

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4700 Cities in 180 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY ON SELF HELP GROUPS IN KARNATAKA <i>DR. RASHMIRANI AGNIHOTRI H.R & DR. K.S MALIPATIL</i>	1
2.	ROLE OF TALENT MANAGEMENT IN ACHIEVING THE GOALS AND OBJECTIVES OF BANKING SECTOR IN INDIA - WITH REFERENCE TO NOIDA REGION <i>SANGEETA RANI & PRABHAT SRIVASTAVA</i>	6
3.	PROBLEMS OF MICRO ENTREPRENEURS IN CHITTOOR DISTRICT <i>P.VENKATADRI REDDY & DR. HAMPANNA</i>	8
4.	MAKE IN INDIA: OPPORTUNITIES AND CHALLENGES IN DEFENCE SECTOR <i>AZHAR SHAIKH, DR. UTTAM KINANGE & ARTHUR FERNANDES</i>	13
5.	MICROINSURANCE: WAY AHEAD TO TAP RURAL INSURANCE MARKETS <i>DR. N. SUMAN KUMAR</i>	16
6.	GO GREEN WITH GREEN HUMAN RESOURCE MANAGEMENT PRACTICES <i>RIZWANA KHURSHID & MUSHTAQ A DARZI</i>	19
7.	ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS <i>DR. DAVINDER SHARMA</i>	22
8.	NEXUS BETWEEN REMITTANCE INFLOW AND HUMAN DEVELOPMENT IN NEPAL <i>SURAJ GAUDEL</i>	29
9.	PERFORMANCE ANALYSIS OF SELECTED MICROFINANCE INSTITUTIONS IN INDIA <i>S. RADHIKA & DR. P. KANCHANA DEVI</i>	34
10.	A STUDY ON WORK LIFE BALANCE OF WOMEN FACULTY IN PRIVATE COLLEGES WITH SPECIAL REFERENCE TO NAMAKKAL DISTRICT <i>DR. K. GIRIJA</i>	38
11.	BUSINESS-TO-CONSUMER (B2C) e-COMMERCE: A SURVEY <i>YOGITA SHARMA</i>	43
12.	AGRO BASED INDUSTRY: A WAY OF BALANCING INDIAN ECONOMY <i>DR. BANESWAR KAPASI</i>	47
13.	IMPACT AND CHALLENGES OF IMPLEMENTATION OF GST ON INDIAN ECONOMY <i>VANDANA SHARMA</i>	49
14.	A COMPARATIVE STUDY AMONG PRIVATE AND PUBLIC SECTOR EMPLOYEES ABOUT RETIREMENT FINANCIAL LITERACY, KERALA <i>ASWATHY MOHAN</i>	52
15.	ECONOMETRIC MODELING OF THE IMPACTS OF SHIPPING ON NIGERIAN ECONOMY <i>THEOPHILUS C NWOKEDI, DR. L.I. OKOROJI & CHINEMEREM C. IGBOANUSI</i>	58
16.	WHY SHOULD BUSINESSMEN BE ETHICAL? <i>BILAL AHMAD RATHER</i>	62
17.	IMPACT OF GLOBALIZATION ON INDIAN AGRICULTURE <i>INDRA BANSAL</i>	65
18.	A COMPARATIVE STUDY OF INDIA AND CHINA ECONOMIC RELATION WITH SPECIAL REFERENCE TO STOCK MARKET IN THE 21st CENTURY <i>JOHN MANG MUAN LIAN ZOU</i>	68
19.	ANALYSIS USING CAMEL MODEL: EVIDENCE FROM LARGE COMMERCIAL BANKS IN TANZANIA <i>JANETH N. ISANZU</i>	71
20.	THE GAP OF HOSPITAL SERVICE PERFORMANCE BY USING SERVICE QUALITY ANALYSIS <i>MUSTAFA HERMANTO</i>	76
	REQUEST FOR FEEDBACK & DISCLAIMER	80

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of I.T., Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

DR. JASVEEN KAUR

Asst. Professor, University Business School, Guru Nanak Dev University, Amritsar

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of acknowledgement from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php, however, mentioning JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably range from 2000 to 5000 WORDS.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** *It should be ensured that the tables/figures are referred to from the main text.*
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they are supposed to follow Harvard Style of Referencing. **Also check to make sure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders after the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS**DR. DAVINDER SHARMA****ASSOCIATE PROFESSOR****BANARSIDAS CHANDIWALA INSTITUTE OF PROFESSIONAL STUDIES****DELHI****ABSTRACT**

This study was designed to compare organizational commitment of the employees in public and private sector organizations in food processing industry, to make out the association between subscales of organizational commitment, to compare these dimensions of organizational commitment vis-a-vis different psycho-demographic factors of the employees and to investigate the relationship between organizational commitment and organizational effectiveness. The scope of the study was public and private sector organizations belonging to Punjab and Haryana in food processing industry. The sample comprised 196 respondents drawn from three public sector organizations, and six private sector organizations. Comparisons made on the basis of hierarchical levels and other psycho-demographic factors make the study comprehensive. The results revealed a very significant and positive correlation between three subscales of organizational commitment and clearly support the idea that aggregated organizational commitment is related to organizational effectiveness indicators.

KEYWORDS

organization, commitment, effectiveness.

