

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & 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., Google Scholar,

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

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 5504 Cities in 190 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.	AN ANALYSIS ON THE PERCEPTIONS AND INITIATIVES OF CSR IN IT INDUSTRIES OF SOUTHERN INDIA <i>A. K. NEERAJA RANI & DR. G. SUNITHA</i>	1
2.	TRENDS AND INNOVATION IN MALE GROOMING INDUSTRY <i>DR. SANGEETA KOHLI & NIGAAR PATEL</i>	3
3.	METRICS & ASSESSMENT OF EMPLOYER BRANDING <i>VENKATESH NAGA DEVAGUPTAPU</i>	5
4.	TEENAGER'S ATTITUDE TOWARDS TELEVISION ADVERTISEMENTS: AN AREA CENTRIC ANALYSIS <i>ABHISHEK PANDEY & B.P. SINGHAL</i>	9
5.	THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE <i>T PRAVEEN KUMAR & DR. R. S. MANI</i>	13
6.	MANAGING HOSPITALITY WORKFORCE – VICIOUSLY WORRISOME FOR HUMAN CAPITAL SPECIALISTS IN VARIOUS RESORTS OF UTTARAKHAND <i>SHIKHA CHANDNA & DR. J. K. TANDON</i>	18
7.	LEADER SETS OFF THE CULTURE <i>DR. S. KRISHNAMURTHY NAIDU, D. SATYANARAYANA & E. SURESH</i>	21
8.	TRAINING OF YOUTH FOOTBALL PROJECTS AND ITS CONTRIBUTION TO THE MAIN CLUB REFERS TO KEMBATA TEMBARO ZONE TOWNS PARTICIPANT CLUBS <i>DR. MILKYAS BASSA MUKULO</i>	23
9.	FACTORS AFFECTING THE BUYING BEHAVIOR AND BUYING PREFERENCES FOR RESIDENTIAL HOUSES IN BANGALORE CITY <i>D. M. ARVIND MALLIK</i>	26
10.	JOB STRESS AND QWL OF EMPLOYEE'S IN TIRUPUR TEXTILE INDUSTRY <i>DR. R. KANAKARATHINAM</i>	33
11.	CHALLENGES AND OPPORTUNITIES IN HUMAN RESOURCES <i>ARCHANA RAMCHANDRA PATIL</i>	37
12.	A STUDY ON STRESS LEVEL OF WORKERS IN CONSTRUCTION SECTOR (WITH SPECIAL REFERENCE TO NRI'S IN UAE) <i>AKHILA.P.S</i>	39
13.	e-PAYMENT: A SOLUTION IN POST DEMONETISATION ERA <i>MEENAKSHI MITTAL & NANCY BANSAL</i>	44
14.	ATTITUDE OF CUSTOMERS TOWARDS ONLINE ADVERTISEMENTS IN SIVAKASI <i>DR. M. RIFAYA MEERA & H. SAKTHI VADIVEL PANDIAN</i>	47
15.	A STUDY ON FINANCIAL HEALTH OF BALRAMPUR CHINI MILLS LTD., UTTAR PRADESH <i>A. ROJAMMAL & DR. S. BABU</i>	60
16.	DIMENSIONS OF JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT THE SRI LANKA ADVANCED TECHNOLOGICAL EDUCATION (SLIATE) <i>P.P.G.T. GURUGE</i>	66
17.	A STUDY ON 'ECONOMIC AND INDUSTRIAL DEVELOPMENT' ROLE OF TAMILNADU INDUSTRIAL INVESTMENT CORPORATION IN RAMANATHAPURAM DISTRICT <i>R. MUTHUSAMY</i>	71
18.	A STUDY ON CUSTOMER PREFERENTIAL FACTORS TOWARDS LIFE INSURANCE CORPORATION OF INDIA PRODUCTS IN MADURAI DISTRICT <i>S. KUMARESAN</i>	79
19.	MONITORING AND SURVEILLANCE (MOS) OF BANKING OPERATIONS: A TECHNOLOGICAL PERSPECTIVE <i>Y. GEETHA DEVI</i>	85
20.	STUDY ON EMPLOYEE JOB SATISFACTION <i>K.V.S. SREEDHAR</i>	87
	REQUEST FOR FEEDBACK & DISCLAIMER	92

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

ADVISOR**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**PROF. R. K. SHARMA**

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

CO-EDITOR**DR. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**PROF. S. P. TIWARI**

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

DR. CHRISTIAN EHIOBUCHÉ

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, Woodland Park NJ 07424, USA

PROF. SIKANDER KUMAR

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

DR. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

PROF. M. N. SHARMA

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

DR. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Terusan Buah Batu, Kabupaten Bandung, Indonesia

PROF. M. S. SENAM RAJU

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

DR. CLIFFORD OBIYO OFURUM

Director, Department of Accounting, University of Port Harcourt, Rivers State, Nigeria

