

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



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

Indexed & Listed at:

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

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

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

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

Circulated all over the world & Google has verified that scholars of more than 4456 Cities in 177 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**

<b>Sr. No.</b>	<b>TITLE &amp; NAME OF THE AUTHOR (S)</b>	<b>Page No.</b>
1.	<b>AN EMPIRICAL STUDY ON CONSUMER BEHAVIOUR OF CHILDREN ON FAST FOOD</b> <i>DR. MOHAN KUMAR. R &amp; INITHA RINA.R</i>	1
2.	<b>MOBILE SERVICES USAGES AS GOOD PERFORMANCE FOR FARMERS PERSPECTIVES, LOCATED IN KIRI KOUK PRICH COMMUNE, KINGDOM OF CAMBODIA</b> <i>OUK TOM, XU XIAOLIN &amp; MAU YU</i>	5
3.	<b>CORPORATE TAXATION GROWTH OF TEXTILE INDUSTRY IN INDIA</b> <i>D.MURUGAN &amp; DR. C.VETHIRAJAN</i>	9
4.	<b>IMPACT OF FDI ON EXPORT PERFORMANCE OF INDIAN FIRMS-AN ANALYSIS</b> <i>SHAMIKA KUMAR &amp; DR. KULDEEP KAUR</i>	12
5.	<b>THE EFFECT OF SAVINGS, INVESTMENT AND FOREIGN DIRECT INVESTMENT ON JORDAN ECONOMY (1980-2013)</b> <i>TORKI M. AL-FAWWAZ &amp; HANADI ABED AL RIFAEI</i>	16
6.	<b>DOES ALL DIMENSIONS OF ORGANIZATIONAL COMMITMENT AFFECT JOB SATISFACTION AND JOB PERFORMANCE? (A CASE STUDY OF HIGHER EDUCATIONAL ORGANISATION)</b> <i>DR. HEENA SUNIL OZA</i>	21
7.	<b>GROWTH OF CONTAINERIZATION IN INDIA AND DEVELOPMENT OF MAJOR CONTAINER TERMINAL AT SAGAR ISLAND</b> <i>DR. JAYANTI DE</i>	25
8.	<b>FEASIBILITY OF ERP SOFTWARE IMPLEMENTATION IN SSIS WITH REFERENCE TO FOUNDRY UNITS</b> <i>PRASANNA BYAHATTI &amp; DR. FAISAL U.</i>	28
9.	<b>EXAMINING FACTORS OF TRANSFORMATIONAL LEADERSHIP IN LARGE INDIAN BANKS: A STUDY OF DELHI NCR</b> <i>SNIGDHA DASH &amp; DR. MANOSI CHAUDHURI</i>	31
10.	<b>A STUDY ON EMPLOYEE ATTRITION WITH REFERENCE TO A MULTISPECIALTY HOSPITAL IN TAMILNADU</b> <i>SV. KAAVYA, M. GOWTHAMI &amp; D. MALLEESWARI</i>	34
11.	<b>THE LINK BETWEEN PRINCIPLES OF CORPORATE GOVERNANCE AND IMPROVING THE PERFORMANCE AND ENSURING THE QUALITY OF EDUCATION OUTCOMES: EVIDENCE FROM SENIOR COUNCIL GOVERNANCE AT AL AL-BAY UNIVERSITY</b> <i>NOFAN HAMED AL OLEEMAT &amp; GHAITH N. AL-EITAN</i>	37
12.	<b>TRENDS AND PATTERNS OF INDUSTRIAL DEVELOPMENT IN INDIA: A STUDY OF POST INDEPENDENCE PERIOD</b> <i>DR. PARUL MITTAL &amp; JYOTI YADAV</i>	45
13.	<b>A STUDY OF FINANCIAL LITERACY IN KUTCH REGION</b> <i>HITENDRA LACHHWANI &amp; SUSHIL CHAURASIA</i>	49
14.	<b>HUMAN RESOURCE VALUE ADDED AND REPORTING (A CASE STUDY OF STEEL AUTHORITY OF INDIA LTD.)</b> <i>DR. POOJA GUPTA</i>	56
15.	<b>TREND ANALYSIS OF NPAs AND PROFITABILITY OF TOP TEN BANKS FROM 2011-2014</b> <i>SYED ALIN ALI</i>	61
16.	<b>AN INTROSPECTIVE APPROACH ON THE SHARE PRICE ANALYSIS OF SELECTED IT COMPANIES</b> <i>GAYATHRY DEVI S, RADHIKA S &amp; DR. S JAYADEV</i>	64
17.	<b>STUDY OF MANAGING WORK-LIFE BALANCE AND ITS RELATIONAL EFFECT ON ORGANIZATIONAL PERFORMANCE OF WOMEN EMPLOYEES IN NEW PRIVATE SECTOR BANKS</b> <i>STUTI PRIYADARSHNI NIJHAWAN, DR. AJAY KUMAR CHATURVEDI &amp; DHURUV PRIYADARSHNI NIJHAWAN</i>	68
18.	<b>CONTRIBUTION OF LIFE INSURANCE CORPORATION IN MICRO INSURANCE SECTOR</b> <i>SAJITHA GUPTHA C S</i>	72
19.	<b>A STUDY ON MICROCREDIT AND WOMEN EMPOWERMENT IN TUTICORIN DISTRICT</b> <i>R.EVANGELINE</i>	76
20.	<b>INDIAN TEXTILE AND CLOTHING INDUSTRY EXPORTS: EMERGING TRENDS</b> <i>MAYANK KHURANA</i>	79
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	85