INTRODUCTION

In the era of globalization, organization of market economies face strong pressures to be efficient and also to produce value added outputs. The goal of efficiency and competitiveness can be attained if organizations possess the right people with the right attitudes and skills. That is why organizations, across the business landscape, are being seen battling out for workforce share in a way they battle for market share.

Organizations have realized that their survival largely depends upon their ability to attract, motivate, and retain the key talent needed. While the factors such as capital, equipment, and other resources are important for organizational success; the human factors appears to be the most important one since it is the people who have to use all other resources. Without the productive efforts and full-hearted engagement of workers, the material and other resources of the organization would be of no use. Not even the latest technologies would be able to produce the targeted results. Committed workforce is a 'hallmark' of a successful organization. Committed or dedicated employees are expected to be more productive and work with focus on quality to increase customer satisfaction and the profitability of their organization. In other words, committed employees are the salient resources and the foundations of any organization.

ORGANIZATIONAL COMMITMENT

Organizational Commitment or Member identity is a value laden behaviorally anchored cultural variable of organizational environment. It is an attitudinal pr emotive dimension of work motivation, manifesting itself in members' behavior.

Organizational Commitment is a widely studied with other vital organizational factors predicting the success of an organization in. Before getting into its nitty-gritty's, a more simple and comprehensive definition of Organizational Commitment certainly needs to be mentioned.

Hall et al. (1970) define organizational commitment as the "process by which the goals of the organizations and those of the individual become increasingly integrated and congruent". Buchanan (1974) concluded that an acceptable definition of organizational commitment was still lacking. A more basic problem appears to be that there are at least two distinct approaches to define commitment, the psychological approach and the exchange approach. In a n example of the psychological approach, Sheldon (1971) defines organi9zational commitment as an attitude or an orientation towards the organization, which links or attracts the identity of the persons of the organizations. Kanter (1968) and Buchanan (1974) also emphasize the affective attachment of the individual to the organization. A common deficiency in this approach is that commitment is treated as discrete from complementary work attitudes without specifying the nature or direction of links with these orientations (e.g., loyalty, job involvement, motivation et cetera).

The exchange approach is exemplified by Becker (1960) who advanced the notion of "side-bets" as influences that produce a willingness to remain attached to the object of the commitment. Becker argued that commitments come into being "when a person, by making a side-bet, links extraneous interests with a consistent line of activity". When side-bets are made to an organization (e.g., pension plans or other accrued investments), the individual perceives associated benefits as positive elements in an exchange and, being reluctant to lose these benefits, is more likely to stay with that organization. The individual thus become organizationally committed. Porter et al. (1974), define organizational commitment as "the strength of an individual's identification with and involvement in a particular organization". Salancik (1977) defines organizational commitment as "a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement". Salancik proposed two approaches- prospective and retrospective. In prospective view, commitment is conceived as an individual's psychological bond to the organization/ social system, as reflected in his involvement with , loyalty for and belief in the values of the organization. In retrospective view, commitment results as an individual becomes bound to the behavioral acts that are chosen voluntarily (Raju and Srivastava, 1986).

Meyer and Allen (1991) held that organizational commitment is a multidimensional construct comprising three components: affective, continuance and normative. Affective commitment has been defined as an employee's emotional attachment to, identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Continuance commitment on the other hand has to do with one's awareness of the costs associated with leaving the present organization. Employees whose commitment is in the nature of continuance will remain in the organization because they have to. Normative commitment has to do with feeling of obligations to the organization based on one's personal norms and values. Employees whose commitment simply because they believe they ought to.

ORGANIZATIONAL EFFECTIVENESS

The success of an organization is often said to be measured in terms of its effectiveness. Effectiveness refers mainly to goal fulfillment. Campbell (1974) holds that the global question about whether an organization is 'Effective' or 'Ineffective' is virtually useless.

Effectiveness is not one thing. An organization can be effective or ineffective on a number of different facets that may be relatively independent of one another. Interest in organizational effectiveness, is of course, not a recent phenomenon. Since Adam Smith, society has tried to organize human activity to yield the highest output. In one view an organization is seen as a rational set of arrangements oriented towards achieving certain goals. From this position effectiveness can be defined in terms of goal attainment. Others take an open system view of organization and define effectiveness as the degree to which an organization can preserve the integration of its parts. In this view the organization's adaptations and survival became a measure of organizational effectiveness. Penning and Goodman (1977) opine that organizations are effective to the extent that relevant constraints can be satisfied and organizational results made to approximate or exceed a set of referents from multiple goals.

Etzioni (1964) defines organizational effectiveness as "the degree to which an organization realizes its goals". Cyert and March, 1965; Gross, 1979; Rhenman, 1967; Warner, 1967; Warriner, 1965 define effectiveness in terms of degree of goal achievement typically equated with "goals", "objectives", "purpose", "mission", "aims" and "task". Workers' cohesion, quality, innovativeness, adaptability, ability to transact with environment, productivity, efficiency, profit generation, goal

realization, resource procurement, information management and communication- all attributes that can be viewed as means either to increase the efficiency of the productive process or of gaining access to greater or more valued resources- have been noted as aspects of organizational effectiveness. To date, researchers have proposed a variety of specific dimensions of organizational effectiveness. Dixit (1987) provided a multidimensional scale of organizational effectiveness. The scale consists of 8 dimensions that make up the organizational effectiveness construct. The 8 dimensions are- flexibility, acquisition of resources/ growth, planning, productivity, availability of information/ communication, stability, cohesive workforce, and satisfied workforce.

ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS

Organizational Commitment was found to be a very important organizational variable defining the success of an organization in many ways (being associated with major organizational variables). Organizational Commitment was found to be associated with organizational adaptability, turnover, and tardiness rate (Angle et al. 1981; Thanswor et al. 2004 and Chaitanya et al. 2001). Jauch et al., (1978) found in their research, that the researchers with the strongest professional commitment had higher research productivity. A strong body of theoretical research suggesting a negative relationship specifically between higher commitment levels and lower turnover intentions is well established (Boshoff et al., 2002; Chen et al., 1998; Cohen, 1998; Cohen, 1993; Firth et al., 2004; Meyer et al., 2002; Iverson, 1999; Mowday et al., 1982; Roshin and Korabik, 1995; Schwepker, 2001; Vallabh and Donald, 2001; Williams and Hazer, 1986). Studies have also been conducted to find the association between the three subscales i.e.: Normative, Affective and Continuance components of Organizational Commitment. According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. Diesh (1997) has found certain aspects of organizational climate to be significantly related to organizational structure. These emerged as important predictors of organizational commitment in her study which focused on public sector managers. Purang (2008) observed that the positive perception of HRD climate predicts a better commitment level. Katz (1964) identified three categories of employee’s behavior essential for organizational effectiveness. According to Katz (1964), individuals must first be induced to enter and remain with an organization; as employees, they must carry out specific role requirements in a dependable fashion; and they must engage in innovative and spontaneous activity that goes beyond role prescriptions. Hendrix and Mcnichols (1984) found that organizational effectiveness can be improved if a group processing styles in a structured autonomy situation is created. The relationship between age and organizational commitment has been studied by (Steers, 1977; Stevens et al. 1978; Morris and Sherman, 1981; DeCotis and Summers, 1987; Balaji, 1986; Steers, 1977; Alviand Ahmed, 1987; Diesh, 1997; Cohen, 1993; Pattanayak, 1993; Mannheim, 1975). Age is usually found to be positively related to commitment. Similarly, in a meta- analytic review, Mathieu and Zajac (1990) found a positively significant correlation between age and positive mean correlation of 0.36 (p<0.05) between age and organizational commitment. Bhagat et al. (1981) found that other variables such as age, education and need for achievement which were the antecedents of organizational commitment in earlier empirical studies, failed to predict commitment in the heterogeneous sample of working women. Kassahun (2005) found that employee age came out as the most important predictors of the organizational commitment. Another personal variable closely related to age is tenure. Stevens et al. (1978) indicated that certain role factors such as tenure are strong influences on commitment. Some studies (Cohen, 1993; Balaji, 1986) found that organizational commitment was directly associated with length of service in organization. Particularly, Cohen (1993) reported that the correlation and commitment was greater among the more senior employees (i.e. those with more than nine years of experience). In another slightly different study, Maeyer and Allen (1993) reported that analysis of organizational tenure generally showed a mild curvilinear relationship whereby middle- tenure employees possessed less measured commitment than new or senior level (by age) employees. In their subsequent analysis, Meyer and Allen, (1997) observed that it is possible that employees need to acquire a certain amount of experience with an organization to become strongly to it, or that long- service employees retrospectively develop affective attachment to their organization. Job tenure, another age-related variable, is also found to be positively related to commitment (Sheldon, 1971; Alutto et al. 1973; Farrell and Rustbelt, 1981; Alvi and Ahmed, 1987). On the other hand, level of education is found to be negatively related to commitment by some researchers (Steers, 1977; Morris and Sherman, 1981; Glisson and Durick, 1988). Gupta and Khandelwal (1988) have found a significant and positive relationship between role efficacy and organizational identification. Singh and Das (1994) concluded that the organizational culture influences level of Commitment significantly.

METHODOLOGY

PRESENT STUDY

The above mentioned and other similar studies made the plot for the present study. The authors attempt to study organizational commitment and organizational effectiveness in two strata of culturally diverse organizations. In all, nine organizations belonging to Punjab and Haryana region were studied comprising three public sector organizations and six private sector organizations in Food Processing Industry. Description of the organizations is as follows:

EXHIBIT 1: TARGETED ORGANIZATIONS

Public Sector Organizations	Hafed, Panchkula (Haryana)
	Vita, Ambala (Haryana)
	Markfed, Patiala (Punjab)
Private Sector Organizations	Private Sector Organizational LT Overseas Pvt. Ltd., Jind (Haryana)
	Bonn Nutrients Pvt. Ltd., Ludhiana (Punjab)
	Milk Plant, Jind (Haryana)
	Pepsi Food Pvt. Ltd., Patiala (Punjab)
	Alchemist, Kurali (Punjab)
	Nestle, Moga (Punjab)

OBJECTIVES

The paper studies organizational commitment and organizational effectiveness in food processing industry (both private and public sector organizations). The main objectives of the study are as follows:

- To compare the level of organizational commitment in public and private sector organizations of food processing industry.
- To compare the level of organizational commitment of employees among different hierarchical levels in food processing industry.
- To study organizational commitment vis-à-vis psycho-demographic factors i.e. marital status, qualification, hierarchy, age, gender and total work experience in food processing industry.
- To find the correlation between the three subscales- affective commitment, normative commitment and continuance commitment in food processing industry.
- To find the correlation between organizational commitment and organizational effectiveness in food processing industry.
- To find the impact of organizational commitment on organizational effectiveness in food processing industry.