DR. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

SUNIL KUMAR KARWASRA

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

DR. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture and Technology, Westlands Campus, Nairobi-Kenya

DR. S. TABASSUM SULTANA

Principal, Matrusri Institute of P.G. Studies, Hyderabad

DR. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

PROF. SANJIV MITTAL

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

DR. ANA ŠTAMBUK

Head of Department in Statistics, Faculty of Economics, University of Rijeka, Rijeka, Croatia

PROF. RAJENDER GUPTA

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

DR. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

PROF. ANIL K. SAINI

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

DR. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

PROF. NAWAB ALI KHAN

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

MUDENDA COLLINS

Head of the Department of Operations & Supply Chain, The Copperbelt University, Zambia

DR. EGWAKHE A. JOHNSON

Professor, Babcock University, Ilishan-Remo, Ogun State, Nigeria

Dr. A. SURYANARAYANA

Professor, Department of Business Management, Osmania University, Hyderabad

Dr. MURAT DARÇIN

Associate Dean, Gendarmerie and Coast Guard Academy, Ankara, Turkey

PROF. ABHAY BANSAL

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

DR. YOUNOS VAKIL ALROAIA

Head of International Center, DOS in Management, Semnan Branch, Islamic Azad University, Semnan, Iran

WILLIAM NKOMO

Asst. Head of the Department, Faculty of Computing, Botho University, Francistown, Botswana

DR. JAYASHREE SHANTARAM PATIL (DAKE)

Head of the Department, Badruka PG Centre, Hyderabad

SHASHI KHURANA

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

DR. SEOW TA WEEA

Associate Professor, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia

DR. OKAN VELI ŞAFKLI

Associate Professor, European University of Lefke, Lefke, Cyprus

DR. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

DR. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

DR. MOHAMMAD TALHA

Associate Professor, Department of Accounting & MIS, College of Industrial Management, King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia

DR. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

DR. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

DR. PARDEEP AHLAWAT

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

DR. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

SURJEET SINGH

Faculty, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

DR. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

DR. SAMBHAVNA

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

DR. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

DR. SHIVAKUMAR DEENE

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

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

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 the 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 titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is 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 inclusion of their 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/Post*

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

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

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 the 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) Only the **Abstract 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 acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its 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 on 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 typed in **bold letters, 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 italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating 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 etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of 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 be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **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, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may 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 e.g. 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 may follow Harvard Style of Referencing. **Also check to ensure 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 italic printing. 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 before 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>

DIMENSIONS OF JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT THE SRI LANKA ADVANCED TECHNOLOGICAL EDUCATION (SLIATE)

P.P.G.T. GURUGE
ASST. LECTURER
ADVANCED TECHNOLOGICAL INSTITUTE
TANGALLE

ABSTRACT

Job satisfaction is an important and a very challenging issue in the higher education system. The academics' job satisfaction is very important to produce high-quality students in the Sri Lanka Advanced Technological Education. Employee job satisfaction and dissatisfaction significantly affect citizenship behavior within an organization. The research was designed to study the different perspective of employee job satisfaction and its effects on organizational citizenship behavior using Herzberg's two-factor theory. A structured questionnaire with five-point Likert scales was used to collect data. 137 respondents were selected using the stratified random sampling from a population of 225 academics from eighteen Advanced Technological Institutes in Sri Lanka. Pearson Correlation Coefficient and multiple Regression were used to obtain the results. The results indicated that there was a significant positive relationship between organizational citizenship behavior and Dimensions of job satisfaction among academics at 0.01 significant level (2-tailed). The findings of the research revealed that motivational and hygiene factors were having a significant positive association with Organizational Citizenship Behavior of the academic staff of the Sri Lanka Advanced Technological Education.

KEYWORDS

job satisfaction, organizational citizenship behavior, SLIATE.

1. INTRODUCTION

Educators' job satisfaction is important as it has a direct impact on students' achievement and their future career (Pitkoff, 1993). Likewise "Academic staff is the key stakeholder in the Sri Lanka Institute of Advanced Technological Education (SLIATE) and their job satisfaction is very important to produce quality students" (Antony and Elangkumaran 2014). Academic job satisfaction (JS) and dissatisfaction significantly affect citizenship behavior within an organization. Hence it is useful to analyze the dimension's job satisfaction and its impact on organizational citizenship behavior (OCB) in the SLIATE. Accordingly, the scope of the research is OCB while the coverage of the research is the dimensions of JS at SLIATE.

2. REVIEW OF LITERATURE

2.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

"Organ (1988, p.4) stated OCB as individual behavior that was discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Organizational citizenship behavior can be defined as the voluntary behavior that is not explicitly recognized by the organization's formal reward system and, in general, makes the responsibility level of the individual promoted in the organization (Allameh, 2001).

