

**Chapter: 2**  
**LITERATURE REVIEWS**

## **2.1 Introduction to the Chapter**

The chapter provides an insight into understanding of organizational commitment and job satisfaction by taking the literature reviews into the consideration. Previously, researchers have given their contribution in areas of job satisfaction and organizational commitment. Various aspects of these in different sectors like manufacturing, information technology, banking, school etc. have been studied. By considering these studies, this chapter will enable to understand and present different aspects of organizational commitment and job satisfaction in a chronicle order. The chapter will give the knowledge about the concept of organizational commitment and job satisfaction, the factors affecting these and their consequences. The related theories have been explained for the organizational commitment and job satisfaction. Further this chapter would give an insight into the history of higher educational system in India, the various institutional frameworks. It would make understand the important role played by the various regulatory bodies. It also includes the problems which are occurring in higher education system in India.

## **2.2 Literature Reviews**

Job satisfaction refers to the feeling of a person towards its job. Happy workers are said to be productive workers. The researchers have found that the satisfaction among employees may be derived from the culture of the organisation. The culture of the organisation affects the all the business activities of the organisations; or it affects the productivity and ultimately profit of the organisation.

Over the years it is been observed from different findings that organisation have particular type of the culture and it varies for every organisation. But few researchers have observed that culture is what organisation is. Organisation culture is responsible for combining the attitude and values of the employees. If the values of the employees are similar to the organisations value then it would lead to higher job satisfaction.

It is also found by the researchers that if the managers of the organisation want greater work commitment then they should put their best efforts to improve the organisation culture.

The working pressure in the organisations is increasing day by day. It is occurring in almost every field. Even in the academics, the work pressure is very high. The faculties' job is not restricted to just giving lectures in the classroom. They have to perform multiple tasks.

Due to the work pressure, it becomes for the employees to make a balance between the work and the family and it effects both the satisfaction of the employees as well as the commitment of the employees. Therefore, flexible working hours are necessary for the employees. It has been found that the flexible working arrangements have a positive relationship with the organizational commitment and work-family conflict (**Jasmine Lee Mee Choo et al. 2016**).

It has been found that flexible working policies can act as a strong motivator that can be implemented by the management or the concerned policy makers in order to increase the commitment of the employees. It creates friendlier environment at the workplace. The flexible working arrangements can be done by the implementing the policies which have different hours of the working or remote working, flexible time. It would reduce the work-family conflict.

Few researchers claimed that organizational commitment and job satisfaction are affected by various demographic variables. Female teachers are said to be more satisfied with their work than male teachers. However, according to a study; which was conducted to analyse the effect of gender on organizational commitment and job satisfaction (**Impact of Job Satisfaction and Organizational Commitment, Dr. Shine David et al.2015**). It is been found that the gender does not affect the job satisfaction and organizational commitment. It is necessary to develop the work environment that enhances the organizational commitment and job satisfaction of the employee. The

organisations should focus on creating the flexible work schedule; provide opportunity for growth and promotion in order to create the feeling of commitment in the employees. They should provide job security to the employees by giving training programmes on time and enhancing their knowledge.

According to above study; if the relationship with the supervisors is positive and good with employees and if the employees are free to choose the works roles then it will increase their satisfaction level and commitment.

If the employee is satisfied with his/ her job then it will motivate them to work harder and they will perform well. It would directly increase the productivity of the organisation. A happy work would not show any intention to leave the job as he will be a productive worker. Job satisfaction and its various determinants have impact on the employee performance.

Every organization considers job satisfaction and organizational commitment an issue of concern. Job satisfaction and organizational commitment has been studied in various areas. However, in the field of academics, it is very less searched concept. Therefore, many academic institutions have very less understanding how the job satisfaction and organizational commitment can have an effect on the productivity of the employees as well as of the organisations, organisations' performance and employees' turnover intentions. The lesser understanding of this concept has resulted into the negative effect on the relationship between the management and the employees (**Anshu Sarna, 2015**). Even if the management put their efforts in creating the feeling of the job satisfaction of the employees; rather than having positive impact, sometimes it may result in having a negative effect; thus creating the sour relationship between the management and employees. This study tried to develop a theoretical framework in order to understand these two concepts. According to this study, there is high cost involved in the recruitment of the faculties and finally in their selection. It consumes a lot of time also. Therefore, the institutes are more focussed and concerned with the retaining the employees. Now days the institutes are considering the

organizational commitment as an important part of the effective and efficient working of the institutes.

Researchers have found that organizational commitment plays an important role in organisation. Committed employees are satisfied employees and would not show any intention to leave the organisation (**Empirical Study Relations Job Satisfaction, Organizational Commitment and Turnover Intention, Veronica Tarigan, Dorothea Wahya Ariani, 2015**).

The organisations now days have to go under numerous changes. As it is said, the change is the only constant. Change is the one thing which keeps occurring and sometimes it becomes to manage those changes. The change can be related to anything such as technology, structure of the organisation, strategies of the organisation, leadership, managing people, cost, quality and marketing. Whenever, a new change is introduced in any organisation, the employees are resistant to change. They are not ready to accept the changes and implement those. It becomes a hard task to influence and motivate the employees so that they can accept the changes introduced in the organisation.

If the organisations fail to motivate its people to accept the changes, then it has to pay huge amount of price in any form. It becomes important to know and analyze the real reason and the factors that have led to the changes. The outcomes of the changes should be clearly analyzed and defined. Researchers have tried to put their best efforts to analyze that how the organisation changes effect the organizational commitment (**Kanika Sofat et al. 2015**). This research study was conducted in the organisations related to the information technologies in Northern India.

It was found from the study that the organisation change is positively related to the organizational commitment. The employees in the organisation are ready to work and stay due to the normative commitment which is similar to other studies. It was also observed that affective commitment and continuous commitment are affected by job redesign, stress and job insecurity. The managers should communicate in a proper way the reasons for the changes

and the changes initiative should be implemented effectively. Further, it was revealed in the study that if the changes are managed effectively then it would lead to higher level of commitment.

The employees' behaviour with each other, personal senses and support is must to give a concern when working in the organisation. The organisations provide support would result into the more effective function. The researchers over the years from their studies have concluded that more the organisation would provide support to the employees, the more commitment the people of the organisation would show towards it. The organizational commitment is said to be considered as a most vital element as the achievement of the organisations are dependent on it.

Organisation support can be in any form like making the employee to feel that they are part of the organisation and they play a key role for the effective functioning of the organisation. Organizational support encourages employees to satisfy their managers and the organizational expectations as they see the organization is trying to meet their needs and improve their working lives. According to the theories, the organisation support includes the three important actions which are required to be implemented. These actions involve fairness of the treatment, job conditions, organisation rewards and supervisor support.

The researchers have proved that the every kind of development which takes place in the organisation is closely dependent on the organizational behaviour and support (**Milad Fakhraei, 2015**).

Job satisfaction has a positive association with employee empowerment, workplace environment, job loyalty and job performance (**Masooma Javed, Rifat Balouch, Fatima Hassan 2014**). They conducted the study on **Determinants of Job Satisfaction and Its Impact on Employee Performance and Turnover Intentions**. This study further found that the turnover intentions have negative relation with job satisfaction, employee

empowerment and job performance. Employees who are having low level of satisfaction will intentionally leave the job.

Few researchers have considered the organizational commitment as a complex phenomenon, while some considers it as a basic concept which describes association among individuals and the organisation (**Agata Wolowska, 2014**). Organizational commitment is the most leading researched topics by the researchers. It focuses on the individual's perception towards its organisation and the role and function, it plays. It has been found from the studies that committed employees willingly provide assistance to the new employees in order to understand the culture and the functioning of the organisation, they are ready to perform the given task and extra work whenever required. Committed employees have more ability to solve the given problem.

This research study found that there are various determinant of the organizational commitment. The employee's age is found to be a strong predictor of all the three component of the organizational commitment. The influence of age is found to be more in the employees working in the private company. Gender of the employee is considered as a strong predictor of the continuance commitment as the male employees of the organisations were working in the organisation because of the necessity to do so.

Job characteristics, organizational commitment and job satisfaction are negatively related to turnover intentions (**Relationship among Organizational Commitment, Job Characteristics, and Turnover Intentions within Kindergartens: An Empirical Study in Malaysia, Kang-Lin Chao**).

This study is similar to the study related to turnover intentions (**The Impact of Organizational Commitment, Job Satisfaction, Job Stress and Leadership Support on Turnover Intention in Educational Institutes, Saba Iqbal et al. 2014**).

It was most interesting to see that even in the tax office employees; the organizational commitment and job satisfaction are positively related **(Relationship of Organizational Commitment And Job Satisfaction : A field Study of Tax Office Employees, Cemile Celik)**. If the tax employees want to be successful then they have to be committed to their job. Committed employees are more successful on their job.

If workers are not satisfied; then it may lead to the closing of a particular department, even organisation can also get closed if the problem is not resolved at right time. Opportunities for development of career, best training and working facilities are must for success of organisation **(Job Satisfaction and Organizational Commitment in the Public Sector: A study of a ‘Closed’ Government Agency, Ku Azizah Ku Daud et al. 2014)**.

Various factors has been put into the highlight by a study in organizational commitment in the banking staff of Ho Chi Minh City, Vietnam **(Tung N. Nguyen, Khuong N. Mai and Phuong V. Nguyen 2014)**.

It gave one of the major finding that practices of human resource such as working in a team, working terms with management and work conditions are important in organizational commitment of the employees.

Productivity of the employees increases when they work in a team. It reduces the time also. The ideas and perception of the different members in a team brings the creativity and innovation in the work and it reduces the boredom also. If the management supports its workers and initiate and motivate them to put forward their ideas and welcome those then it generates the feeling of belongingness. The work conditions of the employees, facilities provided to them enhance the organizational commitment.

However according to this study; teamwork’s spirit is most influential in predicting commitment. Compensation and career development are not the predictors of organizational commitment.

Fringe benefits, working environment, introducing new technology, relationship with management as well as co-workers and higher level of job satisfaction are related with the higher level of organizational commitment in a positive way(**Measuring The Effects of Drivers' Organizational Commitment Through the Mediation of Job Satisfaction- A Study in Ho Chi Minh City, Vietnam; Mai Ngoc Khuong and Phan Le Vu, 2014**). Fringe benefits are the extra benefits given to the employees. These act as strong motivators.

This study revealed that innovation of technology is essential part of organizational commitment. Leaving the old methods of working and adopting the new procedure to do work enhances the motivation of the employees. Now days various changes are taking place in the country due to political factors, recession and innovation and advancement of new technologies. Welcoming and managing any type of change is must for the organisations. As it is said the change is the only constant. Most importantly preparing the employee to adopt the changes is necessary for efficient and effective way of working. It will increase the job satisfaction as employees would feel that the organisation care about them. It would induce the feeling of commitment towards the organisation.

In order to retain the highly qualified and experienced teachers, it is necessary to improve their working conditions. Pay is first requisite for workers; along with this way of presenting them in the eyes of other people, making continuous efforts to increase their self respect and dignity are equally required.(**To Study the Impact of Job Satisfaction and Demographic Factors on Organizational Commitment among Girls' College, Renuka S. Nifadkar, Dr. Anil P Dongre, 2014**).

A conceptual study was done to look at previous concepts and effect of organizational commitment (**A New Look at the Antecedents and Consequences of Organizational Commitment, Dr. Tumpa Dey, Dr. Ashok Kumar, Dr. Y.L.N. Kumar 2014**). This study revealed that the most of the organisations expect affective commitment from their employees. It is

also found that the affective commitment have positive consequences while continuance commitment does not have many positive consequences.

Another study related to types of components of organizational commitment revealed that the factors like employee engagement whether it is engagement in job or organization; have impact on organizational commitment. The extent to which an individual feel fascinated by his/her performance related to work role; is termed as employee's engagement. More engaged employees in their job; organisation would report increase in level of affective and normative commitment **(Employee Engagement and Organizational Commitment: Evidence from Jordan, Ali Abbaas Albdour and Ikhlas I. Altarawneh 2014).**

If the employees' state of mind is positive and fulfilling then it is very likely to have clear and confident attitude of employees in the bank. Employees with positive attitude are found to have high affective commitment. Engaged employees develop greater bonding to the organisation which help them to work by keeping in their mind organisation's mission and values which leads to higher organizational engagement.

Continuance commitment is found to be decreasing if the job engagement increases and normative commitment increases with the increase in job engagement. Engagement or disengagement is basically found to be affected by 3 psychological conditions – meaningfulness, safety and availability.

The ways the employees perform affect their satisfaction level. The employees' performance and organizational commitment have positive relationship with satisfaction of the employees **(Impact of Organizational Commitment and Employee performance On the Employee Satisfaction, Naveed Ahmad, Nadeem Iqbal, Komal Javed, Naqvi Hamad, 2014).**

If the employees get enough facilities at the workplace and work roles according to their interest then it improves their performance. Improved performance brings rewards to the employee which enhances their satisfaction level.

Both the employee performance and organizational commitment contribute to the employee satisfaction.

Following the ethical way of doing work can create the emotional attachment of people towards their organisation (**Impact of Work Ethics on Organizational Commitment and Employee Satisfaction at HDFC Bank Indore, Dr. Surya Prakash Tripathi, 2014**). If the organisation cares about its employees then employees also give priority to their organisation which helps in creating the strong bond among them.

The organizational commitment not only effects the employee satisfaction but it also has impact on the productivity of the employees as well as organisations (**The Impact of Organizational Commitment on Employees' Productivity : A Case Study Of Nigeria Brewery, PLC, Iqbaekemen Goddy Osa & Idowu Oluwafemi Amos, 2014**).

Committed employees work harder towards accomplishment of the organizational goals and objectives. It leads to rise in the productivity of the employees. Increased productivity would contribute towards the success and growth which ultimately improves the performance of the organisation and increase its effectiveness. It helps to manifest the skills to perform well and plays an important role in devotion of the duties so as to fulfil the set organizational goals and objectives.

Salary, wages, bonus, housing and transport facilities boost the morale of the employees which further motivates them to increase their productivity by improving the performance and learning the new skills.

To enhance the employees' performance, it is necessary for the top management to take the necessary actions and steps. They should prioritise the measures which have an effect on the productivity and performance of the employees. The policy makers should keep in mind the employees while developing and implementing any policy for the employees. They should do

the things in a manner that employees' level of commitment increase towards the organisation.

It has been found that various dimensions of the organizational commitment either jointly or independently have an effect on the employee's performance **(Folorunso, O. O et al. 2014)**. This research study was conducted in tertiary institutions in Oyo state of Nigeria. Further, this research study has given relevant information that teaching employees of the tertiary institutions was ready to devote themselves towards the institutions and willingly ready to stay there in order for achieving job's objectives. They were ready to stay and work because similarity was found in values and goals of employees as well institutions. Therefore, this study has given emphasis on and recommended that management of the policy makers who are involved in developing the policies for the employees should concentrate on increasing the employee's performance through the organizational commitment.

Understanding the concept of the organizational commitment is a complex phenomenon. It is a very vast and deep concept. It has gained too much popularity now days that every research scholar wants to understand its concept and its effect on the employees by different perspective and wants to measure its variable in different aspect. The need of the studying the organizational commitment has emerged out because of creating the workforce who can sustain in the organisation.

Organizational commitment is still being considered as the most difficult concept in the field of organizational behaviour and human resource practices. According to the studies, it is been considered as a strong predictor of the employees' attitude.

The term organizational commitment can help to indicate the turnover behaviour of the employees, withdrawal tendency of the employees. A study of literature review of the organizational commitment revealed that approaches of the organizational commitment which have been developed so

far can easily contribute in better understanding of this concept (**Sayani Ghosh, Swamy, D R 2014**).

It also came to know that lots of criticisms have been developed related to the organizational commitment of the employees. This criticism can be implemented in a positive manner and may be utilised as basis for widening the scope of the further study related to the organizational commitment. From thorough review of the existing theories of the organizational commitment, it emerged out that there is a need of adopting the multidimensional approach towards the organizational commitment.

