

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & 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.

as well as in Open J-Gate, India (link of the same is duly available at Infibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 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

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE DEVELOPMENT OF THAI HERBAL TRADITIONAL RECIPES FOR TREATMENT IN COMMUNITIES <i>DR. PATTHIRA PHON-NGAM</i>	1
2.	DO FINANCIAL VARIABLES INFLUENCE MARKET PRICE OF BANK SHARES IN BANGLADESH: A CASE STUDY ON NATIONAL BANK LTD. AND ISLAMI BANK BANGLADESH LTD. <i>MOHAMMAD ARIFUL ISLAM & M. MUZAHIDUL ISLAM</i>	5
3.	MEASURING STUDENTS' PERCEPTION TOWARDS UNIVERSITY SELECTION: AN EMPIRICAL INVESTIGATION ON MALAYSIAN POSTGRADUATE STUDENTS <i>ABDULLAH AL MAMUN SARWAR, AHASANUL HAQUE & AHMAD ZAKI HJ ISMAIL</i>	13
4.	USAGE OF RUBRICS FOR EFFECTIVE CLASSROOM EVALUATION <i>DR. MD. ABBAS ALI & DR. T. VENKAT RAM RAJ</i>	21
5.	THE IMPACT OF WORK RELATED ATTITUDES ON TASK AND CONTEXTUAL PERFORMANCE: A COMPARATIVE STUDY IN PUBLIC AND PRIVATE BANKS IN SRI LANKA <i>U.W.M.R. SAMPATH KAPPAGODA</i>	23
6.	CALL CENTRE OUTSOURCING PRACTICES ADOPTED BY MOBILE PHONE COMPANIES IN KENYA <i>LEWIS KINYUA KATHUNI & NEBAT GALO MUGENDA</i>	27
7.	EXERCISE OF CADRE COORDINATION BY WORKMEN BY VIRTUE OF PROPER TRAINING AT OPEN CAST MINES AT NORTHERN COALFIELDS LIMITED, SINGRAULI (MADHYA PRADESH) <i>ABHINAV KUMAR SHRIVASTAVA & DR. N. C. PAHARIYA</i>	35
8.	RURAL HEALTH- AN ENGINE FOR ECONOMIC DEVELOPMENT <i>SHEETAL SHARMA & DR. PAVNESH KUMAR</i>	40
9.	ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF MEMBERS OF SELF HELP GROUPS AND ITS IMPACT ON GROUP PERFORMANCE <i>C.MURALIDHARAN, R.VENKATRAM & K.MANI</i>	45
10.	A COMPARATIVE STUDY TO ANALYSE THE REQUIREMENT OF AN EFFECTIVE AND VALUE-BASED HIGHER EDUCATION SYSTEM WITH REFERENCE TO INDIA <i>DR. RAMESH KUMAR</i>	49
11.	INEQUALITY AMONG STATES OF INDIA: HUMAN DEVELOPMENT ASPECT <i>SUNEEL KUMAR</i>	54
12.	A CRITICAL ANALYSIS OF HOUSING SHORTAGE IN INDIA <i>DR. MOOL CHAND & DR. RAJ PAL SINGH</i>	61