Allen & Rush (1998) confirms that OCB becomes important as they assist in achieving organizational goals and contributing to its effectiveness and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff & MacKenzie, 1997).

Podsakoff, Ahearne, and MacKenzie (1997) summarized the relationship with OCB and organizational performance. Accordingly, OCB diminish the need to devote scarce resources to functions maintenance (Organ, 1988); also it opened up those resources for more productive purposes (Borman and Motowidlo, 1993); similarly, it used to enhance the productivity of coworkers and managerial staff (MacKenzie, Podsakoff, and Fetter, 1993; Podsakoff and MacKenzie, 1994) and finally it helped to facilitate the coordination of activities between team members and across work groups (Karambayya, 1989).

William & Andersons (1991) suggested OCB as a two-dimensional construct. I.e. OCB-I (Individual) & OCB-O (Organization). OCB-I was the behaviors that immediately and indirectly contributed to the organization (e.g.: - Advice, coach, or mentor a co-worker, Lent a compassionate ear when someone had a work problem). OCB-O: - OCB-O was the behaviors benefit the organization in general (e.g. Helped peers to learn new skills or shared job knowledge.). Previous research categorized the OCB-I dimension as altruism and OCB-O as generalized compliance. (Podsakoff, MacKenzieS., Paine, & Bachrach, 2000)

2.2 JOB SATISFACTION

"Job satisfaction is the most frequently studied variable in organizational behavior" (Spector, 1997). Employee job satisfaction is "a positive feeling about a job, resulting from an evaluation of its characteristics" (Robbins & Judge, 2014). An employee with a high level of job satisfaction holds positive feeling about his or her job, while a dissatisfied employee holds negative feelings. Job security, organizational financial stability, degree of responsibility, opportunities for achievement and advancement, employee recognition, the nature of the job itself and growth are major satisfiers (Robbins & Judge, 2013,)

Job satisfaction is a complex phenomenon and researchers do not view it as a unitary concept, rather they consider it as a construct with multiple facets (Cranny, et al., 1992). There are many factors affecting to an employees' job satisfaction. Frederick Herzberg's two-factor theory identified that there were two types of factors in the workplace such as motivational factors and hygiene factors.

Motivators are more concerned with the actual job itself and that give positive satisfaction. These factors are inherent from intrinsic conditions of the job itself, such as achievement recognition, responsibility, advancement and growth. These factors are called satisfiers and intrinsic factors. Hence these factors intrinsically rewarding.

Herzberg (1966) used the term "hygiene" in the sense that these are considered maintenance factors. These are extrinsic to the work itself. They can be a cause of job dissatisfaction unless appropriately applied by an organization. Hygiene factors include company policies, compensation, relationships with co-workers and supervisors, work condition and job security.

DIMENSIONS OF JOB SATISFACTION

2.2.1 MOTIVATIONAL FACTORS

2.2.1.1 RECOGNITION

Staffs at all levels of the organization want to be recognized for their achievements on the job. Taking the time to acknowledge individual successes of a job can increase the likelihood of employee satisfaction. Constructive feedback enhances an employee's self-confidence and keeps them working in the right direction.

2.2.1.2 RESPONSIBILITY

Giving employees the freedom of ownership of their work or job autonomy may help to raise employee job satisfaction. Dole and Schroeder (2001) found that job satisfaction increased and the intent to quit decreased as levels of authority over the job grew.

2.2.1.3 ACHIEVEMENT

As per Herzberg, organizations have to ensure employees are in the proper positions to utilize their talents to enhance satisfaction. Organizations have to set clear, achievable goals and standards for each position, and regularly communicate them to employees, so they can felt a sense of achievement and challenge. However, challenges should not be overloaded, too problematic or impossible.

2.2.1.4 ADVANCEMENT

A room to advance will help to ensure job satisfaction. Vroom (1964) found that job satisfaction was directly related to the extent that jobs provide individuals with rewarding outcomes. He suggested that promotional opportunities were important to a worker's satisfaction with the job.

2.2.1.5 GROWTH

Most of the employees remain and satisfied when there are opportunities for personal growth. Alderfer (1972) emphasized that 'Satisfaction of growth needs depends on a person finding the opportunity to be what he or she is most fully and become what he or she can.'

2.2.1.6 JOB ITSELF

The job itself is a vital factor affecting to employees' job satisfaction. Locke (1976) stated that, "Job satisfaction is enhanced by the task that is mentally challenging but allows individual to experience success, and is personally interesting". Hackman and Oldham (1976) noted that "People with high esteem need look for a job that is meaningful and they are satisfied when they get it".

2.2.2 HYGIENE FACTORS**2.2.2.1 COMPANY POLICIES**

Company policies are documented set of comprehensive guidelines, formulated after an analysis of all internal and external factors that can affect a firm's objectives, procedures and strategies. In 1976 Locke has identified that there should be clear policies and strategies in the organization which made easy for employees to understand their goals and objectives etc., otherwise it may lead toward dissatisfaction.