A research study similar to the study (**Rego, A. 2007**) was conducted to know any link in otherworldliness and the organizational commitment. The main idea behind the study was to know effect of subconscious mind on commitment (**Rajni Hira and Shilpee Aggarwal, 2014**). Spirituality is considered as a multidimensional concept. According to them, it is the concept which brings the changes in the subconscious system of person, thoughts, the way do the things and ultimately changes the behaviour of the person. This term mainly considered as going into deep self where human being can understand true meaning of life. Some considers it as source of inspiration of the people. It can be in the form of the belief, value, emotion or an attitude of person. It is considered to affect the behaviour of the people.

It was found from the study that spirituality may affect the leadership style of a person. A better style of leadership can be adopted if the employees are inclined towards the workplace spirituality. Spirituality may affect the way an individual performs and feels fulfilled. Through this research study, the researchers tried to develop a model which emphasised that by enforcing an individual to understand deep self, organizations may experience a great commitment level from its employees. It will lead to a progressive path.

Research studies relevant to organizational commitment and job satisfaction have been done in countries like Pakistan. An important research conducted in Institutions of Higher Studies of Pakistan. This has created a model

through application of that teachers can be benefited and satisfied workforce can be achieved. The satisfaction of teachers is very much important.

Even in developing countries like Pakistan; the importance of teachers' satisfaction and their commitment towards organisation is given so much concern. Teachers play an important role in social change of a country. The main finding of this study was that every factor differs in every organisation. The need and way of working in every organisation vary (**Impacts of Job Satisfaction on Organizational Commitment: A Theoretical Model For Academicians in Higher Educational Institutions of Developing Countries like Pakistan, Khalid Rehman *et al.* 2013**). However, this research study failed to develop a single model to explain all the factors related to both the attitudes. It showed the necessity to understand the entire organisation separately; whether it is job, organisation and person related factors.

A comparative study was achieved to understand the job satisfaction in public and private sectors (**A Comparative Study of Job Satisfaction in Public and Private Sectors, Shobhna Gupta J, Hartesh Pannu k, 2013**).

According to this research study public sector employees are more satisfied than private sector employees. Public sector employees are much happy with salary, rewards, and fringe benefits, they receive for their work. The environment in the public sector is stress free which help the employee to contribute towards the organisation in an efficient and effective way.

Previously, research study related to the effect of gender on job satisfaction of workforce in an organizational setting came into light.. Another study puts light that the age which is said to be a key demographic variable, have an impact on organizational commitment(**Job Satisfaction and Organizational Commitment: A Correlational Study in Bahrain, Fatema Mohammed, Muath Eleswed, 2013**). This research study was conducted in private banks of Bahrain.

It showed that the organizational commitment increases with the increase in the age of the employees. The old employees are less enthusiastic for looking

a new job and their commitment increases with the age. The organisations should retain old employees and should invest in human capital according to its capacities. Job satisfaction can be achieved by providing various money related and other benefits; giving appreciation and consent.

According to a research study, the organizational commitment is not achieved by pay. These two does not have any correlation (**Job Satisfaction and Organizational Commitment: The case of Shkodra Municipality, Saimir Suma, Jonida Lesha, 2013**). This study related various dimensions of job and found that supervision, work, the kind of relationship with supervisor are related to commitment. If the supervisors are supportive and cooperative then it increase commitment of the employees. The communication between the two should be clear for making the relation effective.

Further it showed that having good pay does not play any role in the commitment of the employees. Paying less did not affect the commitment level.

Working in a group enhances satisfaction and commitment of the employees (**Improvement of Job Satisfaction and Organizational Commitment through Work Group Identification: An Examination of the Quantity Surveyors in Hong Cong, Wai Yee Bely Chiu and Fung Fai Ng, 2013**). When individuals work in a group to complete a task or project, they start being identified by group which enhance their satisfaction level. They help and solve the problems of each other. They have clear communication level. The working environment is stress free as they have better understanding among themselves. It improves the feeling of fulfilment and to remain at same place and work for betterment.

Organizational commitment and job satisfaction plays important role in the school also. It has been found that the private school teachers are more committed than the government school teachers (**A Study Of Correlates of Organizational Commitment Among School Teachers, Madhu Gupta,**

**Manju Gehlawat, 2013**). The private school teachers who are having high satisfaction with their job have high organizational commitment. The commitment is low in teachers having less satisfaction in their job.

The research has also been conducted to find the commitment level of academic personnel as well as of administrative personnel (**Organizational Commitment and Job Performance of the Academic and Administrative Personnel, Dr. Rebecca C. Tolentino, 2013**). It was found during this research that the academic personnel do not want to leave the organisation even if there is another opportunity available for them. They would like to stay in the organisation for the longer period. Whereas the administrative personnel found very difficult to leave the organisation even if they want to.

Sharing of information or knowledge in the organisation plays a key role in commitment` for organization. If the employees would willingly share their knowledge with each other, then it would lead to more interaction among them, which would help in building good relationship. It has been found that the organizational and emotional commitment have the positive effect on exchange of information (**The Impact Of Organizational Commitment on Knowledge Sharing Yavuz Demirel, Kubilayhan Goc, 2013**). As a result of this, organisation uses current resources efficiently; they provide being stable and loyal employees by generating intra-organizational knowledge sharing culture.

Majority of researchers have shown that satisfaction and commitment for organization are correlated in positive way.

This is supported by another study (**The Relationship between Organizational Commitment and Job Satisfaction in National Oil Corporation of Libya, Dr. Adel Mohamed Ali Shrubegi, Dr. Ibrahim Bin Zahari, 2013**).

This study found that out of three components of organizational commitment, the employees are dominated by affective commitment in National Oil Corporation. Employees are highly involved in the organisation and type of work they get to do.

Another study was conducted in order to know the relationship between the organizational commitment and the employee's performance (**Negin Memari et al.2013**).

According to this study, the job satisfaction is the strong determinant of the organizational commitment. It is necessary for the top management of the organisations to know whether the employees of their company or any other organisations are committed to the job and they are performing well or not. The organisation's success depends on whether its employees are performing at their given task.

It is the duty and the responsibility of the management to ensure to keep a regular check and analysis of the productivity of the employees. It is also necessary that they get fulfilment with content of their job. This research study found that there is a positive relationship between the employee's performance and organizational commitment.

However, out of three type of organizational commitment, it was found that the normative commitment has a positive relationship with the employee's performance. It means that the employees are performing well because they have belief that it is their duty and responsibility towards the organisation to perform well. They think that it is their moral obligation to give a good performance so that their organisation can grow in a positive aspect. Further this study revealed that the male employees of the organisation are good performer than the female employees and age does not have any effect on public or private sector. The reason for the low performance of the female employees was not revealed in this study.

It is necessary to have a clear role among workers as it will reduce the conflict among employees. Role clarity motivates the employees to work in a proper and sequential manner.

Proper defined roles are found to have an effect on all the three segments of organizational commitment (**Analytical Study on Organizational**

**commitment with reference to Tamil Nadu Papers Limited, P.N.A. Kanchana, Dr. N. Panchanatham, 2012).**

Justice is important in the organisations. Keeping in this view, studies is done to bring out the linkage between the organizational justice and organizational commitment (**Mohd. Jawad et al.2012**). The two types of the commitment –the employee career commitment and superior related commitment along with the employee attitude were addressed in this study. The employees’ work attitudes such as interest in job and accountability towards the superiors for job related tasks raise commitment in the company. While showing the commitment towards the organisation, it strengthens the relationship. It is necessary for the managers to deal the subordinates in fair and trustful manner in to boost up the devotion towards orhanization. It will lead to increase in the performance and productivity of the employees.

The factors of job satisfaction such as promotion, favourable condition of work and personnel relationship, as discussed earlier have significant effect on organizational commitment (**Organizational Commitment and Job satisfaction, Javed Eslami and Davood Gharakhani, 2012**).

These factors affect the employees’ performance. If the organisation wants to improve the performance of the employees then it has to take into consideration all the facets off job satisfaction. It has to work towards enhancement of these factors (**Impact of Job Satisfaction on Employee Performance: An empirical study of autonomous Medical Institutions of Pakistan, Alamdar Humain Khan et al. 2012**).

However, there are various variables which effect the employees’ satisfaction (**Identification of Variables affecting Employee Satisfaction and Their Impact on the Organisation, Alam Sageer, Dr. sameena Rafat, Ms. Puja Agarwal, 2012**). These variables were identified and classified into two categories such as organizational variables and personal variables (personality, expectation, age, education, gender difference. The organizational variables such as organisation development, policies of

compensation and benefits, promotion and career development, job satisfaction and security, working environment and condition, leadership style, work group have impact on satisfaction level of employees.

Further it was suggested in this as how to improve the employee satisfaction. The attitude of employees does reflect the moral of company. Every organisation should try to find out the different strategies so that employees remain satisfied.

Freedom to do the job in employee's own way, authorisation and fairness in work seems to have effect on organizational commitment of the employees (**Organizational Commitment of Principals: The Effect of Job Autonomy, Empowerment and Distributive Justice, David Joseph Dude, 2012**). Job autonomy refers to the discretion with which one can choose the methods and procedure to complete work. Empowerment allows the employees to engage in consequential activities. Distributive justice refers to one's feeling of fairness in how work outcomes are distributed relative to work input.

It was found that the rise in the level of job autonomy, psychological empowerment and allocation of proper justice would result in raising the level of commitment.

In the University of Jammu and Kashmir, a research was conducted to know the job satisfaction among college teachers. This research study found that the female teachers are more satisfied than the male teachers. A majority of respondents showed that for them the job satisfaction is all about handsome salary, dignity and status and job security while some agreed that if they find the job according to their academic qualification and get to work in a desired profession then they will be more satisfied. One of the major finding of this study was that the designations, family size and number of earning members in the family has nothing to do with job satisfaction (**Job Satisfaction among College Teachers: A Study on Government Colleges in Jammu (J&K), Om Raj Katoch, 2012**).

Working in an ethical manner is important for organisation as well as for employees. Ethical way of doing the tasks and accomplishing the given criteria, implementing ethical code of conduct affects feeling of staying in the workplace and satisfaction(**Relationship between Organizational Commitment and Ethical Climate: The Mediating Role of Job Satisfaction Dimensions, Omer Faruk Unal, 2012**). Organizational commitment and job satisfaction can be enhanced by encouraging the ethical climate among the employees. It ensures that every employee will get right rewards and consideration for their efforts.

**Dr. Shine David *et al.***; being male and female do not contribute to any of the feeling of being committed and have satisfaction in workplace setting. A similar result was found by a study (**Job Satisfaction and Organizational Commitment: The Effect of Gender, Norazah Mohd Suki and Norbayan Mohd Suki, 2011**).

Similar amount of satisfaction, both males and females have.

Sector of information technology is very vast. In the world of software and hardware, people's commitment and satisfaction has to be ensured (**Exploring the Job Satisfaction and Organizational Commitment of Employees in the Information Technology, E.J. Lumley, M. Coetzee, R.Tladinyane and N. Ferreira, 2011**). Both the variables contribute and may useful in attraction, selection, placement, development and reward and remuneration of talented employees in the IT environment.

The satisfaction level of the self employed and paid employees also vary. The employees who are self employed have full authority in choosing the type of work and activities they want to do. Therefore they are more satisfied with the type of work they do ( **Determinants of Job Satisfaction: A European Comparison of Self Employed and Paid Employees, Jolanda Hessels, Roy Thurik, Rafael Aguado, 2011**). Self Employed employees are less satisfied with job security.

Contrary to another study related to the effect of gender, A study found that the male teachers are more in favour of organizational commitment than the female teachers (**The Effect Of Gender on Organizational Commitment of Teachers: A Meta Analytic Analysis, Ayhan Aydin, Yilmaz Sarier, Sengal Uysal, 2011**). They revealed that the male teachers can adopt rules or norms and values of organisation easily, hence they are much committed.

When the culture of workplace is very similar to profound feeling of the employees then also the leadership style may determine an individual's decision to remain in similar organisation (**M. Suleman Sabir et al. 2011**). The employees of the organisation and management go hand in hand; the employees want to identify with the organisations goals and objective by keeping in the mind their own values. They want the organisation and its top management to consider and give importance to their values. In return, the organisation wants to utilise its employees to gain the maximum benefits.

Decision to remain in the organization brings out the feeling of being true and loyal to the company. If the employees are not committed then it leads to the development of the low trust, high stress and job insecurity. The organisation commitment is considered as a strong determinant of the success. Leadership and its effectiveness are considered as a primary focus for profit organisation to achieve the organizational goals and developing the organizational commitment among employees.

From the above study, it was found that organisations need to develop the strong culture for success. Strong organizational culture represents the strong organizational commitment and it can be established by the leadership. When the organisation's culture matches with the employees' values then it leads to higher level of commitment especially in new hired employees.

This study gave scope for further study by suggesting the replacement of transactional leadership with servant leadership style.

If the organisation wants to gain more and more profit, then it has to make sure that it keeps motivating the employees to work harder and happily. The

organisation should give the employees the rewards necessary to maintain the morale of the employees. The motivated employees are very much committed to the organisation, especially when the employees receive the value of the work they have done (**Yuen-Onn Choong et al. 2011**). The employee's commitment towards organization can be determined by the intrinsic motivation. It was revealed that the intrinsic motivation has relation with the all the three parts of the organisation commitment- affective, continuance and normative commitment. It is necessary for the institutions to provide the regular training and workshops to the faculties. The basic motive behind providing the training, conducting workshops, seminars and conferences is to provide and enhance the knowledge related to the academic field which would enhance the academic skills.

It is the duty and responsibility of the top management to train the employees in a way so that they can make appropriate decisions. Programmes for socialization shall be organised for people who are new to colleges or any organization. All these would contribute to increase in the intrinsic motivation.

According to a study the age and tenure of workers effect the organizational commitment of the employees (**Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman, Syed Mohammad Azeem, 2010**). It has not taken into consideration the other factors.

Various dimensions of Meyer and Allen organizational Commitment is proved to be very applicable in institutions of higher studies (**Organizational Commitment and Job Satisfaction in Higher Educational Institutions: The Kenyan Case, Dinah Jeruto Kipkebut, 2010**).

Employees from private universities are claimed to be more committed and satisfied than employees of public sector. If the management gives employees freedom in decision making then it increases their commitment.

Research conducted in public universities of Pakistan, tangible as well as intrinsic rewards play an important role in satisfaction of employees (**Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan, Dr. Muhammad Ehsan Malik, Dr. Samina Nawab, Basharat Naeem, Rizwan Qaiser Danish, 2010**). If the teachers are given full rewards then they become more satisfied.

The organisation should keep change the task and duties of the employees. It increases the interaction among employees; they get well with each other. The organisation should rotate the employees on job periodically and in a fair way. Managers should define the duties in a clear way. They should give assurance of no role ambiguity. It will help in preventing the role stress which occurs when the employees do not know exactly what they have to do (**Effects of Job Rotation and Role Stress among Nurses On Job Satisfaction and Organizational Commitment, Wen-Hsien ho etal, 2009**)

The organizational commitment has important implications for the employees and the organisations. It has been found by various studies that organizational commitment has an effect on the absenteeism and turnover intentions. If the employees are not committed towards their job and organisation then it is most likely that they would remain absent from their work and would show the intention to leave the organisation. The structure of the organisations is being developed in a way that the holding a rank means responsibility towards the job but not the authority. The supervisors are not given the rights to command but it is to persuade the employees. In these circumstances, it becomes very critical on the part of managers to influence their peers, subordinate. The managers are not able to motivate and support the employees to carry out the proposal or plans they have developed and to take the decisions on their own. The management is considered as successful when it has the ability to influence the others. It can be said that leadership is also an important part of the working of the employees and organisation.

A research study was conducted to know whether the leadership theory and organizational commitment are applicable or not (**May- Chiun Lo et al.2009**). This research study was conducted in the manufacturing companies which are located in the Malaysia. Researcher tried to bring out a link between commitment and leadership style. This study majorly focussed on the two types of the leaders- the transactional and the transformational leaders. It was found that the transformational leaders can motivate and influence the employees in order to bring the commitment in employees towards their organisation than the transactional leaders. They have the more ability than the transactional leaders.