HYPOTHESES

- H1a.** There is a significant difference in the level of organizational commitment in public and private sector organizations in food processing industry.
- H 2a.** There is a significant difference in the level of organizational commitment at different hierarchical levels in food processing industry.
- H3a.** There is a significant difference in the level of organizational commitment vis-à-vis psycho-demographic factors i.e. marital status, qualification, hierarchy, age, gender, and total work experience.
- H3.1a** There is a significant difference in the level of organizational commitment for male and female employees in food processing industry.

- H3.2a. There is a significant difference in the level of organizational commitment for married and single employees in food processing industry.
- H3.3a. There is a significant difference in the level of organizational commitment for the employee processing different educational levels in food processing industry.
- H3.4a. There is a significant correlation between organizational commitment and the age of the employees.
- H3.5a. There is a significant correlation between organizational commitment and total work experience of the employees in food processing industry.
- H4a. There is significant correlation among the sub scales of organizational commitment in food processing industry.
- H5a. There is a significant correlation between organizational commitment and organizational effectiveness in food processing industry.
- H6a. Organizational effectiveness is positively and significantly predicted by organizational commitment of employees in food processing industry.

RESEARCH DESIGN

The study is descriptive and empirical in nature. Three organizations were chosen from public sector and six from the private sector of food processing industry using systematic random sample. Then a sample of managers, supervisors and workers was chosen from a sample frame of nine companies using stratified random sampling. Managers, supervisors and workers were taken in the ratio of 1:2:3, based on availability and feasibility of the study. Out of a total of 196 respondents:

- 80 respondents belong to Public sector and 116 from Private sector in the food processing industry.
- 29 are managers, 76 are supervisors and 91 are workers.
- 171 are males and 25 are females.
- 164 are married and 32 are unmarried.
- 90 have professional qualifications and 106 have no professional qualifications.

The other demographics are mentioned in Exhibit 2.

EXHIBIT 2: DESCRIPTIVE STATISTICS OF AGE CATEGORY (AGECATE) AND TOTAL WORK EXPERIENCE (TWEATE)

	N	Minimum	Maximum	Mean	Std. Deviation
AGE	196	22	68	39.52	11.560
TWE	196	1	42	16.35	11.629
Valid N (List wise)	196				

DATA COLLECTION

Primary data was collected through preliminary interviews and questionnaires. Instrument Organizational Commitment questionnaire (Allen and Mayer, 1991) is used to undertake the study. The scale is multidimensional, suggesting three subscales i.e.; Normative (9 items), Affective (11 items) and Continuance Commitment (6 items). The Cronbach alpha coefficient of the scale was found to be 0.85. The second part of the questionnaire (Dr. N. Dixit) focused on organizational effectiveness, and included (24) statements covering eight effectiveness measures i.e. Flexibility, Acquisition of resources, Planning, Productivity and efficiency, Communication, Stability, Cohesive work Force and Satisfied work force. The Cronbach Alpha coefficients for all effectiveness measures were found to be 0.9339. The questionnaire also sought demographic information of respondents' i.e. age, education, marital status, hierarchical level, experience in present organization, experience in present position & total work experience.

DATA ANALYSIS

The data was analyzed using SPSS. Necessary tables encompassing SPSS outputs are included in the paper at the appropriate places. The Confidence level of 0.05 is assumed for the study.

RESULTS OF INDEPENDENT SAMPLE T-TEST (COMPARISON VIS-À-VIS PUBLIC AND PRIVATE SECTOR ORGANIZATIONS)

The results are presented in Table 1 below:

TABLE 1: INDEPENDENT SAMPLE t-TEST

Dimensions		Levene's Test for Equality of Variances		t-test for Equality of means		
		F	Sig.	T	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	Equal variances assumed	12.186	.001	-.191	194	.849
	EVNA			-.203	193.914	.839
CONTINUANCE COMMITMENT	Equal variances assumed	1.974	.162	2.721	194	.007
	EVNA			2.764	178.894	.006
NORMATIVE COMMITMENT	Equal variances assumed	.241	.624	-.563	194	.574
	EVNA				169.268	.575

In all cases, we cannot assume equal variances for public and private sector organizations as p-value of the F-test in the case of affective commitment comes out to be less than 0.05. But the results of Independent Sample t-test suggested no difference in the level of affective and normative commitment for the employees of public and private sector organizations, getting p-value more than 0.05. Therefore the null hypothesis (H1a) i.e. there is no significant difference in the level of normative and affective commitment of the employees in public and private sector organizations in food processing industry is not rejected or may be accepted. However there is significant difference in continuance commitment, getting p-value less than 0.05. Therefore the null hypothesis (H1a) i.e. there is no significant difference in the level of continuance commitment of the employees in public and private sector organizations in food processing industry is rejected.