2.2.2.2 RELATIONSHIP WITH SUPERVISORS

A positive supervisor-employee relationship stimulates the quality of two-way communication, trust, and performance while increasing job satisfaction, organizational commitment, and lower intentions to quit (Harris, Harris & Eplion, 2007). Bruce and Blackburn (1992) graded good managerial relations second among variables affecting job satisfaction. Vroom (1982) further stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors.

2.2.2.3 RELATIONSHIP WITH CO-WORKERS

Co-worker relationships are a benefit to the organization; given that, teamwork is a very important aspect of organization productivity and success. Locke (1976) stated that friendly and supportive co-workers led to increased job satisfaction. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. The absence of co-worker relationships in the workplace has a negative effect on job satisfaction (Luthans, 1998).

2.2.2.4 RELATIONSHIP WITH SUBORDINATES

Relationships with subordinates have a significant influence on employee job satisfaction. Two-way communication is essential for a successful organization because it fills the gap between superior and subordinates by increasing the levels of job satisfaction, trust and support.

2.2.2.5 COMPENSATION

Compensation consists of all of the tangible things such as rewards and benefits that employee's get in return for working. Over the years, many studies have found out that wages and salaries are the major factors of job satisfaction (Abdullah et al., 2011). According to Luthans (1998), Employees often see pay as a reflection of how management views their contribution to the organization. Lai (2011) noted that an efficient compensation system results in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. Locke (1976) further stated that "When pay is seen as fair based on job demands, individual skill level, community pay standards, satisfaction is likely to result".

2.2.2.6 JOB SECURITY

Job security gives the assurance or confidence to remain in the current job or the organization. Job security is also affected by a worker's performance, the success of the business, nature of the industry, the attitude of the management and the current economic environment. In times of economic uncertainty, job security is the most critical factor which determines employee's job satisfaction. However, organizational instability and ongoing change with potentially negative consequences undermine job security (Cooper, 2006).

2.2.2.7 STATUS

Herzberg defined this factor is any consideration that would enhance an employee's sense of importance, prominence, or position in life. Examples would be a big office, the company provided office transportation or any other special benefits that would distinguish one employee from another (Herzberg et al., 1959; Herzberg, 1966). Several studies have found a positive correlation between status and job satisfaction (Rostamy, Hosseini, Azar, Khaef-Elahi, & Hassanzadeh, 2008)

2.2.2.8 WORKING CONDITIONS

Bass (1965) claimed that job satisfaction lies in the need-satisfying potential of the job environment. If the working condition is satisfactory, the workforces will find it easier to carry out their job. In additionally, Hodgetts (1991) stated that "Where working conditions are good, comfortable, and safe, the setting appears to be appropriate for reasonable job satisfaction and the situation with respect to job satisfaction would be bleaker if working conditions were poor".

3. IMPORTANCE OF THE STUDY

The findings of the research will be very significant for SLIATE administrative officers (Director General, Deputy Director General Admin and Finance, Deputy Director General Planning and Research) who play a vital role in designing job specification and determining satisfiers and dis-satisfiers leading to academic job satisfaction.

The findings of the research will also be useful for individual Directors to alter their system to increase the efficiency of academic members which could enable them to offer extrinsic and intrinsic rewards to obstruct high turnover, absenteeism and job stress which could lead to increase OCB.

The results will be useful at the national level within the framework of economic development. Policy makers at the national level could make use of these findings which would be a good raw material for them to develop national policies in order to upgrade the SLIATE to the international level.

4. STATEMENT OF THE PROBLEM

Job Satisfaction is one of the major topics discussed in the OCB in the past few decades. Machado-Taylor, Meira Soares, & Gouveia (2010) identified that the teaching faculties' job satisfaction has a direct correlation and contribution to student satisfaction and learning. Stewart (2004) identifies that once the level of job satisfaction increases, both personnel and organizations will achieve their goals and will thus be more successful.

The academic level of JS considerably affects citizenship behavior in the SLIATE. Satisfied academics were not limited to the job description and perform their usual job duties. They provided innovative suggestions to improve their organization and helped other co-workers to solve specific problems. Some of the academics corporate in extracurricular activities even though their attendance is not necessary and voluntarily supports the administrative function of the organization. When the employees are dissatisfied they likely to talk negatively about the organization and not willing to share resources and provide assistance to their coworkers. Hence, satisfied academics perform positive OCB and dissatisfied academics perform negative OCB in the higher education sector.