13.	BANK'S EMPLOYEES PERCEPTION ON QUALITY OF WORK LIFE AND ITS RELATION WITH JOB SATISFACTION IN MALWA REGION OF PUNJAB <i>DR. GIRISH TANEJA & LALITA KUMARI</i>	70
14.	STUDY OF CONSUMPTION PATTERN OF COSMETIC PRODUCTS AMONG YOUNG MALES IN DELHI <i>ABDULLAH BIN JUNAID & DR. RESHMA NASREEN</i>	77
15.	SELF HELP GROUP IN SOCIO ECONOMIC TRANSFORMATION WITH SPECIAL REGERENCE TO COIMBATORE <i>DR. SARAVANAKUMAR & S. MAMTA</i>	87
16.	INDUSTRIAL EXPANSION AND GLOBAL WARMING <i>DR. MANZOOR A SHAH</i>	94
17.	GLOBAL FINANCIAL CRISIS II: IMPLICATION ON INDIA (BOON OR BANE???) <i>DR. ANUPRIYA PANDEY</i>	97
18.	FACTORS THAT ENCOURAGE IMPULSE PURCHASE & IMPACT OF VISUAL MERCHANDISING ON THE PURCHASE DECISION OF WOMEN FOR BEAUTY PRODUCTS IN GUJARAT <i>MITAL THAKOR & SANDIP G PRAJAPATI</i>	101
19.	STUDY GROUPS, GROUPING CRITERIA AND THE SYNERGY IN EDUCATIONAL SYSTEM: A QUALITATIVE RESEARCH AMONG FDP PARTICIPANTS <i>SIMON JACOB C</i>	105
20.	INCOME GENERATION AND EMPOWERMENT OF DALIT WOMEN IN LUCKNOW DISTRICT <i>DR. KAUSHIKI SINGH</i>	109
21.	TESTING THE WEAK FORM EFFICIENCY IN WORLD STOCK MARKET: A CASE STUDY IN AUSTRALIA <i>DR. REKHA GUPTA</i>	118
22.	A COMPARATIVE ANALYSIS ON HOME LOANS OF PUBLIC & PRIVATE SECTOR BANKS IN INDIA <i>PUSHPA SANGWAN & KANWAR BHAN</i>	121
23.	IMPLICATIONS OF THE SHIFT IN GLOBAL ECONOMIC POWER: AN ANALYSIS <i>DR. JAYA PALIWAL</i>	126
24.	CONSUMERS' COMPLIANCE TO ADOPT ECO-FRIENDLY PRODUCTS FOR ENVIRONMENTAL SUSTAINABILITY <i>JYOTI GOGIA & NANDINI SHARMA</i>	130
25.	AN INNOVATIVE MODEL OF SOCIALWORK EDUCATION AND PRACTICE <i>M.YALADRI, DR. R. SUDHAKAR GOUD & K.NARSAIAH</i>	136
26.	EMPLOYEE EMPOWERMENT: A NEED FOR COPORATE SURVIVAL <i>DR. V. TULASI DAS, DR. P. HANUMANATHA RAO & DR. B. VENKATA RAO</i>	139
27.	HUMAN RIGHTS: AN OVERVIEW IN INDIAN FRAMEWORK <i>ZAINAB FATIMA & MOHD YASIN WANI</i>	143
28.	TERM STRUCTURE OF INTEREST RATES AND FISHER EFFECT IN INDIA: AN EMPIRICAL ANALYSIS <i>RANJAN KUMAR MOHANTY & BRAJABANDHU NAYAK</i>	149
29.	EMPLOYEE RETENTION <i>SWATI GUPTA, DR. PUNEET JAIN & DR. BHAVNA AGARWAL</i>	159
30.	SOCIO-ECONOMIC UPLIFTMENT OF GUJJAR TRIBE IN JAMMU & KASHMIR <i>SWATI GUPTA & FARHAT BANO BEG</i>	162
	REQUEST FOR FEEDBACK	167