## CHIEF PATRON

**PROF. K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur

(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon

Chancellor, Lingaya's University, Faridabad

Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi

Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

## FOUNDER PATRON

**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana

Former Vice-President, Dadri Education Society, Charkhi Dadri

Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

## FORMER CO-ORDINATOR

**DR. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

## ADVISORS

**PROF. M. S. SENAM RAJU**

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

**PROF. M. N. SHARMA**

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

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

## EDITOR

**PROF. R. K. SHARMA**

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

## CO-EDITOR

**DR. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

## EDITORIAL ADVISORY BOARD

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

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

**PROF. ANIL K. SAINI**

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

**DR. SAMBHAVNA**

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

**DR. MOHENDER KUMAR GUPTA**

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

**DR. SHIVAKUMAR DEENE**

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

## *ASSOCIATE EDITORS*

**PROF. NAWAB ALI KHAN**

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

**PROF. ABHAY BANSAL**

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

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**PROF. N. SUNDARAM**

VIT University, Vellore

**DR. PARDEEP AHLAWAT**

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

**DR. S. TABASSUM SULTANA**

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

**DR. JASVEEN KAUR**

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

## *FORMER TECHNICAL ADVISOR*

**AMITA**

Faculty, Government M. S., Mohali

## *FINANCIAL ADVISORS*

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

## *LEGAL ADVISORS*

**JITENDER S. CHAHAL**

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

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

## *SUPERINTENDENT*

**SURENDER KUMAR POONIA**

## **CALL FOR MANUSCRIPTS**

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

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

## **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

### 1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

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

**DEAR SIR/MADAM**

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

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

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

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

**NAME OF CORRESPONDING AUTHOR** :

Designation :

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

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

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

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
- b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
- e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
- f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of 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 a separate mail to the journal.
- g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered and fully capitalised**.
3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aeaweb.org/econlit/jelCodes.php](http://www.aeaweb.org/econlit/jelCodes.php), however, mentioning JEL Code is not mandatory.
8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
11. **MAIN TEXT:**