As far as the literature concerned, there are no studies have been done on the OCB of the academics in SLIATE. Various studies have been done with regards to the OCB and job satisfaction in developed countries and undeveloped countries in different sectors and different areas but no studies been done with regard to the academic staff in higher educational institutes in the context of Sri Lanka. Thus, the aim of this study is to do a research in the context of SLIATE and contribute to the international literature with the findings from Sri Lanka.

5. OBJECTIVES

1. To identify the possible factors which influence employee job satisfaction of the academic staff.
2. To analyze the factors, which influence the job satisfaction of the academic staff.

3. To identify the impact of job satisfaction toward organizational citizenship behavior.
4. To offer possible recommendations to the corporate managers and policymakers in relevant organizations to mitigate their relevant policies especially HR policies to increase Organizational Citizenship Behavior.

6. HYPOTHESES

There is a strong positive relationship between employee job satisfaction and Organizational Citizenship Behavior.
 Motivational factors have a significant positive influence on Organizational Citizenship Behavior
 Hygiene factors have a significant positive influence on Organizational Citizenship Behavior

7. RESEARCH METHODOLOGY

7.1. POPULATION AND SAMPLING TECHNIQUE

The population consists of the academic staff consisting Senior Lecturers, Lecturers and Assistant lecturers in the SLIATE. Random sampling was used in this study. The sample was selected based on Sekaran (2003), Total 137 responses were obtained for the purpose of this study.

7.2. MEASUREMENT

A structured questionnaire was used to collect data. It consisted of three parts. Section-A to collect the demographic characteristics of the respondents. OCB was measured in the section- B by using 10 items that were adapted from Spector, P. E., Bauer, J. A., & Fox, S. (2010). Section- C used to measure the JS. The scales used to measure them were developed by Ewen et al. (1966), Graen (1966), House and Wigdor (1967), Lindsay et al (1967), Maidani (1991), and Pizam & Ellis (1999), Teck-Hong & Waheed (2011) Klassen, Usher, and Bong (2010), and Tang et al. (2004) used in research paper where they tested Two-Factor theory on the Malaysian retail sector.

7.3. MODE OF ANALYSIS

Bivariate correlations then applied to calculate the relationship between OCB and JS as well as JS and Motivation factors and Hygiene factors. Multiple Linear regression was then executed to estimate the value of the dependent variable of OCB based on the independent variable of JS. Model assumptions were checked for accuracy.

8. RESULTS & DISCUSSION

8.1 CORRELATION ANALYSIS

TABLE 8.2.1: PEARSON CORRELATION RESULT

	OCB	Job Satisfaction	Motivation Factors
Job Satisfaction	.801**		
Motivation Factors	.650**	.911**	
Hygiene Factors	.764**	.823**	.516**

Table 8.2.1 shows the results of Pearson correlations that measure the relationship between OCB and overall JS and dimensions of JS. Job satisfaction, Motivational Factors and Hygiene factors have a positive relationship with OCB with a correlation coefficient of (0.801, 0.650 and 0.764 respectively). Thus there is a significant association between the OCB and JS as well as the dimension of JS. Job satisfaction and its dimensions have a strong significant positive relationship with each other. Motivation factors and JS was strongly positively correlated with a correlation coefficient of 0.911 at 1% level. Furthermore, hygiene factors and JS indicates a strong positive correlation with a coefficient of 0.823 at 1% level.

TABLE 8.2.2: CORRELATION BETWEEN OCB, JOB SATISFACTION AND MOTIVATIONAL FACTORS

	Recognition	Responsibility	Achievement	Advancement	Growth	Job itself	Job satisfaction
Responsibility	.414**						
Achievement	.298**	.324**					
Advancement	.151	.306**	.299**				
Growth	.102	.280**	.283**	.913**			
Job itself	.236**	.342**	.066	.286**	.254**		
Job satisfaction	.584**	.680**	.525**	.626**	.606**	.490**	
OCB	.407**	.459**	.369**	.424**	.419**	.449**	.745**

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Table 8.2.2 revealed that correlation values between the dependent variable OCB and its predictor variables of motivational factors have a significant correlation in terms of recognition (0.407), responsibility (0.459), achievements (0.369), advancement (0.424) growth (0.419) and job itself (0.449.13) at 1% significant level. Further table 4.3.2 indicates that all the motivational factors have a positive linear correlation with the JS i.e. recognition (0.584), responsibility (0.680), advancement (.0.525), achievement (0.626), growth (0.606) and job itself (0.490) at 1% significant level.