RESULTS OF ANOVA (HIERARCHY-WISE COMPARISON)

The results are presented in Table 2 below:

TABLE 2: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Affective Commitment	Between Groups	65.357	2	32.678	1.270	.283
	Within Groups	4965.031	193	25.726		
	Total	5030.388	195	14.305		
Affective Commitment	Between Groups	28.609	2	10.895	1.313	.271
	Within Groups	2102.656	193			
	Total	2131.265	195	5.623		
Affective Commitment	Between Groups	11.246	2	12.182	.462	.631
	Within Groups	2351.136	193			
	Total	2362.383	193			

The results of one-way ANOVA (table 2) suggested no difference in the level of affective, continuance and normative among different hierarchical levels (managers, supervisors and workers), getting p-value more than 0.05. Therefore the null hypothesis (H2a) that there is no significant difference in the level of normative, affective and continuance commitment at different hierarchical levels, is not rejected or may be accepted.

RESULTS OF INDEPENDENT SAMPLE T-TEST (COMPARISON VIS-À-VIS GENDER)

The results are presented in Table 3 below:

TABLE 3: INDEPENDENT SAMPLES t-TEST

		Levene's Test for Equality of Variances		t-test for Equality of means		
		F	Sig.	T	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	Equal variances assumed	.958	.329	.340	194	.734
	EVNA			.380	34.175	.706
CONTINUANCE COMMITMENT	Equal variances assumed	3.944	.048	-.746	194	.457
	EVNA			-.1059	45.124	.295
NORMATIVE COMMITMENT	Equal variances assumed	.370	.544	.743	194	.458
	EVNA			.789	32.805	.436

In all cases, we cannot assume equal variances for male and female sample as p-value of the F-test in the case of continuance commitment comes out to be less than 0.05. But the results of independent Sample t-test suggested no difference in the level of affective, continuance and normative commitment for male and female employees, getting p-value more than 0.05. Therefore the null hypothesis ($H_{3.1a}$) that there is no significant difference in the level of normative, affective and continuance commitment for male and female employees is not rejected or may be accepted.

RESULTS OF INDEPENDENT SAMPLE t-TEST (COMPARISON VIS-À-VIS MARITAL STATUS)

The results are presented in Table 4 below:

TABLE 4: INDEPENDENT SAMPLE t-TEST

		Levene's Test for Equality of Variances		t-test for Equality of means		
		F	Sig.	T	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	Equal variances assumed	15.799	.000	-.536	194	0.592
	EVNA			-.431	370520	0.669
CONTINUANCE COMMITMENT	Equal variances assumed	0.080	.777	1.173	194	.242
	EVNA			1.172	43.925	.248
NORMATIVE COMMITMENT	Equal variances assumed	.589	.444	-1.492	194	.137
	EVNA			-1.403	41.676	.168

In all cases, we cannot assume equal variances for married and single employees as p-value of the F-test in the case of affective commitment comes out to be less than 0.05. The results of Independent Sample t-test suggested no difference in the level of affective, continuance and normative commitment for married and single employees, getting p-value more than 0.05. Therefore the null hypothesis ($H_{3.2a}$) that there is no significant difference in the level of normative, affective and continuance commitment for married and single employees is not rejected or may be accepted.

RESULTS OF ANOVA (EDUCATION –WISE COMPARISON)

The results are presented in Table 5 below:

TABLE 5: ANOVA (EDUCATION- WISE COMPARISON)

		Sum of Squares	Df	Mean Square	F	Sig.
Affective Commitment	Between Groups	39.558	3	13.186	.507	.678
	Within Groups	4990.830	192	25.994		
	Total	5030.388	195			
Affective Commitment	Between Groups	117.425	3	39.142	3.732	.012
	Within Groups	2013.840	192	10.489		
	Total	2131.265	195			
Affective Commitment	Between Groups	18.348	3	6.116	.501	.682
	Within Groups	2344.035	192	12.209		
	Total	2362.383	195			

The results of one –way ANOVA suggested no significant difference in the level of affective, continuance and normative commitment among different educational level getting p-value more than 0.05 but suggested a difference in the level of continuance commitment among different educational level. Therefore the null hypothesis ($H_{3.3a}$) that there is no significant difference in the level of normative and affective commitment for the employees processing different experience levels is not rejected or may be accepted. But the null hypothesis $H_{3.3a}$ that there is no significant difference in the level of continuance commitment for the employees processing different educational level is rejected.

RESULTS OF KARL PEARSON'S CORRELATION

The results are presented in Table 6 below:

TABLE 6: CORRELATIONS

		Normative Commitment	Affective commitment	Continuance Commitment	Age	Total Work Experience
Affective Commitment	Pearson Correlation	1.000	.456**	.421**	.028	.054
	Sig. (2-tailed)		.000	.000	.697	.455
	N	196.000	196	196	196	196
Continuance Commitment	Pearson Correlation	.456**	1.000	.380**	.052	.088
	Sig. (2-tailed)	.000		.000	.467	.222
	N	196	196.000	196	196	196

		Normative Commitment	Affective Commitment	Continuance Commitment	Age	Total Work Experience
Normative Commitment	Pearson Correlation	.421**	.380**	1.000	.007	-.016
	Sig. (2-tailed)	.000	.000		.921	.824
	N	196	196	196.000	196	196
Age	Pearson Correlation	.028	.052	.007	1.000	.920**
	Sig. (2-tailed)	.697	.467	.921		.000
	N	196	196	196.000	196.000	196
TWE	Pearson Correlation	.054	.088	-.016	.920**	1.000
	Sig. (2-tailed)	.455	.222	.824	.000	
	N	196	196	196	196	196.000

** . Correlation is significant at the 0.01 level (2-tailed).

RESULTS OF KARL PEARSON'S CORRELATION

(Correlation of commitment with Age)

The results of Karl Pearson's Correlation (Table 6) suggested that there is no correlation between age of the employees and levels of normative commitment, affective commitment and continuance commitment. Therefore the null hypotheses (H_{3.4a}), that there is no significant correlation in normative, affective and continuance commitment with age of the employees is not rejected or may be accepted.