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



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

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

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

**CONTRIBUTIONS TO BOOKS**

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

**JOURNAL AND OTHER ARTICLES**

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

**CONFERENCE PAPERS**

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

**UNPUBLISHED DISSERTATIONS**

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

**ONLINE RESOURCES**

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

**WEBSITES**

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

# DOES ALL DIMENSIONS OF ORGANIZATIONAL COMMITMENT AFFECT JOB SATISFACTION AND JOB PERFORMANCE?

## (A CASE STUDY OF HIGHER EDUCATIONAL ORGANISATION)

**DR. HEENA SUNIL OZA**  
**ASSOCIATE PROFESSOR**  
**SPB ENGLISH MEDIUM COLLEGE OF COMMERCE**  
**SURAT**

### ABSTRACT

India is one of the fast developing nations. To sustain the growth story, higher education is one of the crucial infrastructure needs. It is said that institutions having strong organizational commitment among faculty members are in a better position to reap the benefits of more dedicated, motivated and reliable teaching staff. The study attempts to know out of three dimensions of Organization Commitment – Affective Organization Commitment, COC and Normative commitment – what is the effect of each dimension on JS and JP in select organization. The findings show that Affective Organization Commitment dimension affects both the job satisfaction and job performance positively. The findings show that AOC dimension affect JP positively and COC negatively. The findings are in line with earlier studies.

### KEYWORDS

Affective Organizational Commitment (AOC), Continuance Organizational Commitment (COC), Normative Organizational Commitment (NOC), Organizational Commitment (OC), Job Satisfaction (JS), Job Performance (JP).

### INTRODUCTION

India is one of the fast developing nations. To sustain the growth story, higher education is one of the crucial infrastructure needs. As rightly noted by Evans Alvin and Chun Edna (2012) with significant and widespread institutional shifts resulting from globalization, heightened competition, and rapid innovation, educational leaders must optimize their most significant resource- human capital- and align HR strategies, structures, and processes with organizational goals. It is said that institutions having strong organizational commitment among faculty members are in a better position to reap the benefits of more dedicated, motivated and reliable teaching staff (Chughtai Aamir Ali & Zafar Sohail 2006).

### ORGANIZATIONAL COMMITMENT

As per Meyer and Allen (1989) organizational commitment comprises of three dimensions namely (1) attitudinal or affective commitment (AOC), which is drawn from positive work experience, (2) continuance commitment (COC), which is derived from prior investment and possible cost of leaving the organization, and (3) normative commitment (NOC), which is loyalty, or sense of obligation to remain attached to the organization. All three dimensions co-exist simultaneously (Wasti, 2005).

There are many studies taking organizational commitment as predictor for job satisfaction/ job performance (e.g. by Cai-Feng Wang (2010), Chughtai Aamir Ali & Zafar Sohail (2006), Tok (2004)). Other studies made by Aydogdu Sinem & Askigil Baris (2011), Ahmad Habib et al. (2010), Susanty Aries et al., (2013) have studied the relationship of variables like Organizational Commitment, Job Satisfaction, Job Performance etc. in foreign set up. Similar study was done by Oza and Banker (2014) studying the relationship of OC and JS and JP amongst college teachers of public funded colleges.

Synthesizing the studies by Susanty Aries et al., (2013), Ahmad Habib et al. (2010), and Chughtai Aamir Ali & Zafar Sohail (2006), this study attempts to know whether various dimensions of OC have varying or similar effect on JS and JP. The findings may give insight to the policy makers and managers of Educational Institutions of higher Education to devise their plans to strengthen the most valuable human resource further.

### RESEARCH PROBLEM

The study attempts to know that, out of the three dimensions of Organization Commitment – AOC, COC and NOC – what is the effect of each dimension on Job Satisfaction (JS) and Job Performance (JP) in select organization. The findings of this pilot study can be used to make a survey of large survey.

### RESEARCH OBJECTIVES

The specific objectives of the study are as under :

1. To know the relationship of AOC, COC and NOC with JS of college teachers of the organization.
2. To know the relationship of AOC, COC and NOC with JP of college teachers of the organization.
3. Based on findings, offer suggestions if any.