Emotional intelligence of workers found to effect organizational commitment (**The Relationship between Emotional Intelligence and Organizational Commitment, Maryam Nikkherlat, 2009**).

If the employees have positive behaviour then it helps them to create a perception in positive way which results in improving performance of workers (**Organizational Citizenship Behaviours and Organisational Commitment in Turkish Primary school, Kursad Yilmaz and Omay Cokluk Bokeoglu, 2008**).

Work values also play an important role in predicting various facets of satisfaction related with job; ultimately influence organizational commitment (**Work Values, Job Satisfaction and Organizational Commitment in China, Shu-Feng Xiao, Fabian Jintae Froese, 2008**).

Employees, who are having less education, have higher role conflict. The education background of the employees help in understanding their working lives (**Job Satisfaction and its Related Factors: A Questionnaire Survey of Hospital Nurses in Mainland China, H.Lu etal, 2007**).

Motivation plays an important role in each and every field. It improves the worker's performance. It is been claimed by some researchers that motivation has nothing to do with the decision and feeling of an individual to

stay at workplace (**Work Motivation, Job Satisfaction and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Adeyinka Tella, 2007**).

Research has been done to tendency of employee to ignore unfamiliar happening around them. Avoiding the unfamiliar things mainly involves physical withdrawal. The physical withdrawal consists of the absenteeism and turnover. The organisations are motivated to understand these kinds of behaviour because if they are not understood in a detailed manner and are not given importance then it would lead to the higher cost which would be incurred by the organisation. It was observed that work satisfaction and organizational commitment affect the withdrawal behaviour but not to large extent (**Work Satisfaction, Organizational Commitment and Withdrawal behaviours, Karin Falkenburg, Birgit Schyns, 2007**). Researchers found it difficult to give a clear picture about withdrawal behaviour of employees. It can be put into words that there is a complexity involved if anyone wants to predict any kind of association among job satisfaction, behaviour of withdrawal and commitment.

The employees should put their heart and soul during the time of the working in the organisation as it would lead to the more fruitful results. This concept might have heard number of times but if implemented carefully then would lead to more creativity at the workplace and the employees would show their full potential to achieve the given task; it would enhance level of the performance of the employees as well as profit of the organisation. The workplace spirituality should be promoted in the organisations in order to enhance the performance of the organisation and increase the commitment level among the employees towards their organisations. If the performance of the organisation would be better, then it would lead to improve in the working condition of the employees and ultimately would result into growing of the society as a whole (**Armenio Rego and Miguel Pina e Cunha, 2007**).

The affective commitment vary in large amount with the relations-oriented behaviour, normative commitment vary in less amount whereas there is no variance in continuous commitment **(Employees' Organizational Commitment and Their Perception of Supervisors' Relations Oriented and Task- Oriented Leadership Behaviours, Barbara B. Brown, 2003)**

It is not the new study which is being done to know the commitment as well as satisfaction. It is being conducted since long. The better performers are those employees who are having great commitment **(Job Satisfaction and Organizational Commitment in relation to Work Performance & Turnover Intentions, Lyna Mcfarlane Shore, Harry J. Martin, 1989).**

According to this study hospital professional remain committed to the organisation for the occupation.

In the support of some major finding, it was found that the committed employees hardly leave the organisation while employees' performance and organizational commitment have no significant relationship **(The Measurement Of Organizational Commitment, Richard T. Mowday and Richard M. Steens, Lyman W. Porter, 1979).**

There are numerous challenges and issues do exist in study of organizational commitment **(Organizational Commitment: Issues and Challenges, Sushma Rani and Dr. K. Mishra).** This study showed that if the organisation should focus on both affective and normative commitment in order to positively influence the employees' retention. It was suggested by this study that the biggest challenge lies in order to find out how the commitment is affected by many changes such as downsizing, reengineering and increased global competition. The commitment of the employees helps in reducing the issues such as low salary, job insecurity or money etc.

Commitment of the employees increases with the increase in the time period of work in the organisation. The employees stay longer in the organisation leads to increase in the feeling of belongingness towards the organisation **(Relation between Organizational Commitment and Demographic**

**Factors: A Research in Banking Sector, N. Dogar).** It has been also found that commitment of the employee increases if the organisation fulfils their materialistic desires and expectations.

### **2.3 Organizational Commitment's Development**

Organizational commitment as a concept started gaining popularity since last 30 years. In the starting of the 20th century, managing of the employees meant to be increasing the profit and productivity of the organisations using scientific management as given by Frederick Taylor. Although implementing Taylor's method resulted in productivity to be increased and rise in pay, unions of labour as well as workers opposed implementation of his concept. They have complained that they are facing high level of stress high stress levels and are losing their jobs because it was expected from them to be better and achieve more than their normal targets of work (Stoner, Freeman and Gilbert, 1995).

When the results of the Hawthorne's experiments came into the light around 1930s, it came into realisation by managers that if they take care of employees and given personal attention; there was increase in the productivity of the employees even if working conditions were not up to the mark. As a result of this outcome,; organizational as well as psychologists in social field started being focussed in employees' behaviour. It resulted in the birth of various theories of employees' motivation and satisfaction like Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, McGregor's Theory X and Theory Y etc.

In early 1970s, interest in the study of organizational commitment started rising. Its study got fastens up especially in America. This was aroused by a low productivity; workforce was losing their morale. American industries were facing tough competition as there was large investment done by foreigners, especially by Japan (Lincoln and Kalleberg, 1990).

Interest in studies of organizational commitment started rising; its main credit goes to implementation of practices of Japanese management which

became successful. In Japanese practices employee's commitment considered as central driver to organizational success. Guest (1987) it gained popularity because it occupied central position in the policies of human resource management. The aim of it is to increase the commitment of employees, flexibility, quality in work and organizational integration.

## **2.4 Organizational Commitment**

Organization commitment basically defined as extent to the employees are emotionally attached to the organisation, how much they are identified with norms, values and working of organization and how much they are being involved in all activities.

To make employees satisfied as well as committed, it is necessary to implement very strong and effective motivational strategies at each level of the structure of organization. A strong link between job satisfaction and organizational commitment has been observed by Ayeni and Phopoola (2007). According to them job satisfaction is mostly determine how well the organization meets employees expectations.

Organizational commitment can be explained how enthusiastically employees contribute to organizational goals. When employees know that working in a particular organization would lead to growth and development and they will get to learn new things then their commitment to stay in that organisation would increase (Opkara, 2004).

On the other hand, Maxwell and Steele (2003) believed that the organizations are really concerned for the employees' interest. Further, an individual's experience with their co-workers had the impact on highly commitment to the organization (Maxwell and Steele, 2003). High level of organizational commitment provide a clear focus for human resource manager on the grounds that commitment is in itself good and positive that should lead to high level of work performance.

According to Miller (2003) commitment to organization is “a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation”. Organizational commitment therefore is; the degree to which a person has interest to remain the member and wants an association with its goals and values.

Cohen (2003), it is kind of force that associate a person to various activities which are related to different tasks.

Measuring organizational commitment is measurement of compatibility between an individual's own values and profound ideas and that of organization (Swales, 2002).

However organizational commitment does not have a specific definition. There is lack of consent regarding the definitions of this concept. Meyer and Allen (1997) gave a statement that it is difficult to have universally accepted definition for it. A person cannot say that this definition is more perfect than others. Further explanation should be given depending on which definition is being used.

Meyer and Allen gave three concepts regarding the commitment of organisation. In this study, three concept models have been implemented. Employees in an organisation may have various types of commitments that bind them to organisations; in nature, it may not be essentially affective or psychological.

Morrow (1993) described that it is characterised by attitude (such as loyalty, identification and bonding with the organization) as well as behaviours. As behaviour, it is visible when organizational members remain attached to previously formed groups within their organisation.

While a number of demographic variables, such as age, organization tenure and position tenure have positive association with organizational

commitment. Mathieu and Zajac (1990) concluded that age has strong link with attitudinal in comparison to behavioural commitment.

Further study suggested that aged workers have more fulfilment and satisfaction with their job. Passing with their age, they receive better positions. They feel more comfortable and happy with what they gets. The researcher also found that time period spent for working at a particular position is significantly positively related to attitudinal commitment, and length of service is significantly positively to behavioural commitment.

O'Reilly (1989) defined the organizational commitment as “an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation”.

## **2.8 Organizational Commitment's Components**

Meyer and Allen (2007) created three concepts or dimensions for commitment. It was termed as a three- component model .According to this model; there are three different dimensions of commitment. These dimensions have association with different psychological states of a person. This model was created by Meyer and Allen for two reasons:

This model has helped in interpreting and bringing out the outcomes of researches previously existing. A lot of research has been done by various researchers related to organizational commitment but no one really defined the different level of commitment. This model helped in putting the different state of mind of the employees into different belief of commitment.

Secondly, through this model a framework was set up for doing the research in the future related to the organizational commitment. However, the study of Meyer and Allen was based mainly on previous studies which are related to the organizational commitment. Meyer and Allen's research brought out in limelight that an employee's commitment to the organization can be categorised into three components depending upon their psychological sate of the mind. These components are affective, continuance and normative commitment.

Meyer and Allen (1997) gave their votes in favour of importance of affective commitment. They have explained that the employees who are having strong affective commitment would be motivated to higher levels of performance. A good performer can contribute to a great extent in the growth of the organisation.

### **2.8.1 Affective Commitment**

It is an employee's emotional attachment to the organization in a most positive way. An employee is ready to work in the organisation and wants to stay in the same because he/she is very involved with organisation. The employee considers the organisation's values and goals as its own and feels happy to become part of organisation.

The employees who are having a strong affective commitment are able to retain their position. They are able to do so not because of need of having occupation but because they want to have it.

Mowday, Porter, and Steers (1982) defined the affective commitment as trust of the employees in accepting goals and values, a strong willingness to put their efforts for the success and growth and a strong desire to stay and remain in the organisation without worrying about other things such as pay and working condition at the workplace.

Meyer and Allen has emphasised that the affective commitment is the most desirable component. An employee having a strong affective commitment strongly gets connected with the goals of the organization and shows his desires to remain organization's part. However, the commitment may be influenced by many different variables such as age, tenure, sex, and education. These cannot influence strongly or consistently. These variables are very tough to define as to what extent they have influence on the affective commitment. For example the positive relationship between tenure and commitment can be achieved depending on the job status and quality.

### **2.8.2 Continuance Commitment**

Continuance Commitment refers to the type of commitment; that arises when person has fear of cost incurred if he leaves the organization. The employees are committed because of some kind of fear arising in their minds. They do the analysis based on the profit verses loss in working with the organisation. This has been described as the need component because employees' need make them to work and stay in the organisation.

Research into continuance commitment has suggested that there are two sub-dimensions which are related to this component which are as follows: personal sacrifice and perceived lack of alternatives (Dunham et al., 1994; Meyer et al., 1990). When a person is aware that he may have to sacrifice and there are no possible alternatives available; costs associated with leaving the organization increases.

Meyer et al. (1993) has stated that skills and education with which the employee is working in the current organisation are not easy to transfer to another organisation.

Individuals do not leave the organisations for fear of losing the benefits associated with the job, they might not get as much salary as they are getting in a current organisation in which they are working and not being able to find another job (Murray, Gregoire, & Downey, 1991).

According to the "Side Bet Theory", a person may commit because he/she may have perception that if he loses membership; he has to incur greater costs in future (cf. Becker's 1960). These costs may be related to the fear of incurring the costs of economic nature (related to the pension) and cost in social terms (such as relationship with co-workers).

### **2.8.3 Normative Commitment**

According to the concept of normative commitment, people are committed and remain into organisation because of the feeling of the obligation to stay in it.

Normative commitment may also get developed because of the “psychological contract” between person and organization in which he is employed (Roussenuau, 1995).

They have the belief that it is moral things to do (Meyer and Allen, 1991). Wiener and Gechman (1977) argued that normative commitment may get arise as result of pressure arising from the family and culture or when an individual comes in an interaction with different employees when he/she joins the organisation as a newcomer.

The employee may get develop the feeling of normative commitment because he/she has always learnt to be honest with the organisation in which they work either from his/her family or society in which the individuals have frequent interaction.

The individual may perceive that the organisation has given him/her so much; now it is his/ her responsibility to repay it and be loyal to organisation. When organisations hire its employees then they invest so much in their selection, training and development that some employees find it as a moral duty to work for their organisation as there has been so much investment of resources.

In this commitment, the employees committed to it because they “ought to”.

According to the findings, Meyer and Allen have not gone in so much depth for this study.

### **2.9 Critical Views related to the Three-Component Model**

The time period, from which this model has been made and has come into the light, there has been lot of critics related to this model. One of the main critics is related to its conceptual framework, as number of researchers has argued that they are not able to understand, as through this model what is being tried to

achieve. It has been received from three psychologists (Omar Solinger, Woody Olffen, and Robert Roe).

However, till date this model has been considered as important by various research studies and it has been a leading model for the study of the organizational commitment. This model is able to tie together the three different aspects of the researches which are related to the organizational commitment (Becker, 2005; Buchanan, 2005; Kanter, 1968; Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982; Salancik, 2004; Weiner, 2004; Weiner & Vardi, 2005).

There have been issues related to this model that it is the generalized model not specific.

## **2.10 Theoretical Approaches to Organizational Commitment**

There are various theoretical approaches which are being considered for the study of organizational commitment. Depending on the views and studies related to the various researchers, various approaches to the organizational commitment are as follows:

### **2.10.1 Social exchange theory**

The people employed in organisation have social as well as economic exchanges among themselves. Their relationship is based on these exchanges. The bonding in relation which is created on the basis benefits received in terms of financial gains for efforts made by individuals is termed as relationship of economic exchange. While, the relationship of social exchange are developed depending upon the way employees are treated in organisation. The way they are treated determines their actions.

Individuals develop bonding with their organisation in hope of getting some rewards for the work (Mowday *et al.*, 1982; Farrell and Rusbult, 1981).

Employees join organisations with some expectations. They bear specific skills to do their best. They have expectation of fulfilling their desire and goals, and try to find an environment in the organisation to meet these.

Employees perceive to get the favourable rewards for their work; if the organisation is able to do so then it leads to higher commitment while failure of this would lead to decrease in organizational commitment.

It is the view which is in line with Becker's (1960) perception of commitment, in measurable terms. Commitment of individuals is based on calculation of what they give and receive for their work. It is based on collection of investment made by individual.

From perspective of relationship of employee and employer, theory of social exchange recommends, employees get the perceived favourable condition then they behave in a way; organisation can get the benefits. The employees, if not satisfied with the condition of the workplace then they involve themselves in showing negative attitude such as coming late to organisation, being absent and show other intentions for leaving company or institutions. The employees, who are having negative work condition, would develop negative attitude such as job dissatisfaction, low organizational commitment and low morale.

The employees who perceives their working condition satisfactory, would show the positive work attitude such as high organizational commitment, high  
Job satisfaction and turnover would be low.

Other perspective relevant to theory of social exchange is the norm of paying back. There are two assumptions for it: first a person should show his concern and provide helping hand to those people who have stood up with him; provided help when needed.

Second, a person should never harm or hurt those who have given help” (Gouldner, 1960).

Therefore, employees who find values similar to his and achieve those in a fair way would always be ready to pay organisation in return for showing trust and investing in. They would work towards the organisation with positive attitude and behaviours.

The norms of reciprocity (paying back) are adopted by both employee and employer in manner that they feel obliged to do so (Gouldner, 1960).

The gratitude can be shown by employees by being committed; provided that they get stress free work environment, security of job and treated fairly.

### **2.10.2 Attitudinal commitment**

According to this, commitment is a person's psychological connection to the organisation. This commitment is found to be aligning with philosophical view and practices of management relevant to human resources. It arises when profound ideas and belief of people in organisation are harmonious with organisation (Armstrong, 2003). This has been termed as affective commitment. For last three decade, it is taking lead in field of research.

