

**MANAGERIAL PERFORMANCE - AN ANALYSIS
OF SELECTED ANTECEDENTS AND
MEDIATORS**

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by
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Managerial Performance - An Analysis of Selected Antecedents and Mediators

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Certificate

This is to certify that the thesis entitled “**Managerial Performance – An Analysis of Selected Antecedents and Mediators**” is a record of bonafide research work done by part-time research scholar, Mr. Manoj Mathew, under my supervision and guidance.

The thesis is the outcome of his original work and has not formed the basis for the award of any degree, diploma, associateship, fellowship or any other similar title and is worth submitting for the award of the degree of Doctor of Philosophy under the Faculty of Social Sciences of Cochin University of Science and Technology.

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(Supervising Guide)

in Declaratis

I hereby declare that this thesis entitled “**Managerial Performance – An Analysis of Selected Antecedents and Mediators**” is a record of the bona-fide research work done by me and that it has not previously formed the basis for the award of any degree, diploma, associateship, fellowship or any other title of recognition.

Manoj Mathew

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Abbreviations

AOC	-	Affective Organisational Commitment
CII	-	Confederation of Indian Industries
CFA	-	Confirmatory Factor Analysis
FGD	-	Focused Group Discussion
GDP	-	Gross Domestic Product
GSDP	-	Gross State Domestic Product
HRM	-	Human Resource Management
ICI	-	Investment Climate Index
IRB	-	In-Role Behaviour
IWB	-	Innovative Work Behaviour
JS	-	Job Satisfaction
LMX	-	Leader Member Exchange
LPG	-	Liberalisation, Privatisation and Globalisation
MP	-	Managerial Performance
NASSCOM Companies	-	National Association of Software and Service Companies
OB	-	Organisational Behaviour
OCB	-	Organisational Citizenship Behaviour
PCV	-	Psychological Contract Violation
PEW	-	Psychological Empowerment at Work
SEM	-	Structural Equation Modelling
UNDP	-	United Nations Development Programme
WLB	-	Work Life Balance



INTRODUCTION

Contents

- 1.1 Managerial Performance
- 1.2 Middle Level Managers and Organisations
- 1.3 Business Environment in Kerala
- 1.4 Organisation of the Report

Managerial work is undergoing such enormous and rapid change that many managers are reinventing their profession as they move forward. With little precedent to guide them, they are watching hierarchy fade away and the clear distinction of title, task, department, even corporation blur. Faced with extra ordinary levels of complexity and interdependency, they watch traditional sources of power erode and the old motivational tools lose their magic.

The emerging economic environment in the present century brings in a lot of responsibility and stress to the lives of managers compared to the last century (Nickols, 2008). They are expected to produce results irrespective of whether the situations are in their favour or not and also they need to think of solutions for the various challenges that crop up very often. Challenges like limited budget, reassignment of staff, reorganization of units, withdrawal of finance, lack of availability of resources, changes in government policies etc. keep cropping up every now and then. As a result, the importance of people who have the ability to lead masses has increased all the more in order to survive the impact of current challenges and future changes.



The pre-1991 business context in India was very unique in many ways due to the fact that we are a nation that built its economic strength on one of the most diverse workforce in the world. The country recognised no less than eighteen official languages, and each major state insisted on its own regional language in schooling. The country was also divided among six major ethnic groups, scores of smaller ones, and an undesirable caste system that has yet to disappear completely. For more than forty years after India gained its political independence from the 'British Raj', the commonly referred business barrier, 'license raj' was a reality to Indian economy. The state dominated approach remained India's accepted practice until the late 1980s, when limited attempts to transform the economy were tested. The turning point from this state of affairs to the present stage came in 1991 with a radical reduction in the role of the state popularly known as 'Liberalisation, Privatisation and Globalisation' (LPG).