### DEFINITION OF VARIABLES

#### ORGANIZATIONAL COMMITMENT

As mentioned earlier, organizational commitment comprises of three dimensions namely (1) attitudinal or affective commitment, which is drawn from positive work experience, (2) continuance commitment, which is derived from prior investment and possible cost of leaving the organization, and (3) normative commitment, which is loyalty, or sense of obligation to remain attached to the organization (Allen and Meyer 1990). All three dimensions co-exist simultaneously (Wasti, 2005).

#### JOB SATISFACTION

Job satisfaction (JS) is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences (Locke 1976). The happier the individual, the higher is level of job satisfaction. Linda Evans (1997) defined teacher job satisfaction as "a state of mind determined by the extent to which the individual perceives his/her job related needs being met". According to Nelson (2006) an employee's satisfaction is priceless. The frustrated or discouraged employees negatively influence the willingness to do the job.

#### JOB PERFORMANCE

Job performance can be defined as a result or consequence of action where performance is the deed itself, it may be defined as the actions or behaviors that are relevant to an organization's goals and that can be measured in terms of an individual's performance. As the performance of the employee's increases, it will affect firm's performance and ultimately profitability of the firm. It should be considered as an outcome of human activities. Kane (1976) defined job performance is the accomplishment or a work record of employees during a specific period. Job performance is one-dimensional concept. Performance can refer to the performance of an organization, a department, or a person. For the purpose of the study, job performance is defined as the process through which an individual operates to achieve organizational goals.



## LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Highly committed faculty members are likely to put more efforts on behalf of their institutions and willing to perform at higher levels than their uncommitted counterparts. In addition, highly committed teachers would be more willing to go above and beyond the call of duty for their respective institutions. All these are likely to increase the effectiveness of the educational institutions. It could be summarized that institutions which seek to remain their faculty members by building strong organizational commitment are in a better position to reap the benefits of more dedicated, motivated and reliable teaching staff (Chughtai Aamir Ali & Zafar Sohail 2006).

Angle and Lawson (1993) noted that individuals with a positive view of being committed to an organization tend to internalize the organization's values as their own and eventually develop affective commitment to the organization. This study focuses on all the three dimensions of organizational commitment. Affective organizational commitment is considered as an affective or personal/emotional attachment to the organization (Meyer & Allen, 1991). This form of commitment is the most influential one because employees with high affective organizational commitment stay in an organization because they want to and not because they have to. Continuance organizational commitment is considered as perceived cost of leaving the organization (Meyer & Allen, 1991). This form of commitment is crucial one because employees with high continuance organizational commitment stay in an organization because they have to and not because they want to. Normative organizational commitment is considered as obligation to remain at the organization (Meyer & Allen, 1991). This form of commitment is also the most influential one because employees with high normative organizational commitment stay in an organization because they want to because of obligation and not because they have to.

Aydogu and Asikgil (2011) made an empirical study of the relationship of JS and three dimensions of OC. The findings show that all the three dimensions of OC - AOC, COC and NOC affect job satisfaction positively.

Based on these the following hypothesis is made :