According to Brown (1996), it is a "set of strong, positive attitudes towards the organisation manifested by dedication to goals and shared sense of values".

An individual has strong belief in values. He is ready to accept the goals of organisation. This further is featured by readiness to exert extensive efforts on account of the organisation. He has definite desire to keep up membership of organization.

It is defined as the way the employees have emotional bond and identify and involved in the organisation (Meyer, Allen 1991).

The outcomes of above definitions would be enhancement in work performance; people coming happily to work and avoid being absent and less individuals leave the workplace (Scholl, 1981).

Porter *et al.* (1974) designed questionnaire for to measure commitment. The questionnaire designed is referred as Questionnaire for Organizational Commitment.

According to the theory of social exchange, there are various things which people interchange among themselves. They interchange loyalty, their identification and emotional bonding. In return of these, they expect incentives from organisation.

This shows that an individual takes a decision to be member of an organisation and staying in; is influenced by their perception. They have the perception of being fairly treated and maintain a proper balance; while they are being given encouragement, incentives or other motives. The employee's contribution should be top priority while taking any decision.

Further, it is assumed in this approach that attitudinal commitment gets developed; when their perception for meeting expectation is fulfilled.

Another dimension related to this commitment has been put forward (Wiener 1982). He heated an argument that commitment of a person or an employee may be due to various social and family pressure. Living in society or being part of respected family teaches that every individual shall have some moral standards. These standards are followed by a person when he becomes part of particular organisation.

A company can expect a commitment for lifetime from those people who take morality as prime requisite, regardless of what he gets in return such as status, satisfaction, better conditions of work (Marsh and Mannari, 1977).

An individual maintains his decision to remain the member of organisation just for organisation's sake. He does not expect or wants anything in return.

The proposal, Wiener, gave has stressed upon two terms. These two terms are identification and loyalty for organisation. He added very new dimension for understanding attitudinal commitment. Whereas, individuals are attached to organisation's goals and values (affective/attitudinal commitment); normative commitment arises, when there is congruency in goals and values of organisation as well as of individuals. These are aimed to make an employee to be obliged for his organisation.

He had further gave a statement that to rise commitment, there is need to make a consistency among beliefs of employee and missions, goals, policies and style of operation of organisation.

### **2.10.3 The Behavioural Approach**

It is the “process by which individuals somehow have to stay in the organisation and work for it and they are supposed to deal with the problem” (Mowday *et al.* 1982). This approach is now referred to as continuance commitment.

According to the behavioural approach, the commitment is based on the concept of being purely instrumental and not psychological (Stevens *et al.*, 1978, Becker, 1960).

The assumption of this approach is that employees remain in the organisation because cost of leaving the organisation is very high.

The idea of developing this approach came from Howard Becker's studies in 1960. According to him, commitment is a disposition which makes employees to engage in activities which are consistent, as an outcome of accretion of side bets. It would be lost if an individual does not continue to do activities (Becker, 1960).

Becker (1960) gave rise to an argument that with passage of time, the employees are incurred with certain costs. These costs enforce them to work in a particular organisation. These costs are termed as “side- bets”. These

“side bets” may be related to specific skills, marital status, education, rewards, and promotion and pension funds.

Organisations are found to give rise to side bets knowingly by introducing the practices which make them to continue working. These practices are such as promoting the employees faster than that of competitors, specific training being provided for their growth, non-investment pension plans.

However, many researchers have found that these tactics used by the organisation can not improve the behaviour related to the organizational effectiveness. Therefore there is need to motivate the employees at regular time in order to perform well.

Organisation should put their efforts to enhance the affective commitment in the employees contrary to continuance commitment. A great bonding and association of employees influence them to remain there and make them to work harder for organisation’s success.

In latest literature of commitment, attitudinal commitment is refereed as affective, normative and behavioural approaches; are referred as normative and continuance commitment respectively.

Most of the literature has described the attitudinal commitment as the commitment which incorporates the desirable work attitude in the employees. These employees perform well, leads to less absenteeism and less turnover at the workplace.

Behavioural (continuance) commitment has faced various criticisms. The key criticism is, it is able to make employees to absorb attitude relevant to work in positive manner; since the employee retains membership as they have invested a lot and want to secure those investments.

Although, previous studies have conceptualised organizational commitment as a unidimensional construct; but some says that it is a multidimensional construct.

#### **2.10.4 Multi-dimensional approach**

The researchers have shown interest in studying organizational commitment as a multidimensional approach because of two factors:

Firstly, previous studies based on organizational commitment have to bear criticism for being failure to do investigation in considering commitment as a construct that differentiates it from other concepts of psychology (O'Reilly and Chatman, 1986).

In fact the numbers of studies showed that commitment of an individual can be bring out from compatibility in values, investing financially, and adequate reward and developing an effective system of control ; may be when there less opportunities available(Wiener, 1982; Becker, 1960).

Secondly; attitudinal or behavioural approach put light on different concepts of commitment (i.e. psychological attachment towards organisation, being faithful and costs for leaving). Mowday *et al.* (1982) found that one approach cannot exclude the other approach completely as they are interconnected.

There is a constant cycle of relationship which goes in these two commitments. In which high attitudinal commitment results in committing behaviours. It further leads to reinforcement of commitment attitudes.

Similarly, Coopey and Hartley have suggested integrating the two approaches into one approach which recognises that commitment can develop either through affect or through behaviour and that each may reinforce the other.

It is not possible to differentiate these entirely. While measuring one approach, it is easy to see the segment of other. For example, an employee may get attracted to organization because of good money or on calculative means; but after spending few years, he may give prime importance to retaining as a member. Or opposite of it can be true for few.

Although, studies claimed that the multidimensional approach of commitment of organisation started gaining popularity since 1990s. However, its roots have been emerged from the work done on changing of attitude Kelman (1958).

Kelman argued that influence can be accepted by a person in three ways:

(a) **Compliance:** it occurs when “an individual is ready to accept the influence. This influence is based on hopes to achieve a favourable reaction from another person or group”. The individual accepts the particular behaviour to gain some particular rewards or approval; not necessarily that he identifies with and believes in organizational goals. This is said to be similar to continuance concept of commitment.

(b) **Identification:** it occurs when “an individual’s acceptance of influence is based on the wants of establishing a cordinal and a satisfying bonding to another person or group”. The individual feels proud to be part of certain group. He happily accepts the value and goals of the group member and identify with those. This is said to be similar to affective commitment.

(c) **Internalisation:** it occurs when “an individual takes up influence because he finds certain outcomes like actions of particular behaviour, intrinsically rewarding. He behaves in a particular behaviour based on his value system. This is said to be similar to normative commitment.

First research study that brought into the light the multidimensionality of commitment of organization was done by Meyer and Allen (1984). He took up Becker’s (1960) side bet theory. Further, he introduced continuance and affective concepts of commitment.

Reichers (1985) reviewed the concept of thirty two studies relevant to commitment, but he could not find definition of commitment which he can put under the term consistent. By going through these studies, he divided commitment into three types:

a) **Side-bets:** according to this, commitment of organisation is an affair of association of gains and costs which are linked with working in a specific organisation.

b) **Attributions:** according to this concept, commitment is a result of association of an individual to various behavioural acts. The individual shows attitude of commitment by engaging himself in behaviours. These behaviours are unchangeable, accurate and purposively striving.

c) **Individual/organizational goal congruence:** in this, commitment occurs if the individual recognizes with ambition and integrity of organisation and make full efforts to achieve those.

Reichers brought into being that organisations comprises of various levels and members. The levels of it are top, middle and low management. The members can be colleagues, part of group, supervisors, customers or clients. Each of these has its own targets and mission. These targets and mission; may or may not be similar or compatible with objectives and vision of organisation.

Therefore, concept associated with commitment of organization can be interpreted as a collection of numerous commitments. It is oriented towards accomplishment of objectives and mission. Altogether comprises of organisation.

Reicher's review has laid instructions for studying the multidimensional concept of organizational commitment in future; as he divided commitment in three dimensions.

O'Reilly and Chatman (1986) , is known to adopt Kelman's (1958) work on attitude and change in behaviour. He argued, although commitment reflected the emotional association that links the employee to his organisation. This

link may bring into account three distinguished forms which are compliance, identification and internalisation.

According to them, compliance is a result of gaining of specific rewards by an employee. The wants of gaining rewards are not because they have common beliefs. Internalisation is a result occurring similar value of employee and organisation. And identification occurs from being member of a group, giving respect to its values and achievements.

Further, studies found that identification and internalisation were associated with intentions of turnover in negative way; while intentions of turnover are connected with compliance positively.

Considering Meyer and Allen's (1984) study as a base, McGee and Ford (1987) found that continuance commitment has two dimensions. It consists of sacrificing to maximum extent and less availability of perceived alternatives.

The credit of the recent advancement in multidimensional commitment goes to studies which have been brought into being by Allen and Meyer (1990). They reviewed numerous studies which have relevance to organizational commitment and they came to conclusion that it comprises of three components generally- affective commitment (attachment and involvement with organisation; continuance commitment (perceived amount of costs connected with leaving the organisation); and lastly, normative commitment (sense of obligation to stay with organisation).

Allen and Meyer (1990) further contribution by creating scales for measurement of the commitment of people with organisation. This scale comprised of twenty four items. These items were able to measure three components of commitment. There were eight items allocated for each component. They defined internal consistency which is acceptable for each dimension. It is denoted by  $\alpha$ . Scales of continuous commitment came as independent of rest two; that of affective and normative were significantly correlated.

Allen and Meyer also brought out that relation between commitment and on-the-job acts such as turnover are varied. The variation of it relies at each of these different commitments. They also came to conclusion that this would help the organisations in predicting the number of employees who would like to stay in and are ready to contribute effectively for achieving success; those who would not ready to contribute very less even after staying in.

In order to distinguish in affective and normative commitment, Meyer, Allen and Smith (1993) revised three scales. They reduced the number of scale items from eight to six per component.

### 2.11 **Factors Affecting Organizational Commitment**

Many studies predicted, and brought out the factors which affect commitment of the employees. Out of those factors, few have been discussed below:

#### **1. Personal characteristics**

The personal characteristic of the employees such as age, gender and tenure have an effect on the commitment of organization of employees.

According to **Meyer and Allen (1997)**, the commitments of the employees get affected by the gender. But according to **Mathieu & Zajac,(1990)**, the gender effect varies with the kind of the work an individual gets. It also depends on the experience of a particular individual according to the type of gender.

**Baron and Greenberg (1990)** emphasised on the effect of age and tenure. According to him, the employees who are working in the organisation for a longer period, tends to occupy a senior position. Those satisfied with the performance related to the work remain committed.

On the basis of this, it can be said people who are older, are more satisfied and committed to the organisation than the employees of other age group.

## **2. Characteristics of the job**

Job enrichment plays a vital role in the commitment of the employees. Employees who have highly enriched job tend to be more committed. Further research studies have shown that if the employee is self-employed than he. /she is free to choose the task related to the work. Therefore they are more committed than the employees who are employed by the organisation.

## **3. Role Clarity**

The clarity of role is very must for the organisation. It reduces the conflict by preventing role ambiguity. It is necessary for effective and efficient way of working.

## **4. Job Rewards**

The kind of rewards, the employees get affects the organizational commitment. According to the various studies, the organizational commitment of the employees if the organisation gets involved in developing profit sharing plans like Employee Stock Option Plan.

## **5. Opportunities**

The opportunities available for the growth of the employees increase their commitment. But if the alternative job opportunity for the employees is available in the market then it reduces their commitment. The lack of opportunity for the alternative job increases their commitment (**Vandenberghe, 1996**).

## **6. Work Environment**

The working environment of the organisation have affect on the organizational commitment. If the management involves its employees in decision making process then they feel that they are the important part of the organisation. They would start taking participate in every activity of the organisation very interestingly which increase their commitment.

According to Subramaniam and Mia (2001), if the management involves its employees in budget decision making, then it increases their commitment to the higher level.

Metcalfe and Dick (2001) from his studies concluded that inappropriate method of selection and promoting the employees has negative effect on commitment of the employees.

### **7. Relationship with co-workers and superiors**

The organisation shall try to build up an environment where the positive relationship can develop among employees. It would create the mutual respect among employees for each other that would lead to commitment among employees.

According to Randall, (1990), the positive relationship with the superiors can be developed from implementing the effective performance management system.

If the superiors adopt the fair practices of doing work and in treating the employees then the employees become more committed to the organisation.

### **8. Organizational structure**

The organisation should remove the bureaucratic barriers in order to increase the commitment. They should develop more flexible structure as it would help in enhancing the loyalty and attachment towards organisation, hence increasing the commitment of the employees.

### **9. Management style**

The management style has essential role in the commitment of employees. A rigid management style would restrict the employees to share their views and ideas, can create the stress at the workplace and would not allow the creativity to take place.

A flexible and participatory management style where the employees are allowed to do the work in their own way and involve them in making important decisions would increase their commitment level.

According to William and Anderson, (1991), the organisation should focus on developing the management strategies which leads to higher organizational commitment.

## 2.12 The Concept of Job Satisfaction

The concept of the job satisfaction is not new. It is very old concept. Various researches have been conducted in the past to explain its concept. Some researchers have explained it as the positive feeling towards its job and others have different perception about it. It has gained its importance since the time period from which the employees of the organisation are given importance rather than the productivity. There was a time when the organisations used to focus on just how to increase the productivity. No concern was shown to the employees of the organisation. They were just used like machines for working the way the organisation wants. It led to adding of a lot of dissatisfaction among employees towards the work and organisation.

The new development came when the Hawthorne studies and theories such as process and content theories came into the light. The management started trying to understand the importance of human relation for the efficient and effective working of the organisation. Various organisations started understanding the needs of the employee and what makes them happy.

Job satisfaction refers to a process which reflects the attitude of the employees. The attitude of the employees can be positive or negative towards its job or organisation. The attitudes are nothing but are a predisposition, which reflects what an individual likes or dislikes. It can be related to a particular organisation, towards its superiors or co-workers, thing, idea or situation. The attitude of employees varies. It may vary depending on the degree, direction and intensity.

The attitude helps the employees to adjust to environment of work. If the employees are treated well in their organisation then they likely to have positive attitude towards organisation.

There are various sources of attitude formation such as direct personal experience, social learning and association. All these lead to learning of attitude. The repetition of certain work, the non-cooperative behaviour of the co-workers, rudeness of the superior would lead to development of negative attitude towards its job.

There are various factors which are involved in the formation of attitude such as psychological, social, family, organizational, economic and political factors. Each of these factors contributes in the formation of attitude. The ideas, beliefs and values crucially required for formation of attitude.

As a child, a person spends most of his time in the family. The things, he learns from his family are reflected in the attitude of that person. When he comes in contact with the society, his learning experience gets widened. He learns different cultures, norms, values and beliefs; all of these become the part of their attitude.

Similarly, in an organisation, the nature of the job, co-workers, kind of supervision, groups, rewards; are responsible for forming the attitude of a person towards its job. Other than these the government policies and economic conditions of the country are found to have an effect on the attitude of a person because directly or indirectly, they have an impact on the job of an employee. Political stability and the behaviour of the political party do have an effect in formation of the attitude.

However, the attitude of a person can be measured by using Thurstone Attitude Scale, Likert's scale, opinion surveys, interviews.

The attitude of a person is reflected in the behaviour of a person. The job satisfaction is most commonly used in context of human behaviour.

**According to Feldman and Arnold,**” job satisfaction refers to the amount of overall positive feeling that individuals have towards their jobs”.

If a person likes his job then he is said to be a happy and productive worker. It would lead to higher job satisfaction. If the employee does not like his job then he would not like to come at the workplace, it would result in lower job satisfaction.

**According to Kaliski, (2007),**” job satisfaction is a process through which an employee receives the various achievements in the organisation and steps onto

the ladders of success. It basically leads to the fulfilment of basic needs of the employees and leads to recognition, promotion in the organisation.

**According to Mullins, (2005),**” job satisfaction is a complex process. It has multiple numbers of facets which mean different things to different people.