TABLE 8.2.3 CORRELATION BETWEEN OCB, JOB SATISFACTION AND HYGIENE FACTORS

	Company policy	Relationship with supervisor	Relationship with co-worker	Relationship with subordinates	Compensation	Status	Working condition	Job security	Job satisfaction
Relationship with supervisor	.129								
Relationship with coworker	.197*	.315**							
Relationship with subordinates	.222**	.449**	.376**						
Compensation	.138	.108	-.016	.258**					
Status	.002	.174*	.184*	.224**	.248**				
Working condition	.200*	.268**	.258**	.416**	.302**	.195*			
Job security	-.069	.260**	.187*	.104	.109	.298**	.186*		
Job satisfaction	.405**	.510**	.392**	.679**	.495**	.270**	.505**	.311**	
OCB	.274**	.440**	.396**	.706**	.413**	.278**	.548**	.333**	.801**

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Table 8.2.3 shows that despite other hygiene factors there is a significant positive relationship with dependent variable OCB at 1% significant level. There was an significant positive relationship between relationship with company policy (.274), relationship with supervisors (.440), relationship with subordinates (.396), relationship with co-worker (.706), compensation (.413), status (.278), working conditions (.548) and job security (.333) with OCB. Table 8.2.3 further deduces that all the hygiene factors have a notable positive linear correlation with the JS at 1% significant level i.e. company policy (.405), relationship with supervisors (.510), relationship with subordinates (.392), relationship with co-worker (.679), compensation (.495), status (.270), working conditions (.505) and job security (.311).

8.3 MULTIPLE LINEAR REGRESSION ANALYSIS

TABLE 8.3.1 THE RELATIONSHIP BETWEEN DIMENSIONS OF JOB SATISFACTION AND ORGANIZATION CITIZENSHIP BEHAVIOR

variable	Beta- coefficient	t-Value	prob.-value
Constant	-.813	6.167	.002
Motivation Factors	.354	6.020	.000
Hygiene Factors	.833	10.267	.000

R-square 0.678 Adjusted R-Square 0.673 F-statistics 140.006

Table 8.3.1 indicates that the independent variables explain a slight degree of the variance in employee OCB ($R^2 = 0.673$). Additionally, the regression coefficient results of each individual predictor show a significant positive relationship between Motivation factors and OCB ($\beta = 0.354, p = 0.000$) and between Hygiene factors ($\beta = 0.833, p = 0.00$). Thus, it can be concluded that the 63.8 % of the variance in OCB is due to the variances in Motivation factors and Hygiene factors of job satisfaction.

9. FINDINGS

The Present study revealed that there was statistically significant positive the association between OCB and JS. However, JS only accounted for 67.3 % of the variance in OCB. Hence, it showed that there are other factors that influence OCB and JS in academics in SLIATE. It could mean that other factors such as pay structure, quality of life, work-life balance, job characteristics, congruence with personal values and perceptions of institutional values organizational culture and social factors could have an impact on OCB and JS separately.

The findings of the present study indicated that motivational factors and hygiene factors of JS are significant positive influence with OCB. This result is consistent with previous research (Lee & Allen, 2002). The results of the regression analysis also revealed that motivational factors are a statistically significant predictor of OCB. It has been found that there is a significant positive relationship between recognition and responsibility with OCB which has supported by Werner (1994) and Allen and Rush (1998). In addition to above, there is a significant positive association between achievement, advancement, growth and job itself with OCB.

Additionally, the results of the regression analysis also revealed that hygiene factors are a statistically significant predictor of OCB. The present findings indicated that there was a significant positive relationship with company policy, status and job security. Results further indicated there was a significant relationship with supervisors, relationship with subordinates, and relationship with a co-worker with OCB which consist with the research of Podsakoff et al. (2000). In addition to that, the findings showed that there was a significant positive relationship with compensation, working conditions and OCB.

10. RECOMMENDATIONS

SLIATE can reward citizenship behavior by focusing on the extent to which academics engage in such behavior in addition to their prescribed job duties. They should prepare inbound training and outbound training for the Managers, Directors and Department heads' to improve their HRM abilities and leadership skills to enhance citizenship behavior towards their subordinates. Further management can educate the importance of OCB in organizational and sectional level. Recruit graduates who have actively participated in the life of their academic institutions. Consequently, SLIATE can use situational interviews to identify which applicants are most willing to engage in citizenship behaviors. Improve academic compensation so that they can achieve a high level of job satisfaction and gain employee commitment to perform the extra-role behavior. SLIATE can select lecturers with high skill sets and preference for OCB to appoint as mentors or councilors for students to improve their performance. It is recommended to administrators of the organization to increase the academic job satisfaction to provide more organizational citizenship behaviors. For that SLIATE can create a flexible and family-friendly workplace for academics. Management should recognize academic staff's individual learning or professional training needs and be supportive of their continuing education. Academics may be provided the opportunity for achievements and may be encouraged through rewards, incentives and promotion on their performance to facilitate job satisfaction. The organization should implement a system that measuring of job satisfaction and work performance on regular basis and guidance to improve the skills and competencies that can create more job satisfaction and better work performance. Provide a comfortable working environment with up-to-date facilities for the academics.