H1a<sub>0</sub> AOC does not affects job satisfaction positively

H1a<sub>1</sub> AOC affects job satisfaction positively

H1b<sub>0</sub> COC does not affects job satisfaction positively

H1b<sub>1</sub> COC affects job satisfaction positively

H1c<sub>0</sub> NOC does not affects job satisfaction positively

H1c<sub>1</sub> NOC affects job satisfaction positively

Mayer et al (1989) found that emotional commitment and normative commitment (to lesser extent) are positively co-related with job performance while sustained commitment (continuous commitment) and job performance are unrelated or negatively correlated. Based on this ICai-feng Wang (2010) made study in similar line hypothesizing that OC played important role in Teachers' job performance using a survey method for teachers in colleges and universities in Xi'an of China for the study. The finding show that that the sustained commitment had a negative effect on job performance however emotional commitment had a positive effect on job performance. It was also found that emotional commitment was the intermediary variable of the sustained commitment to job performance. The study used two dimension of OC rather than three dimensions of OC. Using three dimension of OC, similar findings were made by Smeenk Sane, et al. (2008) in a study on international comparison of the effects of HRM Practices and Organizational Commitment on quality of Job Performance among European university employees by way of survey. The purpose of the study was to find out the effects of HRM Practices and Organizational Commitment on Quality of Job Performance among European university employees using web survey among university employees (all associated with teaching, research and support) from 36 faculties and 18 universities in 6 European countries like Belgium, Finland, Germany, the Netherlands, Sweden and the United Kingdom. Findings of the study showed that organizational commitment affect quality of job performance. Further the study found that affective commitment was positively related, continuance commitment was negatively related and normative commitment was statistically insignificantly related to quality of job performance. The findings of Nazim ali et al. show that AOC and NOC are having causal relationship with JP and COC does not show significant causal relationship with JP.

Thus the following hypothesis is made :

H2a<sub>0</sub> AOC does not affects job performance positively

H2a<sub>1</sub> AOC affects job performance positively

H2b<sub>0</sub> COC does not affects job performance adversely

H2b<sub>1</sub> COC affects job performance adversely

H4c<sub>0</sub> NOC does not affects job performance positively

H2c<sub>1</sub> NOC affects job performance positively

## RESEARCH METHODOLOGY

This is a descriptive study. Survey method is used to get the primary data. A questionnaire was administered developed and used in previous studies by Meyer, Allen & Smith (1993) and Ahmad Habib, et al (2010) Minnesota Satisfaction Questionnaire (1967) and Ahmad Habib, et al (2010) with some modification is used for the study.

### METHOD OF DATA COLLECTION

For the purpose of this study, the researcher has used primary data collection technique with close-ended questionnaire with 5-point Likert Scale (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree). The sample size is 277.

A questionnaire developed and used in previous studies by Meyer, Allen & Smith (1993) and Ahmad Habib, et al (2010) Minnesota Satisfaction Questionnaire (1967) and Ahmad Habib, et al (2010) with some modification is used for the study.

The respondents for the questionnaire are College Teachers of various colleges of the said Higher Education organization. The completion of these questionnaires was entirely voluntary and responses were anonymous and were treated with strictest confidentiality.

### DATA ANALYSIS TOOLS AND TECHNIQUES

The Statistical Analysis carried out in the study is being done using SPSS (Statistical Package for Social Science) software. The statistical techniques used include Mean, Standard Deviation, Correlation Analysis, Reliability Analysis, Factor Analysis and Regression Analysis as warranted by objectives of the study.

### RELIABILITY AND VALIDITY TESTS

Before testing the hypothesis hypothesis 1 and 2 with multiple linear regression, correlation index was made to check the problem of multi-collinearity. Cronbach's Alpha & Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity is used to measure the reliability of the data. For construct validity factor analysis is used. Using Principal Component Analysis with Varimax Rotation method for extracting three factors of OC and uni-factor of JS and JP were extracted.

## FINDINGS OF THE STUDY

TABLE 1: DESCRIPTIVE STATISTICS

	N	Minimum	Maximum	Mean	Std. Deviation
JS	277	2.10	5.00	3.9206	.45348
JP	277	3.00	5.00	4.0589	.61567
OC	277	2.57	5.00	3.7549	.41207
AOC	277	2.20	5.00	4.1401	.55215
COC	277	1.50	5.00	3.2722	.61484
NOC	277	2.70	5.00	3.8520	.44807
Valid N (listwise)	277				

Source: Primary Data

TABLE 2: CORRELATION AMONG THE VARIABLES

VARIABLES	OC	AOC	COC	NOC	JS	JP
OC	1					
AOC	0.788**	1				
COC	0.756**	0.317**	1			
NOC	0.751**	0.509**	0.326**	1		
JS	0.494**	0.622**	0.170**	0.365**	1	
JP	0.237**	0.301**	0.016	0.262**	0.318**	1