**According to Locke, (1969),** “job satisfaction is a process which involves emotional state of the employees which is found to be related to the positive and negative consequences of job behaviour.”

**Herzberg (1959)** developed the theories of motivation and came to conclusion that the job satisfaction is linked to the motivation. He described certain factors which act as motivators and some leads to dissatisfaction.

## **2.10 Theories of Job Satisfaction**

From the various studies, it has been analysed that various theories of job satisfaction has been categorised into three type of theories which are described as content theories, process theories, and situational theories. However, these theories are related to the motivation but have a strong effect at satisfaction of job. If the organisation wants its employees to be satisfied and happy then they have to consider their needs and observe their behaviour. In order to make them happy and to perform well, the organisations have to work continuously to identify their needs and put their efforts to fulfil those needs. Fulfilling the needs of the employees motivate them to work hard and make them productive.

The content theories (Herzberg, 1966, Maslow, 1954) basically help to identify the needs of the employees. The content theories are also called as the need theories. These theories attempt to determine what are the things or factors which can motivate the employees at work. Content theories are concerned with, analyzing the drives of the employees and the way these need/drives are being prioritised.

The need of each individual varies. According to the condition of the employees, these needs are given importance. Therefore, they put their best efforts to fulfil those

needs. The need theories determined the needs of the employee by focussing on the individual factors. It provides the way to satisfy those needs.

The process theories attempt to identify the cognitive antecedents that go into motivation and the way these are interlinked.

**According to Amos *et al.* (2008)**, the content theories explain how the behaviour of an individual is initiated, directed, sustained and stopped. These theories attempt to identify the relationship between the need, values and expectancies which together contribute to the motivation and job satisfaction.

According to the various studies, the process theories emphasise on the mental thought process in order to determine the employee's motivation and job satisfaction.

The third concept of theory related to the job satisfaction is situation theory or model. According to this theory, satisfaction of employees or individuals in an organisation is influenced by the interaction of variables such as the individual characteristics, characteristics of job and the organizational characteristics.

The individual characteristics of the employees are related to their age, gender and education. The job characteristics consist of the nature of the work given to the particular employee while the organizational characteristics consists of the organizational structure, working condition of the employees, the policies and procedures related to the promotion of the individuals and finally leadership.

According to some researchers, satisfaction of employees can be determined by two factors: situational characteristics and situational occurrences. The employees try to know the situational characteristics before they join the organisation or the situational characteristics are those which are identified before joining the organisation.

These characteristics involve the pay, promotional opportunities and working conditions. Every employee has the right to know these factors before he/she finally join the organisation. It is the duty of the organisation to give complete information about these as they have great impact on satisfaction of job of employees and to some extent effect the organizational commitment.

The situational occurrences come into the being after the employee has joined the organisation. The situational occurrences have both positive as well as negative consequences. The positive consequences of the situational occurrences involve giving positive feedback about the work done, appraising the employee for performing well, giving appropriate rewards, giving appropriate breaks between the work such as providing the tea or coffee breaks, giving respect to the employee.

The negative consequences of the situational occurrences involve insulting the colleagues, showing rude behaviour towards them, not providing help or any cooperation when the assistance is required.

Further it has been determined that the level of the job satisfaction of the different individuals varies depending upon the situational occurrences.

According to the theory of situational model, there is need of taking into consideration both the situational occurrences as well as situational characteristic in order to determine the overall job satisfaction of the employees.

### **2.10.1 Maslow's Need Hierarchy Model**

Abraham Maslow (1954) developed a conceptual framework to present the priority order of needs. This theory was widely acclaimed as it solved the problem of the preferential order of needs. Maslow defined that the effectiveness of an employee depends on the opportunities he gets so that his order of needs is satisfied. It is assumed that the motivation is a process that is directed towards the satisfaction of needs.

Maslow further classified the needs as lower order needs and higher order needs. According to him, an individual gets satisfied when these needs are satisfied. His theory was based on three assumptions which are as follows; firstly human needs never ends, one needs is satisfied then individual wants another needs to be satisfied as soon as possible. Lastly, there are various levels of the needs which are required to be satisfied in a particular order in order to derive satisfaction.

According to Schermerhon et al. (2004), A. H. Maslow's hierarchical model representing the human needs can be used to identify the factors affecting job satisfaction.

Maslow has presented the hierarchy of needs which is as follow: physiological, safety and security needs, social needs, esteem and status needs, and self actualization needs.

### **1. Basic Physiological Needs**

The physiological needs are the basic needs which act as starting point for the motivation of the employees. These needs are related to the survival and maintenance of human life. According to the Maslow, an individual wants these needs to be fulfilled first before they can move to the next level of needs. These include such as food, water, air, shelter, clothing and other necessities of life.

### **2. Safety and Security Needs**

After satisfying the physiological needs, the people want to move to the next level of needs which are safety and security needs. These needs include need for security, protection and stability. According to this theory people want to feel safe, secure and free from fear. The people want to maintain a given economic level. They want job security, security of source of income, provision for old age, insurance against risk etc.

At the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs

### **3. Social Needs**

These are the needs which include the need for affection, friendship and belonging. An individual needs family, friends, social acceptance and recognition among peers. The non-satisfaction of these needs may affect the mental health of a person.

At the workplace, these needs are satisfied by participating in work groups, having a good relationship with co-workers and superiors.

### **4. Esteem and Status Needs**

These are the needs which are concerned with prestige and status of the individual. These needs are also called as egoistic needs. These needs embrace things such as self-confidence, independence, knowledge, success, achievement and competence.

### **5. Self-Fulfilment Needs**

This is the last motivational need in the hierarchy of needs theory. This is the need which a person considers to be his mission in life. It involves realising one's potential at the workplace and being creative, receiving training for the self development and accepting the challenging tasks and assignments.

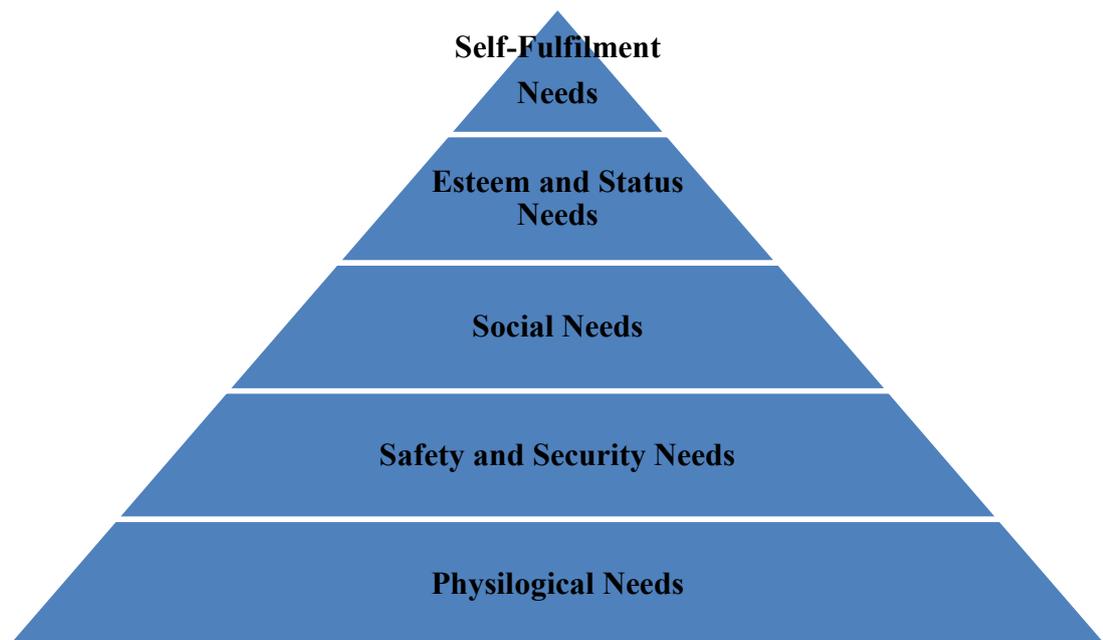


Figure: 2.1 Maslow's Need Hierarchy

Maslow's need hierarchy model represents the needs from the lower to higher needs. The lower needs are required to satisfy before moving to the higher level needs.

Physiological needs are required to satisfy before moving to the safety and security needs. Maslow assumed that some needs are important than the others, these are required to satisfy before satisfying other.

This theory assumes that fulfilment of every individual needs brings the satisfaction. By using Maslow's theory, each individual's need could be satisfied; which would make sure that employees are motivated and job satisfaction level is achieved.

The job satisfaction of employees can be further enhanced by giving suitable rewards and compensation, a staff canteen, provision of accommodation, salaries, retirement annuity and medical benefits, encouraging social interaction among employees, can design challenging jobs, delegate responsibility and encourage participation in decision making, provision of executive training, provision of challenges and encouraging creativity.

In order to maintain the job-satisfaction besides just fulfilling it; the manager should make sure that these needs are continuously met.

It can be viewed from this theory that if the organisations want to meet the endless needs of the teachers in order to achieve the job satisfaction. It is required to understand each individual' need differently and providing the appropriate treatment in different ways.

### **2.10.2 Herzberg's Two- Factor Theory**

**Herzberg (1959)** developed two-factor theory. This theory is also called as motivation-hygiene model or motivation- maintenance model. He conducted a research along with his associates on the interview of 200 engineers and accountants for eleven different firms in Pittsburgh area. These people were asked to recall some specific incidents about the job whether it is good or bad. It was found from the study that good feeling were related to the specific tasks performed by them rather than to background factors such as money, security or working condition.

Further it was found that the bad feeling was a result of disturbances in the background factors. These disturbances made them believe that in some or other

way, they are being treated unfairly. It led to the development and further classification of two factors which were termed as 'motivators' and 'hygiene factors'.

This group of people related to the research felt motivated by getting opportunity to become expert and; getting and handling of more challenging assignments. These are termed as motivators while hygiene factors served to prevent loss of money and efficiency. Further it was concluded that the hygiene factors did not serve as a motivator but absence of these factors acted as dissatisfier.

Some factors or conditions related to the job are not enough strong in order to motivate the employees but the absence of these factors would lead to dissatisfaction of the employees. These are called as hygiene factors. However, these factors were traditionally considered as motivators but this study came to conclusion that these factors are necessary in order to maintain a reasonable level of satisfaction among employees; therefore these are also called as maintenance factors.

On the other hand, the factors which were strong enough to motivate the employees at the workplace and to incorporate strong satisfaction level of job; are called as motivational factors.

Herzberg noted that the two sets of factors are one-dimensional as the effect of these can be seen in one direction only. If hygiene factors are present, they act as maintenance factors and if they are absent, they act as dissatisfiers. Excluding dissatisfying characteristics from a job; not necessarily make the job fulfilled. But, if the motivators are present, they provide satisfaction or motivation to the individual. And if motivators are absent, the individual will get no satisfaction. Thus, satisfaction and dissatisfaction are independent rather than opposite ends of a same pole as was traditionally believed.

**Table2.1: Herzberg's Two Factor Theory**

<b>Maintenance Factors or Hygiene Factors or Dissatisfiers</b>	<b>Motivational Factors or Satisfiers</b>
1. Policy of company and administration	1. Achievement
2. Quality of Supervision	2. Recognition
3. Relationship with supervisors	3. Work itself
4. Inter-personal relations with peers	4. Advancement
5. Inter-personal relation with subordinates	5. Responsibility
6. Salary	6. Possibility of Growth
7. Personal life	
8. Job security	
9. Status	
10. Working Conditions	

By applying this theory into higher educational institutions, it can be said that highly motivated teachers can create a good social and psychological environment in the classroom. If the faculties are satisfied with their job, then they can integrate professional knowledge, interpersonal knowledge (human relationships), and intrapersonal knowledge (ethics and reflective capacity).

In the teaching profession, the intrinsic factors play an important role in motivating the individuals to join the profession or organisation (Jyoti & Sharma, 2009). If we want people to be encouraged, satisfied, and motivated about their jobs, then the

emphasis should be given on factors such as the nature of the work, or work itself, possibility for personal growth, recognition, advancement, responsibility and achievement. Thus, satisfaction derived from intrinsic aspects of job is long-lived and enables teachers to sustain their motivation for longer time.

Akyeampong and Bennell (2007) concluded that intrinsic motivators such as responsibility, the challenging nature of a job, and achievement are motivators that are present within a person.

Motivators or intrinsic factors have link with actual performance of the work, or the job content. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to satisfaction of job and higher motivation (Balkin, Cardy, & Gomez-Mejia, 2003). These factors influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder.

Herzberg's two-factor theory had been connected to that of Maslow's hierarchy of needs theory. The theory suggests that Maslow's needs of higher-order have similarity to Herzberg's satisfier; and Maslow's needs of lower-order are similar to hygiene factors.

Herzberg uses the term hygiene for extrinsic factors linked with lower-order needs. It includes organizational policy and administration, supervision, interpersonal relations with peers and supervisors, working conditions, status, and job security.

### **2.10.3 McClelland's Theory**

Another theory on needs was given by David McClelland. This theory emphasised on higher-level needs. He contends that individuals acquire certain needs from the culture of a society by learning from the events that they experience, particularly in early life. These needs are: need for power, need for achievement, and need for affiliation.

#### **1. Power Needs**

It is expressed as a desire to influence others. People with this need tend to exhibit behaviours such as being out-spoken, forcefulness, willingness to be engaged in crisis, and inclination to stand at their original position. They are often very communicative and demand a great deal from others.

According to him, the individuals with need of power is characterised by their desire to direct and control others and they have a concern for maintaining leader follower relations.

In Maslow's hierarchy the need for power would take place between the need for esteem and self-actualisation.

## **2. Achievement Needs**

This need is not satisfied by getting success which would make an individual to get some status. But, this is satisfied by getting the work successfully completed.

The individuals with the need for achievement would take the responsibility which involves calculated risk such as taking personal responsibility for finding solution to problems and would expect concrete performance feedback.

According to McClelland, "No matter how high a person's need for achievement may be, he cannot succeed if he has no opportunities, if the organisation keeps him away from taking initiatives, or does not reward him if he does."

Thus if management wants to motivate employees so that they can operate at level of accomplishment, it shall assign them targets involving a moderate degree of risk of failure, making them to work in their own way without any pressure, showing interest in making them to accomplish given tasks, and giving accurate feedback timely regarding their performance.

## **3. Affiliation Needs**

The individuals are concerned with having friendly relations with others, desire for accompaniment, and a will for helping others. People with this need would attract to jobs that makes them to have interaction with other people.

Managers handling individuals having this need shall create climate that does not restrict individuals from interactions. He can add to their satisfaction by giving more time to them. He should bring them altogether as a group.

Through this theory, managers can give significant ideas. Measuring the motives correctly, there can be a better system of selection and placement process. For example, If a person have strong desire for power should be placed, where he can fulfil this need; and person with achieving need, shall be given position where his achievement are great. It would increase performance.

Achievement motivated people can be the backbone of the organisation. Managers should raise the achievement need level of subordinates by creating a proper work environment.

#### **2.10.4 ERG Theory**

This theory was given by **Alderfer (1972)**. It is the extension of the Maslow's need hierarchy theory. Alderfer tried to form concepts for needs of human being that are appropriate in the organizational settings. He did not completely agree with Maslow's theory. Alderfer raised argument that the needs could be categorised into three more classes:

##### **1. Existence**

These are the needs that are connected to existence of human. These can be contrasted with Maslow's physiological needs and part of his safety needs.

##### **2. Relatedness**

These are the needs are connected with personal bonding with one another at the work place. These needs have similarity to Maslow's belongingness need and safety and esteem needs.

##### **3. Growth**

These are needs connected with the development of hidden capabilities of human being and boosting up same. This category involves needs corresponding to Maslow's self esteem and self-actualization needs.

The ERG model differs from the Maslow's model in two different aspects:

Firstly, the ERG model has predicted that if an individual faces disappointment continuously even after making maximum attempts to satisfy growth needs, then relatedness needs get revived and become fundamental drivers of behaviour.

