personalities. It also allows an opportunity to replace marginal workers with more productive workers. (Marcus, 2010)

2.6.2. Human Resources (HR) Practices that Contribute to Turnover

There are numerous potential causes for turnover; once in a while the causes are identified with the HR practices of the association and can be overseen. These incorporate such things as non-aggressive remuneration, high anxiety, working conditions, tedium, poor supervision, poor fit between the representative and the occupation, deficient preparing, poor interchanges, and other association hones (Mushrush, 2002). So as to address these issues, authoritative pioneers should know about the necessities and ecological conditions encompassing their workers. Most abnormal state supervisors consider maintenance of the best workers to be a vital piece of their long haul business technique. In any case, many organizations don't have a structure set up to adequately hold their workers (McKeown, 2010). Responsibility of the association, to the worker, can be communicated through HR practices and effect maintenance. High responsibility HR hones that influence worker duty include: "staffing, formative evaluation, focused and fair pay, and far reaching preparing and advancement exercises" (Whitener, 2001, p. 517). Considering the significant expenses related with turnover, businesses need to execute HR hones that decrease turnover however much as could be expected.

2.6.3 Job satisfaction and intention to quit

All around the present deficiency of nurses is a dangerous among the human services segments which hampers the nature of patient care. (Van Bogart et al 2010). This occupation fulfillment of nursing staff and rousing them not to stop from the employment is presently a
stake for human services segment (Sabanciogullari and Dogan 2015). Nurses having larger amount of disappointment prompts turnover from the nursing profession (Flinkman, Leino-Kilpi and Salantera 2010; Hyrkas and Morton 2013, Meeusen et al 2011). Patient satisfaction is specifically identified with the occupation fulfillment of nursing. Due to dissatisfaction of nurses creates frequent turnover of employees which increases staff shortage, lack of training, job stress, longer waiting time for patient, lack of patient care, medication error, non adherence of safety protocol as a consequence increased displeasure among the patients. The frequent turnover also increases the recruitment & orientation cost. (Meerrulls, Robionson & Griffins 2008).

2.6.4 Nurse turnover determinants

Researchers investigated some noteworthy elements which prompts the nurses choice to stop on hold their calling. Applebaum et al (2010) stated that turnover of nurses positively connected with workload, work stress . Meeusen et al (2011) expressed the passionate and mental wellness of medical attendants deteriorated on account of extreme workload and absence of co ordination of co workers & supervisor support. Recent reviews additionally uncovers that nurse turnover on their expectation to stop is related with transformational authority style (Raup 2008) and participative administration in doctor's facility (Gornly 2011).

In recent review reasearchers revealed the reverse connection between turnover aim and people age in nursing  (Chan et al, 2009; Ma et al 2009). In Ireland it is accounted for a more noteworthy inclination of promoters retirement due to female, connection obligations, absence of preparing openings in the work environment (Mc. Carthy, Tyrrell and Lehane 2007).

Delobelle et al 2011 found that the turnover expectation of medical attendants is connected with years of nursing knowledge in South Africa while in Jardan, work fulfillment of medical caretakers is emphatically corresponded with years of experience and thin age (Mrayyan 2005). Late reviews demonstrates that training level of attendants connected with their turnover aim from the association (Chan et al (2009).

Borkowiki et al 2007 status that more prominent expert responsibility in nursing is connected with advanced education of nursing. Higher qualified nurse will do the review before leaving the job. The have less intention of frequently changing of profession.

Mssusen et al 2011 revealed that personal safety, job security, political threats ,lack of supervision, lack of coordination, lack of co worker support are the dissatisfaction factors of
nurses (Lee et al 2012). Additionally the compensation, fringe benefits, an unexpected prizes are related with the nurses work fulfillment and they are exceedingly related with turnover aim.

Lister, cost and Spence Laschinger (2010) expressed that intention to quit the nursing profession is related with the support of nursing staff and managers. Tourangecell and Cranlay (2006) nurse will probably proceed with work in current position who saw their colleagues as cohesive and supportive.

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