Source: Primary Data

**Note:** OC = Organizational Commitment, AOC = Affective Organizational Commitment, COC = Continuance Organizational Commitment, NOC = Normative Organizational Commitment, JS = Job Satisfaction, JP = Job Performance

\* $p < 0.05$ ; \*\* $p < 0.01$

TABLE 3: FINDINGS OF THE STUDY

Objective	Descriptive Statistics		Null Hypothesis	Hypothesis Results	Findings
	Statistical Test	Value			
1. Any of the OC dimension – AOC, COC or NOC affect JS ?	Multiple regression AOC NOC	$r^2 = 0.400$ $F = 60.712^*$ $\beta = 0.598$ $\beta = 0.089$	Non significant	Significant	AOC and NOC dimension of OC affect JS positively
2. Any of the OC dimension – AOC, COC or NOC affect JP ?	Multiple regression AOC COC	$r^2 = 0.119$ $F = 12.316^*$ $\beta = 0.25^*$ $\beta = -0.12^*$	Non significant	Significant	AOC dimension of OC affect JP positively COC dimension of OC affect JP negatively

As shown in the Table 3, the findings show that AOC and NOC affect JS positively COC does not affect JS at all. So H1 is partially accepted (H1a and H1c accepted) The findings also show that the AOC dimension of OC affect JP positively whereas COC dimension affect JP negatively. So H2 partially accepted. (H2a and H2b accepted)

## DISCUSSION

This was a pilot study conducted to know the relationship of three dimensions of OC with JS and JP for an organization. The findings show that Affective Organization Commitment dimension affects both the job satisfaction and job performance positively. 40 % of variance is explained by the findings that AOC and NOC positively affect to JS ( $\beta = 0.598$  for AOC and  $\beta = 0.089$  for NOC).

The findings also show that 12% of variance are explained by the relationship of of three dimensions of OC and JP ( $\beta = 0.25$  for AOC and  $\beta = -0.12$  for COC).

## IMPLICATIONS OF THE STUDY

The findings are very much relevant to the managers and policy makers of Educational institutions. Out of three dimensions, AOC is very relevant for the organizations and therefore all the efforts shall be made by the organization to increase AOC dimension and discourage COC dimensions.

The theory on antecedents of AOC suggest that there are number of factors that affect AOC which include factors like demographic factors, job-related factors, organizational structure and management style. The research also suggest that the relations between demographic variables and affective commitment are neither strong nor consistent. However, employee's perception of their own capacity might play an important role in the development of affective commitment. Therefore, competent people are able to choose higher quality organizations, which in turn inspired affective commitment. Therefore, the selection process of faculties shall include this dimension in the selection of faculties at the entry point itself.

Work experience variables are the strongest and the most consistent correlated with affective commitment. Job scope, a composite of three variables like job challenge, degree of autonomy and variety of skills used has a positive effect on affective commitment. Employees who are involved in decision making and fairly treated at their work place have strong affective commitment to the organization. From Institutions of Higher Education point of view, a teacher's job demands teacher's contribution in teaching and evaluation, co-curricular and extra curricular activities and research and extension. The yearly performance appraisal with API score has already made College teachers work more challenging. The management taking this guidelines as a stimulus can play a facilitator's role to exert positive pressure on teachers to make the job enriching and thus lead them to get affectively attached to organization and deliver better.

Employee with stronger continuance commitment to their current organization thought that their training investments were less easily transferable elsewhere. Continuance commitment can be transformed in AOC by encouraging participation in faculty development program, soft skill program and also putting the right dosage of negative reward. In extreme case, exit route also shall be allowed to make organizations competitive.

Entry point relationship seem more relevant with normative commitment and therefore shall be taken care by the institutions.

Thus, organizations may need to re-examine policies and structure to build organizational commitment. As already discussed such steps include selection of faculty, encouraging participation of teachers in various training and faculty development programs, empowerment for various extra curricular activities, and build the culture of learning to encourage quality research and publication.