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, 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

CO-ORDINATOR

DR. BHAVET

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

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., HaryanaCollege of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

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

CO-EDITOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, HimachalPradeshUniversity, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

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

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. NAWAB ALI KHAN

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

PROF. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

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

DR. MOHENDER KUMAR GUPTA

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

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

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

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S.M.S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, Chanderkalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

TECHNICAL ADVISORS

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

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 area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; 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; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor 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; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

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/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in 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 author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/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 required to be below **500 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 and in case of non-receipt of acknowledgment 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 separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **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 stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **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.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **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**. 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 parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

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, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- 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 Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

THE IMPACT OF WORK RELATED ATTITUDES ON TASK AND CONTEXTUAL PERFORMANCE: A COMPARATIVE STUDY IN PUBLIC AND PRIVATE BANKS IN SRI LANKA

U.W.M.R. SAMPATH KAPPAGODA
SR. LECTURER
DEPARTMENT OF BUSINESS MANAGEMENT
FACULTY OF MANAGEMENT STUDIES
RAJARATA UNIVERSITY OF SRI LANKA
MIHINTALE

ABSTRACT

The objectives of this study were to identify the level of work related attitudes, task performance and contextual performance and to analyze the impact of work related attitudes on task performance and contextual performance of non-managerial employees in public and private banks. 200 non managerial employees in public banks and 200 non managerial employees in private banks were participated in the study. A questionnaire was administered among the non - managerial employees. The collected data were analyzed using correlation coefficient, simple and multiple regressions. The results of the study indicated that the level of job satisfaction, organizational commitment, job involvement, task performance and contextual performance of non-managerial employees in private banks are higher than the non-managerial employees in public banks. The work related attitudes had positive relationship with task performance and contextual performance of non-managerial employees who work in public and private banks.

KEYWORDS

Contextual performance, job involvement, job satisfaction, organizational commitment, task performance.

INTRODUCTION

Job Performance (JP) of the employees is one of the key factors in deciding the success or failure of any organization. Traditionally, Job Performance was evaluated in terms of the proficiency of individual carried out the tasks that were specified in their job description. According to Borman & Motowidlo (1993), job performance has been conceptualized in terms of the execution and completion of well-defined task. However, this conceptualization has been challenged with development of several taxonomies of job performance. Borman and Motowidlo, (1993) introduced a two-factor theory of JP in which the most jobs consist of Task Performance (TP) and Contextual Performance (CP). One of the fundamental distinctions made between these taxonomies is in- role performance and extra - role performance. They define TP as the behaviour that is directly linked with completion of the job. Task related behaviours contribute to the technical core of the organization. Behaviour in the domain of TP is usually recognized as a formal requirement of an individuals' job. Job description often explicitly stipulates that the job holders must perform these activities. Based on this definition, it can be observed that traditionally JP was defined in terms of TP. In turn, CP was defined as an individual's performance, which maintains and enhances an organization's social network and the psychological climate that supports technical tasks (Borman and Motowidlo, 1993). This type of performance is often not written in a job description but it is considered to be an important component of JP.

Over the past several decades, an impressive amount of research efforts have been devoted to understand the nature, antecedents, and consequences of job performance. Among them personality (Ones & Viswesvaran, 2001), job satisfaction (Iaffaldano & Muchinsky, 1985, Judge *et al.*, 2001), Organizational commitment (Baugh & Roberts, 1994; Meyer *et al.*, 1993), Job involvement (Brown, 1996; Robbins, 2003), work attitudes-organizational commitment and job involvement- (Blau, 1986), motivation (Moorhead and Griffin, 1999), organizational culture (Moorhead and Griffin, 1999), organizational structure (Robbins, 2003), leadership (Mullins, 1996) are the most investigated antecedents of JP. Here, work related attitudes - job satisfaction, OC and job involvement - have been given more attention as significant factors on JP. However, the researchers have only given little attention to understand the impact of work related attitudes on different dimensions of job performance.

In reviewing the literature, it can be observed that there were different conceptualization on Job Satisfaction (JS), Organizational Commitment (OC) and Job Involvement (JI) but the majority of researchers have identified these variables as attitudes. Therefore, in this study these variables were considered as work related attitudes. Robbins (2003) defines JS as a subjective measure of worker attitudes, that is, an individual's general attitudes to his or her job. A person with high JS holds positive attitudes towards the job and one who is dissatisfied with, has negative attitudes toward it. The employees behave according to the level of JS. Meyer and Allen (1991) define OC as the way people feel and think about their organizations. That is the employee attitude that reflects the nature and quality of the linkage between an employee and an organization. According to Porter *et al.*, (1974) this refers to the psychological attachment or Affective Commitment (AC) formed by an employee in relation to his identification and involvement with the respective organization. They further explain this as "an attachment to the organization, characterized by intention to remain in it, identification with the values and goals of the organization, and a willingness to exert extra effort on its behalf." According to Allport (1943), JI is the degree to which the job meets the need for prestige and self-respect or the level of importance to one's self esteem. Furthermore he conceptualizes JI as the degree to which one is actively participating in one's job. Kanungo (1982) defines JI as the extent to which one identifies psychologically with one's job. These individuals really care about the kind of work they do on their jobs. The employees do not get involved in the job only for self-rational interest fulfillment; they also get involved in the job because they let their emotions play a role. Becoming highly involved in the job is often times a response to emotional rather than rational needs (Carmeli, 2003).