Secondly, this model does not enforce that necessity of satisfying one level of needs prior to next level needs crop up for motivating behaviour. Instead, It is been proposed that any time, more than one need can be emerged in an individual. It is apparent from above facts that there is less rigidity in ERG model than the needs hierarchy theory. It has given more flexibility in depicting human behaviour.

#### **2.10.5 The Expectancy Theory**

The Expectancy Theory was first formulated by Vroom (1964) (Armstrong, 2006; Mullins, 2005). This Theory states that individuals have different sets of goals (outcomes), and can be motivated if they have certain expectations. From their previous experiences, employees tend to develop expectations regarding the level of their job performance and the performance related outcomes; rewards they would be getting for their performance. They tend to prefer certain outcomes over others. They then think about what efforts they have to put in certain directions in order to get rewarded, and further they analyse how much the reward means to them, before they do the job (Aswathappa, 2005).

According to the Expectancy Theory, a person's effort arises from performance, motivation, and outcomes. The theory has suggested; motivation which is responsible for job satisfaction is a function of the perceived relationship between an individual's effort and performance, and the outcomes associated with job performance (Vroom, 1964).

According to Vroom, an individual always try to maximize his perceived value of rewards and therefore try to choose options available that facilitate him the most

benefits. People are highly motivated if they become aware that showing particular behaviour would result to certain type of outcomes. These outcome are preferred by them personally.

A high level of performance would lead to a good reward (outcome). When the three variables: effort, performance, and outcome are high, it is expected that the motivation and job satisfaction would be high. However, effort alone would not necessarily contribute to a high performance. There are other variables that would affect a great performance, such as an individual's personality, knowledge, skills, abilities, and experience, or the supervisor's perceptions.

Vroom's Expectancy Theory is referred to as the Valence or the Valence Instrumentality-Expectancy (VIE) Theory. There are three important elements in this theory which are as follows:

### **1. Expectancy**

It is the degree of certainty people have that the choice of a particular alternative would lead to a desired outcome (Miner, 2005). Individuals will choose a particular alternative if they believe that would lead to the maximization of desirable outcomes.

According to Vroom, it is an action-outcome relationship (Vroom, 1964). This relationship is expressed in terms of probabilities. A value of zero shows the probability that an action will be followed by an outcome is null, which concludes that action and outcome are not related.

A value of one show the probability that action will be followed by an outcome is high, indicating that both action and outcome have high relationships. Thus, if the individual is having a belief of greater expectation related to kind of rewards they value; they will be getting the same rewards from their job (e.g., learning and skills developing opportunities, fair pay, the respect of their colleagues), then there would be higher probability that they will experience great level of satisfaction (Linz, 2003). This expectation of outcome is known as first level outcome.

### **2. Instrumentality**

This factor is linked to a person's belief and expectation that his performance will get him a specific desired reward. It measures linkage among outcomes of efforts made at first level to the second level of outcome. The outcome at second level is ultimate reward.

It is a belief of the probability of the first outcome, excellent job performance, attaining the second outcome; reward (Amos et al., 2008).

It is the belief that if the individuals do one thing, then it will lead to another (Armstrong, 2006). Instrumentality is the performance-reward relationship.

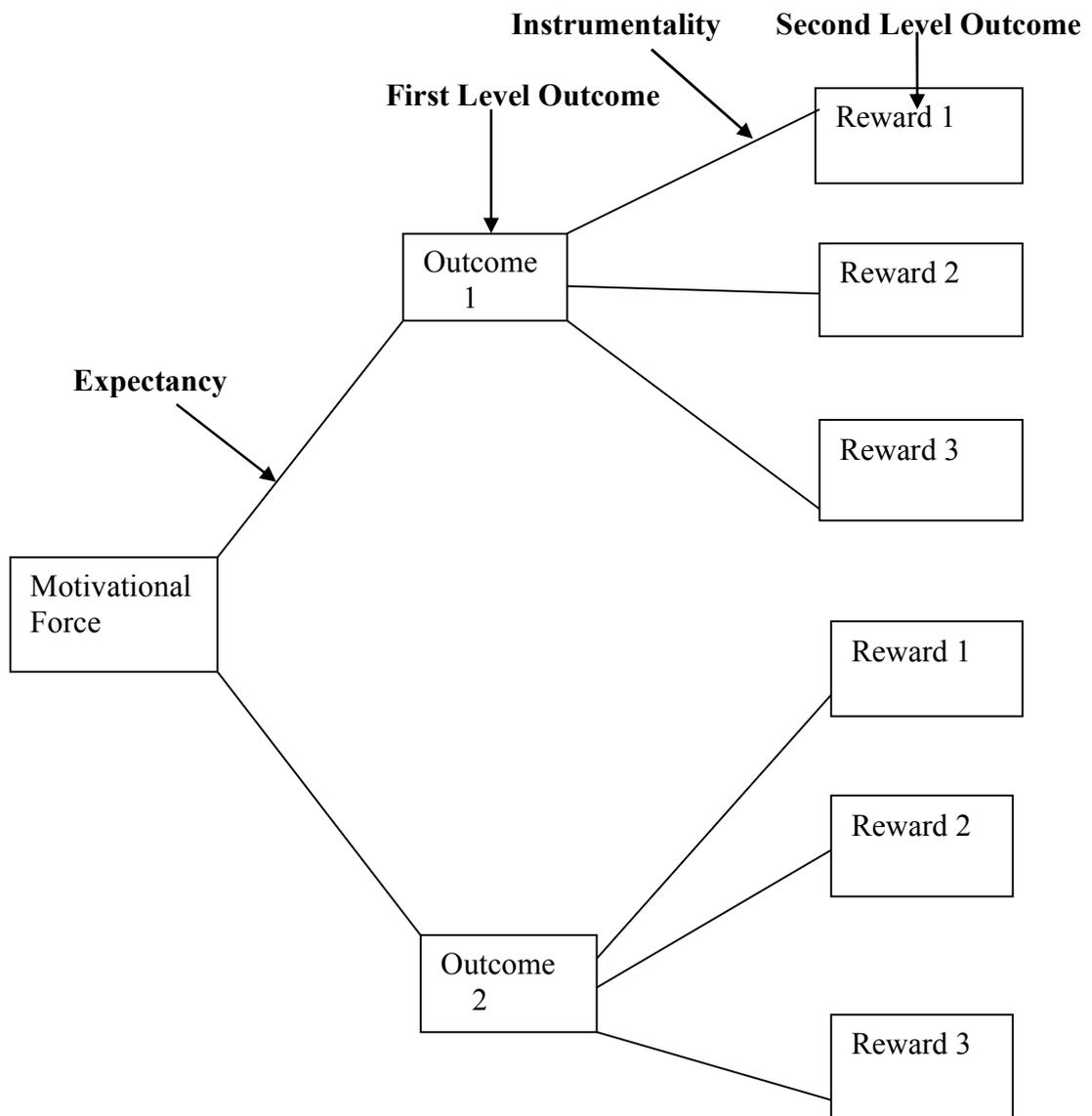
For example, a professor may work hard to improve upon his techniques of teaching and communication (first level outcome) in order to get promotion and tenure (second level outcome).

The value of instrumentality ranges from 0 to 1 as it is the probability of achieving the desired outcome.

### **3. Valence**

It is the value a person assigns to his desired reward. It is the anticipated satisfaction from expected outcomes (Mullins, 2005). This feeling about specific outcomes may be positive or negative. If the outcome is positive and rewarding, then the individuals will willingly put more effort for improved performance.

Even after improvement in individual's performance; if he notices that he is not getting the kind of rewards, he deserves, He would not work hard in projects or targets assigned to him in future. More importance is given to perception associated with rewards rather than the rewards he gets in reality. Sometimes, a person is influenced to work hard when he gets to know that recognition and status are attached for doing work rather than good pay. Another person may be more interested in security of job than status.



**Figure: 2.2 Vroom's Expectancy Model**

Motivation is the product of valence, expectancy and instrumentality. These three factors in the expectancy model may exist in an infinite number of combinations depending upon the range of valence and the degree of expectancy and instrumentality. The combination that produces the strongest motivation is high positive valence, high expectancy and high instrumentality. If all the three are, the resulting motivation will be weak. In other cases, motivation will be moderate. Similarly, the strength of avoidance behaviour will be determined by the negative valence and expectancy and instrumental factors.

### **2.10.6 Porter- Lawler's Model**

Vroom has suggested what leads to effort. The Porter Lawler model goes a step ahead. Porter and Lawler applied their model to study the behaviour of managers and concluded that there exists a complex relationship between attitudes and performance relevant to a job. This model is encountered with some of simple conventional assumptions about positive association between satisfaction and performance of job.

The elements of the model can be described as follows:

#### **1. Effort**

It amounts to how much energy is put into use by an individual on a job.

#### **2. Value of Reward or Valence**

The outcome of a particular behaviour (i.e. effort put by an individual), has a specific valence (value) for each individual. For example, the individuals who take the higher responsibility have the higher valence for the possibility of promotion. Thus, valence is determined by the concerned individual and is not an objective quality of the outcome itself.

#### **3. Perceived Effort-Reward Probability**

It is the individual's perception of chances of likelihood that different rewards are based upon different degree of efforts. Value of reward for a person and his perception of effort-reward will predict the amount of efforts he will put.

#### **4. Performance**

Efforts lead to performance. But both may not be equal. Performance is measured by amount of efforts and ability and person's perception regarding his role. That means, if an individual is lacking in ability and/ or has wrong perception about his role, his performance is bound to be unsatisfactory despite of inducing great efforts.

#### **5. Rewards**

Performance may lead to two kinds of rewards, firstly intrinsic (sense of self actualisation) and extrinsic rewards (conditions of work and status). The rewards that

are intrinsic in nature give birth to attitude regarding satisfaction which is derived from performing well. Moreover, association in performance and satisfaction is affected by perception of getting equal rewards. It gives reflection of fairness in rewards that individual perceive, he shall get for his performance.

### 6. Satisfaction

The extent to which rewards given in reality, exceed the standards, or equal or less than perception of getting equal rewards determines the degree of satisfaction. If the rewards are equal or exceed standard related to perception of getting, a person will feel satisfied and if these are less than as perceived, the individual will feel dissatisfied.

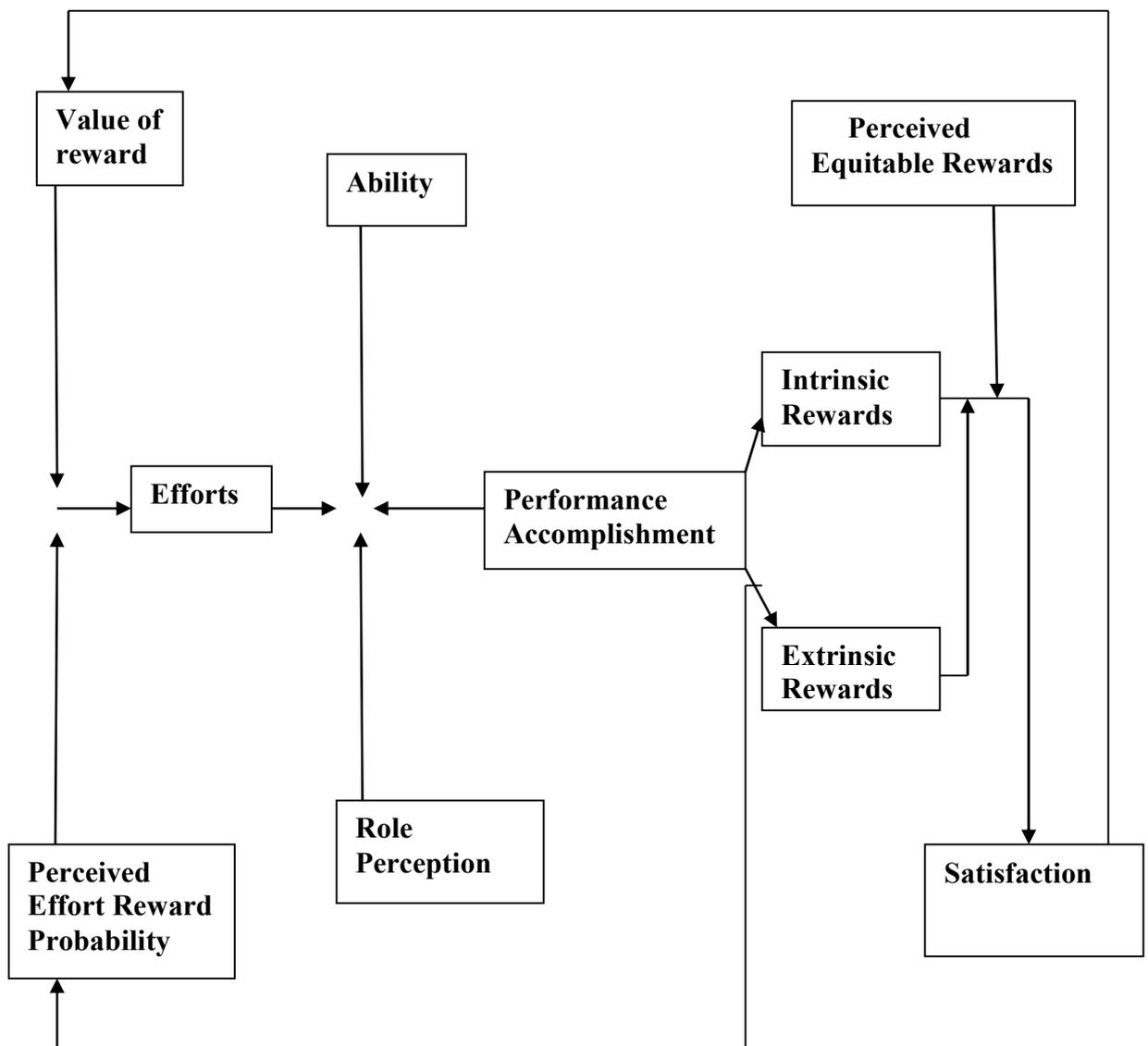


Figure: 2.3 Porter and Lawler's Model

### **2.10.7 Goal-Setting Theory**

Goals lay targets to be accomplished in future. Goals are responsible for influencing motivation and behaviour. Participation in goal setting helps in prediction how their efforts results in performance, rewards and personal satisfaction. It gives sense of guidance to the employees. Successful accomplishment of targets is rewarding as it helps to fulfil needs of the employees and encourage them to set higher goals for the future.

This theory was given by Edwin Locke (1969). The Theory assumes that behaviour is a result of the individuals' conscious goals and intentions (Griffin & Moorhead, 2010).

If individuals such as teachers feel that they have grown and meet their job challenges by pursuing and attaining goals that are vital and meaningful to them, they are succeed in the workplace (Latham & Locke, 2006). It is the reason for job satisfaction.

According to Latham & Locke (2002), if the employees successfully attain the set goals then there will be higher job satisfaction.

Edwin Locke created the process of setting goals for employees and making them to put in efforts to achieve them. He gave four elements for model of goal setting. These are as follow:

#### **1. Goal Acceptance**

The employees should recognize how much goals are important to accomplish; should accept these. The goals should be assigned to individuals on basis of their capability. Difficulty in achievement would result in detachment towards targets. Therefore, managers should ensure that every subordinate involves in participation during setting of goals..

#### **2. Goal Specificity**

The goals should be specific and properly defined. Through specific goals, targets are achieved in quantitative term. This would make employees enable in judging and

evaluating their performance according to targets given. Meeting a goal makes individuals to have pride and personal satisfaction. Specified goals reduce ambiguity. It becomes clear to each individual as what is required of them.

### **3. Goal Challenge**

Goals should be challenging but it should meet both terms feasibility and difficulty. There is no excitement hidden in easy targets; hence does not create competition. Achievers of high need want more excitement and challenge in their targets. However, challenging goals must be achievable. These should be set by taking in consideration resources available, abilities and experience of a person.

### **4. Performance Feedback**

After setting tough goals, employees expect feedback regarding how much success they have achieved and the way they are try to achieve those goals. Accurate feedback motivates them to improve performance. It encourages them for better performance of job. Feedback brought about self acts as a powerful motivational tool.