## CONTRIBUTION OF THE STUDY

The findings support the concept evolved by Allen and Mayer, 1991 and the also previous studies on the similar line by Nazim ali et al., Smeenk Sane, et al. (2008) and ICai-feng Wang (2010). This is the contribution of this study.

**CONCLUSION**

Affective Organizational Commitment is very important to bring better job satisfaction and job performance in Higher Education Institutions. And therefore, the managers of such institutions shall strive to devise policy and mechanism to build a dedicated work force of faculties who are affectively affiliated to the organization.

**REFERENCES**

1. Ahmad, H., Ahmad K., and Shah I. A. (2010). "Relationship between Job Satisfaction, Job Performance, Attitude towards Work and Organizational Commitment. *European Journal of Social Sciences*". Vol. 18, No. 2.
2. Aydogdu Sinem and Asikgil Baris, "An Empirical study of the relationship among Job Satisfaction, Organizational Commitment and Turnover Intention", *International Review of Management and Marketing*, Vol. 1, No. 3, 2011, pp. 43-53.
3. Cai-feng W. (2010) "An empirical study of the performance of university teachers based on Organizational Commitment, Job Stress, Mental Health and Achievement Motivation". *Canadian Social Science* Vol. 6, No. 4, pp 127-140.
4. Chen, Pih-Shuw "The Effects of Financial License on Job Performance"
5. Chughtai A. A. & Zafar S. (2006) "Antecedents and consequences of organizational commitment among Pakistani university teachers". *Applied H.R.M. Research*, Volume 11, Number 1, pp. 39-64.
6. Cole L. E., Cole M.S. "Employee Satisfaction and Organizational Performance: A study of key finding from Applied Psychology".
7. <http://studentsrepo.um.edu.my/2367/6/c2.pdf>
8. Malik, M. E., Nawab, S., Naeem, B., Danish, R. Q. (2010) "Job Satisfaction and Organizational Commitment of university teachers in public sector of Pakistan". *International Journal of Business and Management*, Volume 5, No. 6.
9. Meyer, J.P. & Allen, N.J. (1991) "A three component conceptualization of Organizational Commitment". *Human Resources Management Review*, Vol. 1, pp. 61-89.
10. Nadeem Mohammad, Rana Musarrat Shaheen, Lone Abdul Hameed, Maqbool Saira, Naz Khansa and Ali Akhtar, "Teachers' competencies and factors affecting the performance of female teachers in Bahawalpur (Southern Punjab) Pakistan", *International Journal of Business and Social Science*, Vol. 2, No. 19, October 2011.
11. Olugbenga, Ladebo J. (2003) "Organizational Commitment as a predictor of Job Performance among faculty: Implications for development of Agriculture Technology in Nigeria". *Journal of International Agricultural and Extension Education*, Vol. 10, No. 3.
12. Smeenk S., Teelken C., Eisinga R. and Doorewaard H. (2008) "An International comparison of the effects of HRM Practices and Organizational Commitment on quality of Job Performance among European university employees" *Higher Education Policy*, 21, pp. 323-344.
13. Susanty A., Miradipta R., Jie F. (2013) "Analysis of the effect of Attitude Towards Works, Organizational Commitment, and Job Satisfaction, on Employee's Job Performance (Case study in Electronic Company)" *European Journal of Business and Social Sciences*, Vol. 1, No. 10, pp. 15-24. URL: <http://www.ejbss.com/recent.aspx> ISSN: 2235-767X
14. Tok, "Job Satisfaction and organizational Commitment level of Elementary Supervisors", Department of Educational Science, June 2004.
15. Wang L., Bishop J. W., Chen X., Scott K. D. (2002) "Collectivist orientation as a predictor of Affective Organizational Commitment: A study conducted in China". *The International Journal of Organizational Analysis*, Vol. 10, No. 3, pp. 226-239.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

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

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail [infoijrcm@gmail.com](mailto: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](mailto:infoijrcm@gmail.com).

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

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## **DISCLAIMER**

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



## ABOUT THE JOURNAL

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

### *Our Other Journals*