Much of the researches have focused on the relationship between work attitudes and job performance but they have failed to take in to account the different dimensions of job performance. However, several researchers have provided a rationale to establish the relationship between work related attitudes and different facets of JP using the social exchange theory. Social exchange theory explains that people strive to balance what they give and receive from social exchanges (Adams, 1965; Blau, 1964). Bateman & Organ, (1983); Organ & Moorman, (1993); Organ & Ryan, (1995) have used this theory to argue why the JS and CP relationship should be stronger than the JS and task performance relationship. If an employee is satisfied with his or her job, the employee may be more likely to reciprocate by helping others through their CP whereas if employees have low levels of JS, they may be less likely to engage in contextual behaviours. In contrast, TP is usually recognized as a formal requirement of an individuals' job. Job description often explicitly stipulates that the job holders must perform these activities. Therefore, whether an employee is satisfied with the job or not, the tasks have to be accomplished. Ang *et al.* (2003) and Edwards *et al.*, (2008) found that the relationship between overall JS and TP, JS and CP was positive. JS has been found to be causally related to CP behaviour, involving cooperating and helping others (Organ & Lingle, 1995). In a recent Meta-analysis, Organ & Ryan (1995) found an average correlation between JS and behaviour of CP. Edwards & Bell (2008); Kappagoda (2011) found that TP and CP were positively correlated with JS. Although the committed employees are believed to work harder for a firm than those who are not committed (Zeithaml *et al.*, 1990), research has yielded mixed results with regard to the relationship between OC and CP. Some research studies have provided evidence of a positive correlation between OC and TP (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). It is interesting to note that lots of researches have only considered the affective component of the commitment. The employees who are affectively committed to the organization tend to perform better than those who are not (Meyer *et al.*, 1989). Meyer and his colleagues (1989) surveyed management food service workers and found that affective commitment was positively correlated to TP. In review the literature, there were few researches on the direct comparisons of the relationships between JI and CP. Diefendorff *et al.*, (2002) demonstrate that JI is a useful predictor of discretionary behaviour. In addition to that finding, in

general, it can be predicted that those high in JI will engage in more task and contextual behaviour. Highly involved individual should engage in these behaviours to a greater extent than less involved individuals.

In reviewing the research literature in Sri Lanka, there were few researches on work related attitudes and job performance but nothing can be found on work related attitudes and different dimensions of job performance in the banking sector in Sri Lanka. The banking sector is the dominant sub sector within the financial sector in Sri Lanka. The overall performance of the banking sector directly affects to the other industrial and service sectors of the economy. The Sri Lankan banking sector comprises the public and private sector banks. Gabbott and Hogg (1997) argue that employees' JP in particular is considered to be a key individual outcome in the financial and banking services context. In this context, bank employees play an important role in delivering high quality services, promoting the corporate image and improving customer satisfaction (Karatepe and Tekinkus, 2006). Therefore, it is important to explore the factors affecting to TP and CP of employees because the success of the banks largely depends on the way employees accomplish their call of duties and the way they go beyond the call of duty. On the other hand, there was no comparison study on work related attitudes and different dimensions of job performance of non-managerial employees in public and private banks and also no research was found on the impact of work related attitudes on task performance and CP in public and private banks in Sri Lanka. Therefore it seems that there is a research gap in Sri Lankan banking sector in terms of public and private ownership.