11. CONCLUSIONS

The objective of this study was to identify the impact of JS OCB on job satisfaction in SLIATE. 137 academics were randomly selected for the study. Questionnaire in the English language was developed based on the related literature review and the Cronbach alpha coefficient for overall questionnaire items are 0.824. Correlation analysis was done between dimensions of job satisfaction and OCB. In the study undertaken it depicts that OCB and JS is 67.8% correlated and the value of adjusted R square is 0.673 and it states that 67.3% variance in OCB (dependent variable) is caused by JS (independent variable) in the sample data set. The result supports the hypothesis of JS of employees significantly positively related to OCB. Findings also lead to conclude that both motivational and hygiene factors are important variables in predicting the OCB in the SLIATE. Future research should aim to collect longitudinal to minimize the effects of common-method bias and carried with widened scope such as the demographic considerations may be taken into account in the analysis. The study may be carried out for other sectors and industries.

REFERENCES

1. Abdullah, A.S., Hitchman, S.C., Driezen, P., Nargis, N., Quah, A.C.K. and Fong, G.T. (2011), "Socioeconomic differences in exposure to tobacco smoke pollution (TSP) in Bangladeshi households with children: Findings from the international tobacco control (ITC) Bangladesh survey," *International Journal of Environmental Research and Public Health*, Vol. 8, No.3, pp. 842-860.
2. Alderfer, C. P. (1972), "Existence, relatedness, and growth; human needs in organizational settings," New York, Free Press.
3. Allameh, M. S. A. S. A. A. (2011), "A Survey of Relationship between Organizational Commitments and Organizational Citizenship Behavior Case study: Regional Water Organization of Mazandaran Province.," *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, No.5, pp. 360-368.
4. Allen, R. W. and R. M. C. (1998), "The effects of organizational citizenship behavior on performance judgment: a field study and laboratory experiment," *Journal of Applied Psychology*, Vol. 83, pp. 247-260.
5. Antony, S. and Elangkumaran, P. (2014), "An analysis of intrinsic factors and its impact on job satisfaction: a special reference to academic staff of Sri Lanka Institute of Advanced Technological Education (SLIATE)," *International Journal of Research in Commerce and Management*, Vol.5, No.7, pp. 48-51.
6. Bass, B. M., (1965), "Organizational psychology," Boston, Allyn & Bacon.
7. Borman, W. and Motowidlo, S. (1993), "Expanding the criterion domain to include elements of contextual performance," Edited by N. Schmitt, W. Borman & Associates, *Personnel selection in organizations*, San Francisco, Jossey-Bass, pp. 71-98.
8. Bruce, W. and Blackburn, J. (1992), "Balancing job satisfaction & performance: A guide for human resource professionals," Connecticut, Greenwood Publishing Group Inc.
9. Cranny, C. J., Smith, P. C., and Stone, E. F. (1992), "Job satisfaction: how people feel about their jobs and how it affects their performance." New York, N. Y., Lexington Books.