#### **2.10.8 Equity Theory**

This theory was formulated by J.S. Adams (1963). It assumes that the members of the organisation experience strong expectation of justice, balance and fairness in treatment. When a person feels that he is being treated unfairly by the organisation, these feelings can have a variety of adverse effects on the person's motivation and performance of the job. Finally it would lead to lower job satisfaction.

According to equity theory, there are mainly two variables which play an important role. These variables are inputs and outcomes. Inputs are the efforts and skills which an individual perceives to put into his job. Outcomes involve inter-change of bonding between organisation and members.

When the individual finds equity in the situation or feels that what he receives from the organisation (treatment and compensation) is fair; according to effort and skills he contributes to the organisation. He is supposed to be satisfied with the arrangement, and is normally committed to organisation and its goals.

**Table2.2: Examples of Inputs and outcomes**

<b>Input</b>	<b>Outcomes</b>
<b>Time</b>	<b>Pay</b>
<b>Putting Efforts</b>	<b>Promotion</b>
<b>Education</b>	<b>Recognition</b>
<b>Individual's Experience</b>	<b>Security</b>
<b>Training</b>	<b>Personal Development</b>
<b>Creative Ideas</b>	<b>Benefits</b>
<b>Capability</b>	<b>Friendship Opportunity</b>

### **2.11 Factors Affecting Job Satisfaction**

Form the above theories, it has been seen that the job satisfaction plays vital role in an individual' life. It is necessary for being happy and productive worker. But assigning the concept of the job satisfaction is not possible since there is not a single variable which can assure the satisfaction level of the employees. It is affected and influenced by a large number of variables.

According to Buitendach & De Witte (2005) job satisfaction is a complex process and is found to be affected by factors of the job environment as well as dispositional characteristics of an individual. The factors of the job satisfaction can be further categorised into two categories such as extrinsic and intrinsic factors.

The extrinsic factors are those which are necessary to prevent the dissatisfaction. The extrinsic factors and intrinsic factors have been categorised by different researchers according to their research studies.

According to Mullins, (1999), the extrinsic factors include factors such as pay, promotion opportunities, co-workers, and supervision. Intrinsic factors include personality, education, intelligence and abilities, age and marital status. It is difficult to choose a single factor which has influence on job satisfaction. Both the factors extrinsic as well intrinsic affect job satisfaction of employees in organisation.

### **1. Extrinsic Factors of Job Satisfaction**

According to Atchison, (1999), extrinsic factors of the job satisfaction are found to be determined by conditions that are beyond the control of the employee. These factors are the important part of the work of the employees. The employees can put their efforts to achieve these factors as it will remove the unnecessary dissatisfaction of the employees as these factors create the disturbance in the work if not fulfilled fairly.

**Herzberg (1959)** claimed that the extrinsic factors are the major cause of the dissatisfaction among employees.

The extrinsic factors are as follows: organizational policy & administration, salary, opportunities for promotion, supervision, and work relationship, working conditions, job security, status and fairness.

#### **i. Organizational Policy and Administration**

Organizational policy and its administration play an important role in working of the organization in a successful manner. The policies act as rules and guidelines in order to provide understanding of, how the employees should work and the way they should ahead. Merely, developing the policies in a book would not work. Developing the policies is important, so the proper administration of the policies is required. Without the policies, the employees would not able to know that in which direction they should put their efforts, the goals to be achieve and where organisation want to develop itself. It is necessary for the efficient and effective way of the organisation. It has impact at performance of employees.

According to **Bennell & Akyeampong (2007)**, lack of clear rules tends to generate conflict among employees. No one would be aware of the right authority which may lead to development of power vacuum and; there will be overlap and duplication of efforts which will have impact on the proper utilisation of time.

Organization policy and administration reflects the organisation's management. It would give a view on the presence of good/poor communications, have/lack of delegated authority, policies, procedures and rules.

Organisation's policies give the feedback in certain way on the kind of the management system and its way of working. If the organisation is fail to develop proper guideline for the work then there are chances that there will be loopholes in its working.

#### ii. **Salary**

It is the fixed amount in the form of money which is paid to the employees by the employer for the amount of the work he has done for the organisation.

According to Sharma & Bajpai, (2011) is a form of periodic payment from an employer to an employee, which is specific in an employment contract.

The amount of the salary is fixed which is given to the employees on the regular basis. Most of the organisations pay it monthly.

In addition to the salary, the incentives are given to the employees for their extra work or for reaching and meeting the specific targets related to the job. The incentives help the employees in extra earning along with getting salary. When the incentives are provided to the employees then it creates the feeling in the employees that their efforts and work is being recognised. Therefore, they eagerly put on more efforts and energy in their work. Most researchers concluded that incentives act as rewards for the employees for their work.

Providing incentives and salary help to induce the positive attitude among the employees and motivate the employees.

**Robins et al. (2003)** define pay as the amount of compensation received for a specific job. The existences of both financial reward and recognition have a significant influence on knowledge workers.

If there will be inequality in recognition of the work and distribution of fair incentives and salary, then it will become difficult for the employees to retain the employees.

### **iii. Opportunities for promotion**

Kreitner & Kinicki (2001) states that the positive link between promotion and job satisfaction is dependent on perceived equity by employees.

Each and every employee in the organisation should get an equal opportunity for the promotion or they should be promoted according to their work and performance. The organisation should not adopt any unethical practice in order to promote the employees.

However, Cockcroft (2001) in his studies showed that perceived equity of promotion is not the only factor to positively affect satisfaction.

Sometimes it is observed that the employees are happy with the company's promotion policy, but they are unhappy with decisions related to opportunities for promotion.

It is not possible to promote all the employees at the same time and not all employees want the promotion. It depends on individual's choice. It is largely related to the employee's personal and career aspirations.

Sometimes the employees themselves deny being promoted because of organisation's unfair policies for promotion. So they feel happy to remain at the same position rather than being promoted because they do not find any advantage of being promoted.

The employee may deny promotion because of the family also. They do not want to move from one city to another in order to make their family life satisfactory. This case is more appear in case of female employees.

### **iv. Supervision**

It refers to the ability of the supervisor to direct, initiate, providing guidance in order to accomplish some tasks, encouraging the subordinates and treating them fairly in order to accomplish the tasks or fulfilling their duties at the workplace.

According to **Robbins et al. (2003)**, supervision is the supervisor's ability to provide emotional, technical support and guidance with work related tasks forms a pivotal role relating to job satisfaction.

It is a way of stimulating, guiding, improving, refreshing and encouraging and overseeing certain group with the hope of seeking their cooperation in order for the supervisors to be successful in their task of supervision (Ogunsaju, 1983).

Supervision is not a simple process. It requires the competency or technical ability, patience to handle the difficult situation, controlling and directing ability and the ability to lead the group. It is also necessary that the subordinates have the cooperating nature and they are ready to put their best efforts and contribution in order to accomplish the tasks given by the supervisors.

In order to make sure that the employees feel happy and satisfied at the workplace, it is necessary for the supervisors that they have the ability to delegate the authority and full knowledge related to the job. The organisations should make sure that supervisors treat its subordinates fairly and give equal opportunity to all.

Supervision in college/ universities is a vital process and it is the combination of activities and various projects, seminars or conferences which is concerned with the teaching and improvement of the teaching in the colleges or universities.

#### **v. Relationships with supervisors, peers, co-workers**

In the organisation, a large number of employees work together. Much work is done in a team, group, or with co-workers. It is necessary to have a cordial relationship among the employees of the organisation. If the relationship among the employees is positive then there can be higher productivity.

Whether, it is the relationship between the superiors and subordinates, or peers or co-workers. It should be a healthy relationship and communication should be clear among them. There should be a strong bonding and the trust should be there.

However, when it comes to relation, it should not be just related to the work. There should be a friendly and supportive environment at the workplace. The employees should listen to the problems of each other and provide the needed help even if it is at personal level.

In order to build effective working relationship, employees must be able to engage with others in a positive and productive way.

When the interpersonal relationship with co-workers, peers, and superiors is strong, then it helps to resolve the various work related conflicts and increase the productivity. It leads to satisfaction among employees.

#### **vi. Working Conditions**

Working conditions comprise of physical environment of job where the employees will be working and conditions under which the employees would work. It consists of facilities given for work (light, tools, temperature, space, ventilation, and general look of the work place). According to Leithwood, (2006), if an institution/university provides good working conditions then the performance of the employees will improve dramatically.

It is necessary for the organisations to provide a safe and healthy environment. The universities or organisations should provide the equipments and other facilities which are necessary for delivering an effective and productive lecture and those necessary for providing and enhancing the practical knowledge of students as well as faculties.

Working conditions of people have an affect on job satisfaction as the employees prefer the workplace which is clean, comfortable and safe.

#### **vii. Fairness**

Fairness at the workplace is perception of individuals that they are being treated fairly. It is important for the organisations or management to treat its employees fairly. If not treated fairly, the employees would feel their unimportance at the workplace, which further would create a discomfort environment and they will not feel to come at the workplace.

Management while taking the important decisions should involve the employees in decision making or while implementing any kind of change, they should inform the employees in advance or atleast take a feedback during its implementation.

#### **viii. Job security**

Job security is the major disturbing factor at the workplace. Insecurity of the job creates a feeling of dissatisfaction among employees. An employee may have fear of losing the job because he might lack the sufficient skills to perform the job according to the ongoing change at the workplace or due to lack of education, experience, capability. Sometimes the external factors such as recession have negative impact on the job of an employee. Therefore, it is the duty of the organisation to provide sufficient training in order to create the feeling of job security.

#### **ix. Status**

It refers to the sign or symbol an employee holds in the organisation which distinguishes him from other employees in the organisation.

### **2. Intrinsic Factors**

Intrinsic factors are those factors which involves a person's own efforts.

Intrinsic factors of job satisfaction are the opportunities to use one's ability, challenges and achievements, appreciation, recognition.

According to Herzberg, the intrinsic factors are those factors which lead to higher level of motivation and job satisfaction. These are the factors which are driven from the one's ability. These factors are as follows:

#### **i. Achievement**

It refers to the process of arriving and accomplishing certain tasks which are difficult to do or solving the certain problems related to the work. It allows the individual to do the work effectively and efficiently.

ii. **Recognition**

According to Bratton and Gold, (2007) reward refers to all the financial, non-financial and psychological payments that an organization gives for its employees in exchange for the work they perform. Recognition is must for the employees as it motivates them to work harder and it indicates the appreciation of the efforts an individual puts to achieve tasks given to him.

Recognition reinforces the behaviour of the employees for which they have been recognised and it has the positive impact on the productivity of the organisation. When the employees know that their efforts are being recognised then they are keener to take participates in every organizational activity and is always willingly participating in achieving the organizational goals.

The recognition system implemented by the organisation should be clear and fair, there should be equity in the system.

iii. **Challenging Work:**

Challenges at the workplace related to the different tasks are must for increasing the employee's capability. When the individual faces the challenges, it increases their capability to solve the problem and reduces the boredom at the workplace.

iv. **Responsibility**

Responsibility refers to the employee's control over his or her own job or being given the responsibility for the work of others. When the responsibility is given to the individual then it creates the trust in the individual towards himself and the organisation.

v. **Advancement**

Advancement is the term which can be used in relation to the development or improvement in the type of teachers being recruited at the workplace or the technological advancement or using new tools or equipments.

According to the changes taking place in the education sectors, the universities or institutions should provide the faculties which are capable of handling and managing the change and demand. It is an important factor in order to bring satisfaction at the workplace.

#### **vi. Growth and Development**

The organisations should provide the growth and development opportunities to its employees. They should conduct the regular training programs in order to brush up their skills. Training helps in enhancing the knowledge of the employees and proper utilisation of the resources in an efficient way. It enhances the productivity of the organisation and hence effects the satisfaction of the employees.

## **2.12 Consequences of Job Satisfaction**

Following are the consequences of the job satisfaction:

### **1. Job Satisfaction and Productivity:**

Traditional concept have given rise to the statement that employees who are happy, are productive. It is believed that if employees receive high satisfaction in job; then it gives outcomes such as improvement in total yield of company; reduce in number of employee leaving job. There will be fewer accidents; stress would be reduced. But, it did not give rise to established relationship in productivity and job satisfaction.

Good performance gives rise to job satisfaction (Porter and Lawler). They raised an argument that performance results in two types of rewards: intrinsic and extrinsic rewards. The intrinsic rewards (growth, challenging tasks) are rooted in job; extrinsic rewards are in management control (salary, bonus). Through intrinsic rewards gets immediate feeling of satisfaction, when he performs well.

The correlation in performance and satisfaction gets low; if a job does not provide intrinsic rewards and extrinsic rewards are not given according performance of an employee. If this becomes true in any organizational setting, management should do two things:

Firstly, management should alter job in a way that employees can gain intrinsic awards.

Secondly, the complete system of giving rewards should be modified as to achieve highest extrinsic rewards (incentives) for best performance.

In practice, in low level of management; there does not exist association in job satisfaction and productivity based on concept of direct cause and its effect. At this level, it depends on speed of machine, quality of materials used, type of supervision, etc. However, the satisfaction performance correlation may be stronger for employees working at middle level of management like professionals and supervisors.

## **2. Job Satisfaction and Absenteeism**

There exists negative association between satisfaction and absenteeism. The correlation is not high. It is predicted that workers having dissatisfaction become more absent in contrast to those having satisfaction. Satisfied workers can be absent from the job sometimes to enjoy weekend or to spent time with family.

## **3. Job Satisfaction and Employee Turnover**

The management should give serious concern if turnover is increasing. It creates disturbance in everyday activities, it decreases morale and increases the cost involved in selecting and training for replacing employees. The employer must create strategies to reduce turnover and increase overall satisfaction.

In contrary to association between satisfaction and productivity, the connection between job satisfaction and employee turnover is established beyond doubt.

It has been claimed that the employees having relatively low level of job satisfaction; are the most likely to leave their jobs.

The organizations having lowest level of satisfaction of job would not like to turn up to workplace; therefore these units of organizations have highest rate of turnover.

However, the tendency to avoid unfamiliar situation, place or people can be altered by the turnover rates. Loyalty to the organization is one such. These employees do not like to have imagination of working at some other place and quitting the current place of work. Even though, they are not satisfied in their current job, they would still remain there. Turnover is influenced by present of other alternatives around for desired job. If they are getting great option outside their present organisation; they can join other workplace not enduring the satisfaction received currently from job.

## **2.13 Institutions of Higher Studies in India**

### **2.13.1 Introduction**

Education plays an essential role in the development of the human being. It helps to teach and polish the skills through which one can achieve success in the future. It helps to embrace the knowledge and skills; which helps the human beings to understand the things in a different perspective which makes them stand in the crowd. A nation can develop and grow in a true manner when its people grow and it is possible when they are being provided enough education.

Today in this competitive world, the competition is increasing day by day. It has become necessary to educate the people in the country in order to face the ongoing challenges. A lot of technological, political and other environmental changes are taking place which have an impact on the survival of the people and growth of the country.

However, when it comes to education; only school education is not important. There is a need to look beyond this. The emphasis should be given on giving the higher education to the citizens of the country. It will help the country to be economically stable and meet the crisis which occurs nationally or internationally. There is need to move by taking hand in hand. The educated citizens should make their best efforts to educate the one who are deprived of the education without worrying about the

gender, caste, or religion. In this world, the education determines the level of welfare, prosperity and security of the people.

Providing education to the people of the country such as India would help in fighting the exploitation and corruption which is growing by leaps and bounds. Every individual in the country would be able to take his / her own decisions. There would be no need of swapping of the decisions or just going in the flow of the decisions made by others. Educated citizens would be the maker and judge of his own doings and decisions. They would know what is right or wrong for them. It would be easier to utilise the scarce resources. It will help in changing the people's perspective in a huge way.

Giving higher education to a girl child is very important as it would help in fighting the injustice and inequality towards them. Even our present respective Prime Minister Mr. Narendra Modi has given a light to this by developing and implementing the new mission Beti Bachao, Beti Padhao. It proves that even our government is taking serious actions to educate the girl child, which would help her in protecting herself against humiliate, torture and other social pressure.