RESULTS OF KARL PEARSON'S CORRELATION

(Correlation of Commitment with Total Work Experience)

The results of Karl Pearson's Correlation (Table 6) suggested that there is no correlation between the total work experience of the employees and level of normative commitment, affective commitment and continuance commitment. Therefore the null hypotheses (H_{3.5a}), that there is no significant correlation between normative, affective and continuance commitment and total work experience of the employees is not rejected or may be accepted.

RESULTS OF KARL PEARSON'S CORRELATION

(Correlation between Sub-Scales of Commitment):

The results of Karl Pearson's Correlation (Table 6) suggested that there is a very significant (p<0.01) correlation between normative and affective commitment (r=0.380, p=0.000), between affective and continuance commitment (r=0.421, p=0.000). A still positive correlation is found between continuance and normative commitment (r=0.456, p=0.000) significant at 5% level of significance. Therefore the null hypotheses (H_{4a}), that there is no significant correlation between normative, affective and continuance commitment is not rejected or may be accepted.

RESULTS OF KARL PEARSON'S CORRELATION (CORRELATION BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS)

The results are presented in Table 7 below:

TABLE 7: CORRELATIONS

Dimensions		Affective Commitment	Affective Commitment	Affective Commitment	Organizational Effectiveness
Affective Commitment	Pearson Correlation	1	.415(**)	.469(**)	
	Sig. (2-tailed)		.000	.000	.000
	N	240	240	240	240
Continuance Commitment	Pearson Correlation	.415(**)	1	.393(**)	.358(**)
	Sig.(2-tailed)	.000		.000	.000
	N	240	240	240	240
Normative Commitment	Pearson Correlation	.469(**)	.393(**)	1	.354(**)
	Sig. (2-tailed)	.000	.000		.000
	N	240	240	240	240
Organizational Effectiveness	Pearson Correlation	.475(**)	.358(**)	.354(**)	1
	Sig. (2-tailed)	.000	.000	.000	
	N	240	240	240	240

** Correlation is significant at 0.01 level (2-tailed).

The results of Karl Pearson's Correlation (Table 7) suggested that all the three organizational commitment dimensions (Affective, Normative and Continuance Commitment) were significantly and positively correlated with organization effectiveness (r=0.475, r=0.354 and r=0.358). Therefore the null hypotheses (H_{5a}), that there is no significant correlation between organizational commitment and organizational effectiveness is not rejected or may be accepted.

RESULTS OF SIMPLE LINEAR REGRESSION TEST (CAUSAL RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS)

The results are presented in Table 8, 9 & 10 below:

TABLE 8: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504(a)	.254	.251	.54453

a. Predictors: (Constant), OC

TABLE 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.982	1	23.982	80.882	.000(a)
	Residual	70.570	238	.297	.254	.254
	Total	94.552	239	.254	.254	.254

a. Predictors: (Constaznt), OC
b. Dependent Variable: OE

TABLE 10: COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.603	.356		1.691	.092
	OC	.889	.099	.504	8.993	.000

a. Dependent Variable: OE

The result of Simple Linear Regression test suggests that organizational commitment is a significant predictor (Result of ANOVA in Table9, with p- value=.000) of organizational effectiveness with R=.504 (Table8), slope of regression line=.889 and intercept=.603 (Table10), therefore the null hypothesis (H_{6a}) is rejected.

FINDINGS AND CONCLUSIONS

- No significant difference was found in the level of Normative, Affective and Continuance commitment for the employees Public and Private sector employees in Food processing industry.
- No significant difference was found in the level of Normative, Affective and Continuance commitment at different hierarchical positions (managers, supervisors and workers).
- No significant difference was found in the level of Normative, Affective and Continuance commitment for male and female employees in the Food processing industry.
- No significant difference was found in the level of Normative, Affective and Continuance commitment for married and unmarried/single employees in the Food processing industry.
- No significant difference was found in the level of Normative, Affective and Continuance commitment for the employees possessing different educational levels (Matriculate, Intermediate, Graduation, Post Graduation).these results don't support the results of Glisson and Charles (1988) and Bhagat et al. (1981).
- No significant difference was found in the level of Normative, Affective and Continuance commitment, and Age of the employees. These results don't support the results of Bhagat et al. (1981) and Kassahun (2005).
- No significant difference was found in the level of Normative, Affective and Continuance commitment, and Total Work Experience of the employees in the Food processing industry.