10. Dole, D. and Schroeder, R. (2001), "The impact of various factors on the personality, job satisfaction, and turnover intentions of professional accountants," *Managerial Auditing Journal*, Vol. 16, pp. 234-245.
11. Ewen, R., Smith, P. and Hulin, C. (1966), "An empirical test of the Herzberg two-factor Theory," *Journal of Applied Psychology*, Vol. 50, No. 6, pp. 544-550.
12. Graen, G. (1966), "Motivator and hygiene dimensions for research and development engineers," *Journal of Applied Psychology*, Vol. 50, No. 6, pp. 563 – 566.
13. Hackman, J. and Oldham, G. R. (1976), "Motivation through the design of work: Test of a theory," *Organizational Behavior and Human Performance*, Vol. 16, pp. 250–279.
14. Harris, K., Harris, R. and Eplion, D. (2007), "Personality, leader-member exchanges, and work outcomes," *Journal of Behavioral and Applied Management*, Vol. 8, pp. 92-107.
15. Herzberg, F. (1966), "Work and the Nature of Man," Cleveland, World Publishing Company.
16. Herzberg, F., Mausner, B. and Snyderman, B. (1959), "The motivation to work," New York, John Wiley and Sons.
17. Hodgetts, R. (1991), "Organizational behaviour: Theory and Practice," New York, Macmillan.
18. House, R. and Wigdor, L. (1967), "Herzberg's dual factor theory of job satisfaction and motivation: A review of the evidence and a criticism," *Journal of Personnel Psychology*, Vol. 20, No. 1, pp. 369-390.
19. Karambayya, R. (1990), "Contexts for organizational citizenship behavior: Do high performing and satisfying units have better 'citizens'," Unpublished Paper, York University, Ontario.
20. Klassen, R., Usher, E. and Bong, M. (2010), "Teachers' collective efficacy, job satisfaction, and job stress in cross-cultural context." *The Journal of Experimental Education*, Vol. 78, pp. 464–486.
21. Lai, G. and Lee, J. (2011), "Organizational Structure, Corporate Governance and Risk-Taking in the U.S. Property /Casualty Insurance Industry", Working paper, Washington State University.
22. Lee, K. and Allen, N. (2002), "Organizational citizenship behavior and workplace deviance: The role of affect and cognitions," *Journal of Applied Psychology*, "Vol. 87, No.2, pp.131–142.
23. Lindsay, C., Marks, E. and Grolow, L. (1967), "The Herzberg theory: a critique and reformulation. *Journal of Applied Psychology*," Vol.51, No. 4, pp. 330 – 339.
24. Locke, E. (1976), "The nature and causes of job satisfaction," Edited by M. D. Dunnette, *Handbook of industrial and organizational psychology*, Chicago, Rand McNall, pp. 1297-1349.
25. Luthans, F. (1998). "Organizational Behaviour," Boston, Irwin McGraw-Hill.
26. Machado-Taylor, M., Meira Soares, V. and Gouveia, O. (2010), "The Study of Academic Job Satisfaction and Motivation: An Ongoing Study in Portuguese Higher Education," *Global Business & Economics Anthology (GBEA)*, Vol. 2, No.2, pp. 242–246.
27. Maidani, E. (1991), "Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors," *Public Personnel Management*, Vol.20, No.4, pp. 441 – 448.
28. Organ, D. W. (1988), "Organizational citizenship behavior: the good soldier syndrome," Lexington, MA, Lexington Books.
29. Organ, D. W. (1997), "Organizational Citizenship Behavior: It's Construct Clean-Up Time," *Human Performance*, Vol.10, No.2, pp. 85–97.
30. Pitkoff, E. (1993), "Teacher Absenteeism: What Administrators Can Do," *NASSP Bulletin*, 77(551), pp. 39–45.
31. Pizam, A. and Ellis, T. (1999), "Customer satisfaction and its measurement in hospitality enterprises," *International Journal of Contemporary Hospitality Management*, Vol.11, No.7, pp. 326–33.
32. Podsakoff, P. M. and Mackenzie, S. B. (1994), "Organizational Citizenship Behaviors and Sales Unit Effectiveness," *Journal of Marketing Research*, Vol.31, No.3, p. 351.
33. Podsakoff, P. M. and Mackenzie, S. B. (1997), "Impact of Organizational Citizenship Behavior on Organizational Performance: A Review and Suggestion for Future Research," *Human Performance*, Vol.10, No.2, pp. 133–151.
34. Podsakoff, P. M., MacKenzie, S. B., and Hui, C. (1993), "Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research," Edited by G. R. Ferris & K. M. Rowland, *Research in Personnel and Human Resources Management*, Vol.11, pp 1–40. Greenwich, CT, JAI Press
35. Podsakoff, P., MacKenzie, S. B., Paine, J. B. and Bachrach, D. G. (2000), "Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research," *Journal of Management*, Vol.26, No.3, pp. 513–563.
36. Robbins, S. P. and Judge, T. (2013), "Organizational behavior," Boston, Pearson.
37. Robbins, S. P. and Judge, T. (2014), "Essentials of organizational behavior," Boston, Pearson.
38. Rostamy, A., Hosseini, H. K., Khaef-Elahi, A. & Hassanzadeh, A., (2008), "Employees' social status in Iranian public and governmental organizations: effect of individual, organizational, and social factors," *Singapore Management Review*, Vol. 30, pp. 77-98.
39. Sekaran, U. (2003), "Research Method for Business: A Skill Building Approach," NY, ohn Wiley & Son.
40. Spector, P. E. (1997), "Job satisfaction: Application, assessment, causes, and consequences," Thousand Oaks, SAGE Publications.
41. Spector, P. E., Bauer, J. A. and Fox, S. (2010) "Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know," *Journal of Applied Psychology*, Vol.95, No.4, pp. 781–790.
42. Tang, T. L. E. P., Luna-Arocas, R., Sutarso, T. and Tang, D. S. H. (2004) "Does the love of money moderate and mediate the income-pay satisfaction relationship," *Journal of Managerial Psychology*, Vol.19, No.2, pp. 111–135.
43. Teck-Hong, T. and Waheed, A., (2011), "Herzberg's Motivation-Hygiene and job satisfaction in the Malaysian Retail Sector: the mediating effect of love of money," *Asian Academy of Management Journal*, Vol.16, No.1, pp. 73-94.
44. Vroom, V. H., (1964), "Work and motivation." New York, Wiley.
45. Werner, J. M. (2000), "Implications of OCB and Contextual Performance for Human Resource Management," *Human Resource Management Review*, Vol.10, No.1, pp. 3–24.
46. Williams, L. J. and Anderson, S. E. (1991), "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors," *Journal of Management*, Vol.17, No.3, pp. 601–617.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT & 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 to 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