Higher education would help in the economical development of the country.

The term higher education is very difficult to define as it does not have any particular definition. After school, the education is given to the students is known as higher education and after that the education is known as tertiary education. It involves higher diplomas, foundation degrees or honours degrees. Tertiary education more clearly can be defined as the education which involves studies at the college or university level. Further the education may involve Master or Post Graduate and Doctorate degrees. A large number of research studies have shown that there is a positive relationship between the economic development and education. It means that if the people of a country are being more educated then the economy of the country is more likely to grow.

Higher education does not only involve the education at college or university level but in this 21<sup>st</sup> century, it also includes the professional schools in the field of medicine, business, law, music or art etc. Higher education involves the specialist in the field of science, engineering, economics and technology.

At international level, the term higher education is often being parallel with tertiary or post school education. This is further being divided into Type A and Type B education.

According to the various reports, the Pre-British Indian education system consisted of three types of education: first category consists of Elementary Education. The second category consists of Secondary Education and third type consists of Higher Education. The Higher Education is further divided into two sub parts i.e. General Education, and Professional and Technical Education. The higher education contributes in the producing that group of people in the society who are well qualified, and well trained in the society. These groups of persons contribute in developing a good system of governance.

At the time of independence, there were not favourable situation in India for higher education. There were very few educational institutions present; the quality teachers and the presence of the enough students who are willingly want to assess the status of higher education. All these three factors were not properly managed. During the time period of 1950 and most importantly after this time period, there was seen a huge growth in the above three factors.

### **2.13.2 History of Higher Education in India**

In India, the history shows that the education has been given an uppermost importance. It has been considered necessary not only living a valuable life but more than that it is considered as vital for growth of the country. The institute of higher education have considered as important by the Indian society. In the past, there are three streams of traditions in India which were supposed to be considered as important. These streams of tradition are the ancient, medieval and, east and South Indian. The first tradition the ancient and the medieval tradition consisted of Sanskrit and Buddhist tradition. The second tradition medieval tradition consisted of the Arabic and Persian tradition. The third tradition consisted of the Tamil tradition.

Long years ago, there was a tradition in India that the students used to live with the teachers whom they used to call as guru and their family. The knowledge was used to given by means of oral way. The students were supposed to meet some daily tasks which sometimes used to relate with the household work. At this time the most popular language was Sanskrit. Compositions of texts used to be done in this language only. The Sanskrit language has been a great contributor in the development of many modern languages in India.

In ancient India, the students used to learn and get education through the Gurukulas, Agrahars, Viharas and Madarasas throughout the country.

During the time period of the Mauryan dynasty, the Buddhist kings can be credited for establishing the various institutes of learning. Taxila, which is now being in Pakistan, is being credited for the learning and providing good education. In eastern India, Nalanda became popular for the Buddhist University which emphasised on providing the religious education. In the 10<sup>th</sup> century, it is been apparent from the history that India was occupied and looted from the northwest. Due to which the Persian had became the court language. The people who were well educated made familiar with Farsi and Arabic. It has been found in the history that till the British rulers came to invade in India the dual language Sanskrit and Farsi was kept alive. The education was being provided in both the languages. Later on the British established the various schools for teaching English language and Science. They emphasised on teaching and learning the English language.

The first college to teach the English education was developed in 1818 at Serampore, Calcutta. Later on the universities developed at Bombay and Madras in 1857. Slowly, the numbers of colleges start increasing at various places in India in order to promote higher education. In 1887, a university was developed in Allahabad. These universities gave education in the field of liberal arts and sciences. At this time, the main focus was given on making the career of the people in the area of civil sciences, law and medicine. However, there was requirement for the technical education. It was felt that there is need to impart the education in the technical field also. Therefore, to fulfil this need the school was developed by British in 1842 in Chennai to provide the technical education.

However, the credit of imparting the technical education not only goes to the British, but from the history of India it can be seen that various periods in the past have contributed to the technical education. During the Epic and Vedic period, various technical skills such as smithy, carpentry, weaving and foundry used to teach in the schools and were part of the education system. During the Medieval India, vocational skills were the part of the education.

From the 18<sup>th</sup> to 19<sup>th</sup> century, revolution took place in the industries which led to the major changes in agriculture, manufacturing, mining, transport, and technology; it further had an impact on socioeconomic and cultural conditions. It started with United Kingdom and slowly spread all over the world. It led to the creation of the new concepts. The mechanization of textile industries, the invention of iron-making techniques and increased in usage of refined coals started. In 19<sup>th</sup> century, due to the expansion of technical skills, various branches like mining, shipping, textile, and printing got developed. British started giving training for constructing the bridges, roads, building, railways, and canals. Further training was given to lower grade technicians in the use of measuring and survey equipments needed for army, navy and other technical establishments.

According to the various reports, it has been found that at the time of independence if India, there were almost 20 universities and 500 affiliated colleges in India. In these universities and colleges, the number of the students present were near about 0.1 million. After the India got independence, various efforts were put forward to improve the higher education system. Pre-independence, there were various commission developed. After independence, the first commission for the improvement of the higher education system developed was Radhakrishnan Commission (1948-1949). This commission gave recommendation for the establishment of UGC. Secondary Education Commission developed in 1952 which developed the system of three years secondary and four years higher education. The concept of three year degree course and four year honours degree course was recommended by Indian Education Commission (1964). Later on various improvements in the higher education system took place. The 10+2+3 pattern of system of education was given by The National Policy on Education (1986) which is into the effect even in the present scenario.

### **2.13.3 Institutional Framework for Higher Education System in India**

The current system of higher education in India is primarily based on type which was established and developed by the British. However, studies have shown that some of the technical institutions related to the field of engineering and management are based on the US system. Developing the system of higher education is said to be primarily the duty of the state government but at the same the central government has also given its contribution by developing very few universities. The central government is responsible for funding the central universities and few institutions which are found to be important to nation.

India consists of the people from different cultural, languages and background. It has been observed that there are fourteen major languages in India. Although the English is the language which has been primarily used in the universities and colleges specially related to the technical fields.

The structure of institutions in India is quite complex as it comprises of universities, colleges, post graduate institutions, institutes of national importance etc. There are four types of universities such as state universities, central universities, private universities, deemed universities (aided and unaided). Generally, the universities are authorised to grant degrees. But by the special acts of Parliament, the institutions of national importance are authorised to grant degrees. The diplomas are granted by the post-graduate institutions which are recognised by All India Council of Technical Education (AICTE).

According to the UGC report, there are around 43 central universities at present time which exists in India. The central universities are those which are funded by the Union government. These universities are established by an Act in Parliament. However, a central agency which is called as UGC provides bulk funding to the universities. It has also been reported that some of the older universities are established by implementing the individual acts such as Delhi University Act. In 2009, through the Central Universities Act, large numbers of universities were established by the central government.

State universities are established through an Act in the state Legislature. These universities receive funding for its working by the state government. UGC also provides funding to these universities. There are around 311 state universities which have been established in India.

As mentioned earlier that the system of higher studies in India comprises of both public as well as private universities. The public universities are supported by the Government of India and the state governments; and the private universities are supported by the various bodies and societies. Basically the universities are recognised by UGC in India. The UGC works according to the act called as the University Grants Commission Act, 1956 and derives all its powers from it. Along with this in order to control the procedure and different other aspects of accreditation and coordination, there are 15 professional councils which have been established. The deemed university or deemed-to-be university is an accreditation which has been awarded to the higher educational institutions in India. When the Education Commission was headed by Dr. Radhakrishnan, he recommended in 1948 that some of the autonomous higher educational institutions which were established prior to independence; should be recognized properly. Then it was decided to make some of the deemed institutions to be universities under the section 3 of UGC Act, 1956.

The institutions are given the status of the deemed-to-be university on the basis of providing the quality education and meeting the standard of higher education in the academic field. UGC accords the status of the deemed –to-be university to the institutions. The UGC recommends the institutions to the Department of Higher Education, MHRD which declares the institutions as Deemed –to-be University. For a deemed university, it is required that the institutions conduct and organise the teaching programs which are innovate and meet the higher standard of education at master’s as well as research level. There are around 117 deemed-to-be universities which have been established in India. These university can have either private or government management. The jurisdiction of deemed university is pan-India or worldwide. For example Birla Institute of Technology and science has an offshore campus in Dubai.

The colleges can have its affiliation either from the central or state government universities. The private colleges usually have its affiliation from the state government universities. However, the private universities cannot provide affiliation to any colleges. The Private Universities Bill for the establishment and regulation of these universities was introduced in Parliament in 1995. The main objective of introducing the bill was to regulate the entry and operation of private universities. But the strong opposition was received against this bill. According to the some states, the bill was unconstitutional. Later on, in 2007 the bill was withdrawn by the Central Government. The private universities are recognised by UGC and have to strictly follow the rules and guidelines laid by it. According to the UGC report, till now there are 170 private universities being operating in India.

In Uttar Pradesh, the private universities are being established by the separates Acts for each of the university. For example the Amity University is the biggest and most diverse university in Uttar Pradesh. It has an act called as Amity University Act, 2005. In states like Haryana and Rajasthan, the Umbrella Act is being followed for establishing the private universities.

Besides these universities and colleges, the Institutes of National Importance plays an important role in the field of the education. According to the reports, these institutes are important for providing the quality education and setting up the higher standard of the education. These institutes are important for increasing the economy of the country and are considered as crown jewels of higher education and research in India. UGC which is responsible for controlling the governance of universities does not have any control on these institutes. In facts these institutes are the autonomous bodies. These institutes have their own curricula. They have different funding structure, academic calendar. The compensation system for the faculties also varies. These institutes have been established at both central level and state level. These institutes include all the (IITs) Indian Institute of Technology, (AIIMSs) All India Institute of Medical Science, and (NITs) National Institutes of Technology. According to the reports, there are around 52 institutes of national importance which are working in India till now.

In the early 1960s, the education in management was introduced in India. The Central Government started focussing on the management education. Therefore, two Indian Institutes of Management were established. These were established in collaboration of other institutes such as Massachusetts Institute of Technology and Harvard University in 1962. At that point of time, one institute was established in Ahmadabad and other in Calcutta. The competition in these institutes is very high. According to the various finding, it has been observed that one applicant out of hundred gets selected.

However, IIMs are not authorised to award degrees not even to doctoral programs. At post graduate level also, they grant post graduate diplomas. The graduates are called “Fellows”.

With the passage of time, Master in Business Administration (MBA) gained popularity. After passing the graduation level, every third person started running towards pursuing MBA to aspire their dreams and to have better career. Therefore, most of the universities started offering MBA programmes. A large number of private institutes also got established which were recognised by different government universities and these provided different programmes in management.

Beside this, the post graduate institutes also got established, offering Post-Graduate Diploma in Management. These institutes are recognised by the All India Council of Technical Education.

#### **2.13.4 Role of Regulatory Bodies**

The higher education in India is coordinated by the different regulatory bodies. UGC plays an important role in controlling and regulating the major portion of general higher education. But the professional institutes are coordinated and regulated by different bodies. The technical and management education institutes are coordinated by AICTE. The various other statutory bodies are Medical Council of India (MCI), Central Council of Indian Medicine, The Homeopathy Central Council, Central Council of Indian Medicine, The Indian Council of Medical Research (ICMR), Indian Nursing Council, The Dental Council, The Pharmacy Council, and ICAR, The Bar Council of India etc.

At state level, the various other bodies exist and function in the field of education. For example, State Council of Higher Education was established currently to work at the state level for the education.

Another type of coordinating agency called AIU was established. Earlier AIU was called as Inter-University Board of India. It does not have any executive powers. It plays an important role as an agency of dissemination of information and as an adviser both to the government and/or UGC and University.

UGC plays an important role in coordination of different universities in India. It determines and maintains the standard of higher education. Along with this, it releases the grants to various institutions.

As discussed above AICTE plays an important role in the developments related to the technical education in India. AICTE is responsible for the proper planning and coordinated development of technical education system in India.

In order to provide the education to the people who cannot afford the fees structure of the universities and colleges specially the private colleges and universities or due to some other reasons, cannot go to the college on daily basis. The distance education plays an important role. Through the distance education programmes, the education is being provided in each and every possible corner of the country; especially it is of great benefit to the higher education. The more and more people can easily gain the knowledge and become efficient. The Distance Education Council (DEC) is responsible for the promotion of Open University and distance education system in the educational pattern of the country.

The education has also played an important role in the field of the agriculture. In order to implement the various programmes and research related to the agricultural sector, The Indian Council for the Agricultural Research developed. It helps to develop and maintain the links at national as well as international level.

Bar council of India helps in the coordination, determination, and maintenance of the standards of education in the legal profession.

The teacher's education also plays an important role in the development of the student as well as for the country. National Council for Teachers Education is responsible for the development of teacher education system throughout the country.

Rehabilitation Council of India takes care of Standardization and regulation of training of personnel and professionals in the field of rehabilitation and special education. For defining the medical qualification in India and abroad and for establishing the standards in medical education, Medical Council of India is developed.

Pharmacy Council of India is responsible for prescription, regulation and maintenance of minimum educational standards for the training of pharmacists. Indian Nursing Council is responsible for regulation and maintenance of uniform standards of training.

Dental Council of India is responsible for Regulation of the Dental Education and ethics in the country. Central Council of Homeopathy is responsible for maintenance of the central Register org of Homoeopathy. Central Council of Indian Medicine is responsible for maintenance of the central Register of Indian Medicine.

### **2.13.5 Problems in Higher Education System in India**

When it comes to the problems related to the higher educational system in India, it cannot be summarised in one frame. There are various loopholes which do exist in the system. The first and major problem which is taking place nowadays; it is opening up of the fake private institutions and universities. It has become the issue of great concern when it comes to higher education as these are the universities and institutions which are responsible for playing with the life and career of thousands of students. These give fake degrees at the same fees structure which is applicable in other private recognised universities or institutions. It is the wastage of hard money

earned by the parents. There is needed to take strict actions against these corrupted universities/ institutions.

The government should take major steps towards opening up of as many government universities as possible. The number of government universities is very less as compared to that of private universities and institutions. In Gautam Budh Nagar, There are a very few universities or government institutions which are being opened and are functioning. The number of private institutions is very high. The fees structure of these institutions is also not affordable by number of students and their parents. Therefore, they back step when it comes to pursuing higher education. This case is worst when it comes providing higher education to the girls. Nobody wants to spend too much of amount in girls education. If there would be government universities then this problem may be resolved to some extent.

Another problem which do exists is placement. The institutions or universities which promises placement at the time of admission, should fulfil their promises and if the students lack somewhere, then they should provide the training for the grooming of the students.

The qualified faculties are also of utmost importance. The institutions and faculties should strictly follow the norms of the regulatory bodies while hiring the faculties. They should not comprise when it comes to highly qualified faculties as well as they should take of their salary. They should pay according to the norms and their talent.

Another problem which do exist that is the most of the people or companies or others do not give importance to distance education. There is need to give respect and its own space to distance education. The students who cannot go to the colleges on regular basis, should be encouraged enough to complete their education through distance learning programmes and education. The more highly qualified people, more the country would grow as it would bring a change in the thinking and perspective of the people and then society.

The other problems which do exist in India in higher education system is the over centralization. There only few members or bodies which take all the decisions related

to the education. There is lack of proper communication channel. There is lack of autonomy and accountability. There is lack of resources available and at the same time instead of utilisation, there is wastage of resources. There is a lack of quality education in number of institutions. At many places, the education system has come under political influence.

The retention of the faculties or personnel is also a big problem nowadays. The large number of faculties are quitting at the workplace. Especially in the field of science and technology, getting qualified personnel and retention of those is becoming quite difficult.

The implementation and awareness of the new technologies is also a major issue. There is need to have a look at the problems faced while implanting and using new technologies. Sometimes due to financial constraints, the universities or institutions are not able to give concern to it. Poor infrastructure is also another problem which is seen at some places. Regional disparity and limited access is also a problem when it comes to higher education in India.