- A very significant correlation is found between Normative and Affective Commitment, and Affective and Continuance Commitment. A positive correlation was found between Affective and Continuance Commitment, Significant at 5% level of significance, supporting the results of Meyer and Allen (1991).
- The results revealed a very positive correlation of Organizational Commitment with Organizational Effectiveness in the Food Processing Industry.
- The results revealed that Organizational Commitment is the significant predictor of Organizational Effectiveness in the Food Processing Industry.

REFERENCES

- Allen, N.J. and Meyer, J.P. (1991) "The measurement and antecedents of affective, continuance and normative commitment to the organization", *Journal of Occupational Psychology*, Vol 63, No 1, pp 1-18.
- Alutto, J.A., Hrebiniak, I.G. and Alonso, R.C. (1973), "On operationalising the concept of Commitment, *Social Forces*, Vol 51, pp 448-454.
- Alvi, S.A. and Ahmed, S.W. (1981), "Assessing Organizational Commitment in a developing country: Pakistan- A Case study, *Human Relations*, Vol 40, pp 267-280.
- Angle, Harold, L. and Perry, J.L. (1981), "An Empirical Assessment of Organizational Commitment and Organizational Effectiveness, *Administrative Science Quarterly*. Vol 26, No 1, pp 1-14.
- Balaji, C. (1986), "Towards a new measure of Organizational Commitment, *Indian Journal of Industrial Relation*, Vol 21, No 3, pp 271-286.
- Becker, H.S. (1960), "Notes on the concept of Commitment, *American Journal of Sociology* Vol 66, pp 32-42.
- Bhagat, Rabi, S. and Chassie, M.B. (1981), "Determinants of Organizational Commitment in Working Women: Some implications for Organizational Integration, *Journal of Occupational Behaviour*, Vol 21, pp 17-30.
- Boshoff, A.B., Van Wyk, R., Hoole, C. and Owen, J.H. (2002), "The prediction of intention to quit by means of biographic, variables, work commitment, role strain and psychological climate, *Management Dynamics*, Vol 11, no 2, pp 14-28.
- Buchanan, B. (1974), "Building Organizational Commitment: The socialization of Managers in Work Organization, *Administrative Science Quarterly*, Vol 19, pp 533-546.
- Campbell, J.P. and others, (1974). *The measurement of Organizational Effectiveness: A review of relevant research and opinion*, Navy Personnel Research Development Centre, Minneapolis.
- Chaitanya, S.K. and Tripathi, N (2001), "Dimensions of Organizational citizenship Behaviour. *Indian Journal Industrial Relations*, Vol 37, no2, pp 217-230.
- Chen, X.P., Hui, C. and Segó, D.J. (1988), "The role of Organizational Citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses, *Journal of Applied Psychology*, Vol 83, No 6, pp 922-931.
- Cohen, A. (1993), "Age and tenure in relation to organizational commitment. A Meta analysis, *Basic and applied Social psychology*, Vol 14, No 2, pp 143-159.
- Cohen, A. (1993), "Work commitment in relations to withdrawal intentions and union effectiveness, *Journal of Business Research*, Vol 26, No 1, pp 75-90.
- Cohen, A. (1998), "An Examination of the relationship between work commitment and work outcomes among hospital nurses, *Scandinavian Journal of Management*, Vol 14, No 1-2, pp 1-17.
- Cyert, R.M. and James G.M. (1965), *A behavioural Theory of the Firm*, Englewood Cliffs, Prentice Hall.
- DeCottis, T.A., and Summers T.P.(1987), "The path analysis of a model of the Antecedents and consequences of Organizational Commitment, *Human Relations*, Vol 40, pp 445-470.
- Diesh, S. (1997), "Organizational Change:A study of Organizational structure, commitment, Role stress and resistance to change, unpublished M.Phil. Dissertation. University of Delhi, Delhi.
- Etzioni, A. (1964), *Modern organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Farrell and Rusbult, C.E.(1981), "Exchange Variables as predictors of Job Satisfaction, job Commitment and turnover: The impact of rewards, costs, alternatives and investments, *Organizational behavior and Human Performance*, Vol 28, pp 78-95.
- Firth, L., Mellor, D.J., Moore, K.A. and Loquet, C.(2004), "How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, Vol 19, No 2, pp 170-187.
- Glisson, Charles and Durick, M. (1988), "Predictors of Job Satisfaction and Organizational Commitment in Human Service Organizations, *Administrative Science Quarterly*, Vol No 331, pp 61-81.
- Gross, E. (1979), "The definition of organizational goals, *British Journal of Sociology*, Vol 20, pp 277-294.
- Gupta, P. and Khandelwall, P. (1988), "Role efficacy and Organizational identification among Professional Groups, *Productivity*, Vol 29, No 1, pp 31-37.
- Hall, D.T., Schneider, B., and Nygfren, H.T. (1970), "Personal Factors in organizational identification, *Administrative Science Quarterly*, Vol 15, pp 176-190.
- Iverson, R.D. (1999), "An event history analysis of employee turnover: the case of hospital employee in Australia, *Human Resource Management Review*, Vol 9, pp 397-418.
- Jauch, Lawrence R., Glueck, William F. and Osborn R.N. (1978), "Organizational Loyalty, Professional Commitment, and Academic Research Productivity, *The Academy of Management Journal*, vol 21, No1, pp 84-92.
- Kanter, R.M. (1968), "Commitment and Social Organization: A study of Commitment mechanism of utopian communities, *American Sociological Review*, Vol 33, pp 499-517.
- Kassahun, Tilaye (2005), "Level of Organizational Commitment: Its Correlates and Predictors, *Indian Journal Industrial Relations*, Vol 41, No 1, pp 30-62.
- Katz, D.(1964), "The motivational basis of organizational behavior. *Behavioral Science*, Vol 9, pp 131-133.
- Mannheim, B.A. (1975), "Comparative Study of Work centrality, job rewards and satisfaction, *sociology of Work and Occupation*, Vol 2, pp 70-102.
- Mathieu, J.E. and Zajac, D.M. (1990), "A Review and Meta Analysis of Antecedents, correlates and consequences of Organizational Commitment, *Psychological Bulletin*, Vol 108, No 2, pp 171-194.
- Meyer, J.P. and Allen, N.J. (1991), "A three- component conceptualization of organizational commitment, *Human Resource Management Review*, Vol 1, No 2, pp 61-89.
- Meyer, J.P. and Allen, N.J. (1997), "Commitment in the workplace; Theory, Research and Application. Sage. Thousand Oaks.
- Meyer, J.P. and Allen, N.J. and Smith, C.A. (1993). *Commitment to organizations and occupations: Extension and test of a three- component conceptualization*, *Journal of Applied Psychology*, Vol 78, No 4, pp 538-551.
- Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnysky, L. (2002), "Affective, Continuance, and Normative Commitment to the Organization: A meta-analysis of Antecedents, Correlates, and Consequences, *Journal of Vocational Behavior*, Vol 61, No1, pp 20-52.
- Morris, J.H. and Sherman, J.D. (1981), "Generalizability of an Organizational Commitment Model, *Academy of Management Journal*, Vol 24, pp 512-526.
- Mowday, R.T., Porter, L.W. and Steers, R.M.(1982), *Employee Organization linkages: The psychology of commitment, absenteeism and turnover*. Academic Press, New York.
- Pattanyak, B. (1993), "Organizational commitment: A study on Industrial public sector, *The Creative psychologist*. Vol 5, No 1-2, pp 41-45.
- Porter, L.W., Steers, R.M., Mowday, R.T. and Boulian, P.V. (1974), "Organizational Commitment, Job Satisfaction and Turnover among Psychiatrist Technicians, *Journal of Applied Psychology*, Vol 59, pp 603-669.
- Purang, P. (2008), "Dimensions of HRD Climate enhancing Organizational Commitment in Indian Organizations, *Indian Journal of Industrial Relations*, Vol 43, No 4, pp 528-546.
- Raju, P.M. and Srivastava, R.C. (1986), "Organizational Commitment in relation to certain job attitude, *Indian Journal of Industrial Relations*, Vol 21, pp 462-472.
- Rhenman, E. (1967), *Organizational Goals*, *Acta Sociologica*, Vol 10, pp 275-287.