PROBLEM STATEMENT

Since there is no research on the impact of work related attitudes on different facets of job performance in the banking sector in Sri Lanka, It is very important to do research to fill this research gap. On the other hand, there was no comparison study between public and private banks in Sri Lanka on the variables of JS, OC, JI, TP and CP. Therefore, the problems addressed in this research as follows:

1. How and in what ways does work related attitudes affect task performance and contextual performance of employees in public and private banks in Sri Lanka?
2. Are the level of work related attitudes, task performance and contextual performance of the non-managerial employees different in terms of public and private banks

OBJECTIVES OF THE RESEARCH

1. To study the levels of work related attitudes, task performance and contextual performance of non-managerial employees in public and private banks
2. To identify the impact of job satisfaction, organizational commitment and job involvement on task performance and contextual performance of non-managerial employees in public and private banks in Sri Lanka
3. To identify the simultaneous effect of work related attitudes on task performance and contextual performance of non-managerial employees in public and private banks in Sri Lanka

RESEARCH METHODOLOGY

POPULATION AND SAMPLE

Two samples were used for this comparison study. The first sample of 200 non managerial employees was drawn randomly from the public banks in Sri Lanka. Among them 127 non managerial employees were female. The second sample of 200 non managerial employees was randomly selected from private banks in Sri Lanka. 120 employees were male in this sample.

MEASURE

Non managerial employees' TP and CP were the dependent variables of this study. The JS, OC and JI of the non-managerial employees were the independent variables. These variables were measured using a questionnaire which was originally developed by the researcher. The questionnaire was separated into three sections as demographic data, work related attitudes and different dimensions of JP (TP and CP). Six questions were included to get the demographic information. CP was measured using five dimensions (Volunteering to carry out task activities, Persisting with extra effort, Helping and cooperating with others, Following organizational rules and procedures, Endorsing, supporting organizational procedures) developed by the researcher. It was consisted of 11 questions. TP was measured using three dimensions (task proficiency, efficiency and communication) and 08 questions. Under the work related attitudes the level of JS, OC, and JI of the non-managerial employees in the banking sector were tested. 16 questions were used to measure the JS under six dimensions (Work itself, pay, promotion, supervision, coworkers and working condition). Nine questions were included to test the OC of the non-managerial employees under two dimensions (Willingness to display effort and Desire to belong to the organization). Ten questions for JI were included into the questionnaire under two dimensions (Psychological identification of the job and active participation in the job). The total questions were 60.

VALIDITY AND RELIABILITY

The questionnaire which was prepared for non-managerial employees consists of 05 instruments such as JS, OC, JI, TP and CP. All the instruments have been developed after correctly identifying the relevant dimensions and indicators. Therefore, it can be assured that the instruments have content validity. In developing OC instrument, Affective OC Scale, which was created by Meyer, Allen and Smith (1993), OC questionnaire created by Meyer, Allen (1997) were considered. Lodahl and Kejner (1965), JI Scale, Kanungo (1982) JI questionnaire were considered in developing JI instrument for the Non-Managerial employees. When developing TP & CP instrument, Motowidlo and Van Scotter's (1994) 15 items scale of OCB and Task and Overall performance scale of Borman, and Ackerman (1994) were considered.

TABLE 01 - RESULTS OF RELIABILITY

Variables	Test – retest coefficient	Cronbach Alpha Coefficient
Task performance	0.87	0.82
Contextual Performance	0.84	0.87
Job Satisfaction	0.90	0.90
Organizational Commitment	0.74	0.73
Job Involvement	0.79	0.71

It can be concluded that the instruments possess high test retest reliability as there is a significant high correlation between the responses of the two administrations. In turn, each item is correlated with other item across the entire sample and the internal consistency reliability is satisfactory.

TECHNIQUES OF DATA ANALYSIS

The collected data were analyzed using SPSS version 17. The data analysis included univariate, bivariate and multivariate analyses. Simple regression, multiple regression and correlation coefficient were used to analyze the data.

RESULTS AND DISCUSSION

The results of univariate analysis are given in table 02. It shows that the level of job satisfaction is in high level among the non-managerial employees in both banks but the employees in private banks are more satisfied than the employees who work in public banks. The level of OC of employees is at moderate level in public banks but it is high in private banks. JI of non-managerial employees who work in public banks is lower than the moderate level but this level is moderate in private banks. The level of TP and CP of non-managerial employees in public banks and private banks is in high level but this level is higher in private banks. According to the data, it can be concluded that the level of JS, OC, JI, TP and CP of employees in private banks are higher than public banks.

TABLE 02- THE RESULTS OF UNIVARIATE ANALYSIS

	Public Banks		Private Banks	
	Mean	Std. Deviation	Mean	Std. Deviation
Job Satisfaction	3.42	0.51	3.78	0.49
Organizational Commitment	3.01	0.56	3.92	0.51
Job Involvement	2.96	0.48	3.05	0.45
Task Performance	3.59	0.42	3.98	0.41
Contextual Performance	3.32	0.39	3.68	0.38

The first objective of this research was to identify the levels of work related attitudes, TP and CP of non-managerial employees in public and private banks. As per the results of univariate analysis, the level of job satisfaction, OC, JI, TP and CP of non-managerial employees in private banks are higher than that level of non-managerial employees who work in public banks.

TABLE 03- CORRELATION COEFFICIENT BETWEEN INDEPENDENT AND DEPENDENT VARIABLES - PUBLIC BANKS & PRIVATE BANKS

Variables	1		2		3		4		5	
	Public	Private								
1. Job Satisfaction	-	-								
2. Organizational Commitment	0.23**	0.29**	-	-						
3. Job Involvement	0.25**	0.20**	0.67**	0.65**	-	-				
4.Task performance	0.08*	0.24**	0.46**	0.55**	0.49**	0.59**	-	-		
5. Contextual Performance	0.16*	0.23**	0.46**	0.56**	0.51**	0.61**	0.83**	0.83**	-	-

*p<.05, **p<.01

TABLE 04 - RESULTS OF SIMPLE REGRESSION ANALYSIS – TASK PERFORMANCE AS DEPENDENT VARIABLE

	Job satisfaction		Organizational Commitment		Job Involvement	
	Public	Private	public	Private	Public	Private
R	0.08	0.24	0.46	0.55	0.49	0.59
R ²	0.01	0.06	0.21	0.30	0.24	0.34
F Value	1.41	12.02	54.64	82.95	63.10	100.58
P Value	0.24	0.01	0.00	0.00	0.00	0.00
β	0.08	0.24	0.46	0.55	0.47	0.59

According to the data represent in table 03 and 04, all the independent variables have positively correlated with TP in both public and private banks. However, the relationship between job satisfaction and TP is weak in both banks. This relationship is not significant in both public and private banks. OC of non-managerial employees has predicted 21% and 30% of variance in TP in public and private banks respectively. The JI is the best predictor of TP in both banks and has explained 24% and 34% of variance in TP in public and private banks respectively.

TABLE 05 - RESULTS OF SIMPLE REGRESSION ANALYSIS- CONTEXTUAL PERFORMANCE AS DEPENDENT VARIABLE

	Job satisfaction		Organizational Commitment		Job Involvement	
	Public	Private	public	Private	Public	Private
R	0.16	0.23	0.46	0.56	0.51	0.61
R ²	0.03	0.14	0.22	0.31	0.30	0.37
F value	5.36	10.95	54.90	87.29	70.15	113.17
P value	0.02	0.01	0.00	0.00	0.00	0.00
β	0.16	0.23	0.46	0.56	0.51	0.61

The results of the correlation coefficient between work related attitudes and CP of the non-managerial employees in both banks are illustrated in table 03. According to the data, JS, OC, and JI are positively correlated to CP of both banks. These correlations have been confirmed by the data represented in table 05. In analyzing the data in table 05, the strength of the relationship between job satisfaction and CP is not significant in both banks. The JS of non-managerial employees has only predicted 3% and 14% of variance in their CP in public and private banks respectively. In turn, the JI is the strongest predictor of CP in both banks. JI has significantly explained 30% and 37% of the variance in CP in public and private banks respectively. On the other hand, the OC of non-managerial employees in public banks has significantly explained 22% of variance in their CP, whereas the variance has been 31% in private banks. The impact of JS, OC and JI on CP of non-managerial employees in private banks is higher than the employees who work in public banks. In addition, there are significant linear relationships between JS and CP, OC and CP, JI and CP in both banks as the F value is positive in each situation.

The second objective of this research study was to identify the impact of JS, OC and JI on TP and CP of employees in public and private banks in Sri Lanka. According to the data thus far discussed, the JS, OC and JI have positively correlated with both categories of task and CP but the relationship between JS and TP, JS and CP is not significant.