44. Rosin, H. and Korabik, K. (1995), "Organizational experiences and propensity to leave: A multivariate investigation of men and women managers, *Journal of Vocational Behaviour*, Vol 46, pp 1-16.
45. Salancik, G. (1977), "Commitment and the control of organizational behavior and belief. In B. Staw and G. Salancik (Eds.). *New directions in organizational behavior* (pp. 1-21). Chicago:St. Clair Press.
46. Schwepker, C.H. (2001), "Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the sales force, *Journal of Business Research*, Vol 54, No 1, pp 39-52.
47. Sheldon, M.E. (1971), "Investments and involvements and mechanisms producing commitment to organization, *Administrative Science Quarterly*, Vol 16, pp 142-150.
48. Singh P, and Das G S (1977), "Organizational Culture and its impact on commitment to work, *Academy of Management Journal*, Vol 21, pp 511-524.
49. Steers, R.M. (1977), "Antecedents and Outcomes of Organizational commitment, *Administrative Science Quarterly*, Vol 22, pp 46-56.
50. Steers, R.M. and Spencer, D.G. (1977), "The role of Achievement motivation in Job design, *Journal of Applied Psychology*, Vol 62, pp 472-479.
51. Stevens, J.M., Beyer, Janice M. and Trice, H.M. (1978), "Assessing Personal, Role, and Organizational Predictors of Managerial Commitment, *The Academy of Management Journal*, Vol 21, No 3, pp 380-396.
52. Thanswor, Gautam, Dick, Rolf van, Wagner, Ulrich, Upadhyay N. and Davis A.J. (2004), "organizational citizenship behavior and organizational commitment in Nepal, *Aston Academy for Research in Management*: Isbn No. 1 85449 6204.
53. Vallabh, M. and Donald, F. (2001), "A comparison of black and white managers on intent to leave and job mobility, *SA Journal of Industrial Psychology*, Vol 27, No 2, pp 1-19.
54. Warner, W.K. (1967), "Problems in measuring the goal attainment of voluntary associations, *Journals of Adult Education*, Vol 19, pp 3-14.
55. Warriner, C.K. (1965), "The problems of organizational purpose, *The Sociological Quarterly*, Vol 6, pp 139-146.
56. William L.J. and Hazer J.T. (1986), "Antecedents and consequences of Job Satisfaction and commitment to turnover models: A reanalysis using latent variables structural equation methods, *Journal of Applied Psychology*, Vol 71, No 2, pp 219-231.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