TABLE 06 – RESULTS OF MULTIPLE REGRESSION ANALYSIS – TASK PERFORMANCE AS DEPENDENT VARIABLE

Multiple R		R Square		Adjusted R Square		F Value		Significance	
Public	Private	public	Private	Public	Private	Public	Private	public	Private
0.52	0.63	0.35	0.47	0.34	0.46	24.96	42.34	0.00	0.00

As per the data represent in table 06, 35% and 47% of the variance in the TP of non-managerial employees has been accounted for by the work related attitudes in public and private banks respectively.

TABLE 07 – RESULTS OF MULTIPLE REGRESSION ANALYSIS – CONTEXTUAL PERFORMANCE AS DEPENDENT VARIABLE

Multiple R		R Square		Adjusted R Square		F Value		Significance	
Public	Private	public	Private	Public	Private	Public	Private	public	Private
0.54	0.65	0.32	0.46	0.31	0.45	26.63	46.38	0.00	0.00

The results of multiple regressions of work related attitudes against the CP are shown in table 07. According to the data the simultaneous effect of work related attitudes has ability to explain 32% variance of CP of non-managerial employees in the public banks and 46% variance of CP of non-managerial employees in the private banks. The F value in both banks which is significant at 1% suggests that there are linear relationship between work attitudes and CP.

The final objective of this study was to identify the simultaneous effect of work attitudes on TP and CP of employees in public and private banks in Sri Lanka. As per the data represent in table 06 and 07 clearly demonstrate that work related attitudes is one of the stronger predictors of TP and CP both in public and private banks.

CONCLUSION

Based on the results of the study, it can be concluded that JS, OC, JI, TP and CP of non-managerial employees who work in private banks are higher than that level of non-managerial employees who work in public banks. In addition, JS, OC and JI have been positively correlated with TP and CP in both public and private banks but JS was the weakest predictor of task and contextual performance in both private and public banks. Further results predict strong simultaneous effect of work attitudes on TP and CP.

REFERENCES

- Adams, J.S. (1965), "Inequity in social exchange," In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). New York: Academic Press.
- Allport, C. W. (1943), "The ego in contemporary psychology," *Psychological review*, 50, 451-478.
- Ang, S., Van Dyne, L., & Begley, T.M. (2003), "The employment relationships of foreign workers versus local employees: A field study of organizational justice, job satisfaction, performance, and OCB," *Journal of Organizational Behaviour*, 24, pp.561–583.
- Bateman, T.S., & Organ, D.W. (1983), "Job satisfaction and the good soldier: The relationship between affect and employee citizenship," *Academy of Management Journal*, 26, pp. 587-595.
- Baugh, S. G., & Roberts, R. M. (1994), "Professional and organizational commitment among engineers: Conflicting or complementing," *IEEE Transactions of Engineering Management*, 41, pp.108-114.
- Blau, P. (1964), "Exchange and power in social life," New York: Wiley.
- Blau, G.J. (1986), "Job involvement and organizational commitment as interactive predictors of tardiness and absenteeism," *Journal of Management*, 12, pp.577-84.
- Borman, W. C., Ackerman, L. D., & Kubisiak, U. C. (1994), "Development of a performance rating programme in support of Department of Labor test validation research," (Contract Nos. 93-2 and 93-3), Sacramento, CA: Cooperative Personnel Services.
- Borman, W. C., & Motowidlo, S. J. (1993b), "Expanding the criterion domain to include elements of contextual performance," In N. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations*, 71-98. San Francisco, California: Jossey-Bass.
- Brown, S.P. (1996), "A meta-analysis and review of organizational research on job involvement," *Psychological Bulletin*, 120 (2), pp.235-55.
- Carmeli, A. (2003), "The relationship between emotional intelligence and work attitudes, behaviour, and outcomes: An examination among senior managers," *Journal of Managerial Psychology*, 18 (8), pp.788-813.
- Diefendorft, J.M., Brown, D.J., Kamin, A.M., and Lord, R. G. (2002), "Examining the roles of Job Involvement and Work Centrality in predicting Organizational Citizenship Behaviour and Job Performance," *Journal of Organizational Behaviour*, 23(1), pp. 93-108.
- Edwards, B. D., Bell, S. T., Arthur, Jr. W., & Decuir, A. D. (2008), "Relationships between Facets of Job Satisfaction and Task and Contextual Performance," *Applied Psychology*, 57(3).
- Gabbott, M. and Hogg, G. (1997), "Contemporary Services Marketing Management," The Dryden Press, UK.
- Iaffaldano, M.T., & Muchinsky, P.M. (1985), "Job satisfaction and performance: A meta-analysis," *Psychological Bulletin*, 97, pp.251–273.
- Judge, T. A., Thoresen, C. J., Bono, J. E., and Patton, G. K. (2001), "The job satisfaction job performance relationship: A qualitative and quantitative review," *Psychological Bulletin*, 127, pp.376-407.
- Kanungo, R.N. (1982), "Measurement of job and work involvement," *Journal of Applied Psychology*, 67 (3), pp.341-349.
- Kappagoda, S. (2012), "Job satisfaction and its impact on task and contextual performance in the banking sector in Sri Lanka," proceedings, Comsats Institute of Information Technology, Pakistan, pp.16-23.
- Karatepe, O. M., and Tekinkus M. (2006), "The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees," *International Journal of Bank Marketing*, 24(3), pp. 173-193.
- Lodahl, T. M., and Kejnar, M. (1965), "The definition and measurement of job involvement," *Journal of Applied Psychology*, 49 (1), pp.24-33.
- Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment," *Human Resource Management Review*, 1, pp. 61–89
- Meyer, J.P. & Allen, N.J. (1997), "Commitment in the workplace: Theory, research and application," Thousand Oaks: Sage.
- Meyer, J. P., Allen, N. J. & Smith, C. (1993), "Commitment to organizations and occupations: Extension and test of a three component conceptualization," *Journal of Applied Psychology*, 87, pp. 538-551.
- Meyer, J.P., Paunonen, S.V., Gellatly, I.R, Goffin, R.D., and Jackson, D. N. (1989), "Organizational commitment and job performance: it's the nature of the commitment that counts," *Journal of Applied Psychology*, 74, pp.152–156.
- Moorhead, G., and Griffin, R.W. (1999), "Organizational Behaviour-Managing People and Organizations," 1st edition. Houghton Mifflin Company, U.S.A.
- Motowidlo, S. J., & Van Scotter, J. R. (1994), "Evidence that task performance should be distinguished from contextual performance," *Journal of Applied Psychology*, 79, pp.475-480.
- Mullins, L. (1996), "Management and organization," 4th ed. London: Pitman.
- Ones, D.S. & Viswesvaran, C. (2001), Integrity tests and other criterion-focused occupational personality scales (COPS) used in personnel selection. *International Journal of Selection and Assessment*, 9 (1/2), pp. 31-39.
- Organ, D. W., and Lingl, A. (1995), "Personality, satisfaction and organizational citizenship behaviour," *The Journal of Social Psychology*, 135, pp. 339-350.
- Organ, D.W., and Moorman, R.H. (1993), "Fairness and organizational citizenship behaviour: What are the connections," *Social Justice Research*, 6, pp. 5–18.
- Organ, D.W., and Ryan, K. (1995), "A meta-analytic review of attitudinal and dispositional predictors of Organizational Citizenship Behaviour," *Personnel Psychology*, 48, pp. 775-802.
- Porter, L.W., Steers, R.M., Mowday, R.T., and Boulian, P.V. (1974), "Organizational commitment, job satisfaction, and turnover among psychiatric technicians," *Journal of Applied Psychology*, 59, pp. 603-609.
- Robbins, S. P. (2003), "Organizational behaviour," 10th ed, New Delhi: Prentice – Hall of India Private Limited.
- Zeithaml, V. A., Parasuraman, A. and Berry, L. L. (1990), "Delivering Quality Service," The Free Press, New York, N.Y

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics and 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 info@ijrcm.org.in 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

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