Consequently India witnessed a set of watershed economic reforms in 1991, opening a new world of far less domestic regulation and far more international competition. Suddenly deregulation, rapid economic growth, mergers and acquisitions, privatization and other changes swept across the country placing an increasing premium on managerial competency in the Indian business environment. The context to which Indian organisations had adapted so well underwent dramatic change. Individual and collective performance of managers has been identified as a major source of competitive advantage by Indian organizations. The global economic slowdown reiterated the fact that it is imperative to develop sustainable business models benchmarking with the best of practices and processes from across the globe. One of the most significant challenges identified by Indian organisations during this period is to have a competent group of



professionals to take the managerial leadership in this emerging business scenario. Devising more effective ways of managing the performance of key managerial employees has become a cornerstone of development in recent years. Human Resource Management departments in India are under severe pressure to bring about large-scale professionalised changes in their organizations in order to cope with the challenges brought about by economic liberalisation (Rao, Rao & Yadav, 2001; Som, 2002). There has been evidence of a general need among the managerial cadre to build capabilities, resources, competencies and strategies to respond proactively to the environmental pressures caused by economic liberalization.

1.1 Managerial Performance

Managerial Performance (MP) is widely regarded as a key source of organizational performance in Behaviour and Human Resource Management literature (Cavazotte, Moreno, & Hickmann, 2012). Managerial performance is often defined as managerial behaviours believed to be optimal for identifying, assimilating and utilising resources, including human resources toward sustaining the organizational unit for which a manager has responsibility (Oh & Berry, 2009). Discussion on managerial task and contextual factors are accepted in management literature as evident from the discussions of researchers such as Borman and Brush (1993) who proposed a taxonomy of eighteen factors. Viswesvaran and Ones (2000) noted that the eighteen factors can further be grouped into four broad managerial performance dimensions such as leadership and supervision, technical behaviours and mechanics of management, interpersonal facilitation and job dedication. Johnson (2003) further argued that Viswesvaran and Ones' four dimensions can be classified into task and contextual performance factors. This will also fall perfectly into Van

Scotter and Motowidlo's (1996) two factors of managerial contextual performance: interpersonal facilitation and job dedication, respectively. Campbell, McCloy, Oppler, & Sager (1993) proposed an eight-factor model of job performance, with two of these factors related to managerial performance: supervision or leadership and management or administration. According to Campbell et al.,(1993), the former represents behaviours directed at influencing the performance of subordinates through face-to-face interpersonal interaction and influence, and the latter represents behaviours directed at major elements in management that are distinct from direct supervision; i.e., things such as monitoring progress or obtaining additional resources.

Above observations imply that management or administration duties represent more core job tasks with behaviours focused on structuring work and getting things done, and supervision or leadership duties have a more interpersonal focus. Behaviours focused on structuring work and getting things done resemble managerial task performance, and performance behaviours with a more interpersonal focus resemble managerial contextual performance. It is interesting to observe that these models are discussing about a set of behaviours that resemble broader task performance factors and contextual performance factors.

In order to sustain the competitiveness in the changing business environment, it is imperative for the organisations to be continuously innovative in whatever they do. This prompts the managers to exhibit behaviours which are innovative in nature (Janssen, 2000) over and above the commonly prescribed in-role and contextual behaviours. Thus effective performance of managers needs to reflect all these dimensions of behaviours on an ongoing basis.



1.2 Middle Level Managers and Organisations

The present study proposes to focus on middle level managers of organisations to understand the dynamics of managerial performance. hierarchy and structure goes through a never ending process of change as a result of conflicting and supplementing evidences from the practitioners and theoreticians on the usefulness of one approach over the other. In spite of all discussions, the division of managers into frontline, middle and top levels continue to be a prominent label accepted across organisations. Top managers are generally considered to be important in determining firm performance, as evidenced by many studies on top management teams (Bertrand & Schoar, 2003; Hambrick, Cho & Chen, 1996; Wiersema & Bantel, 1992). This impact is based on the expectation that the cognitive and personality differences among the most powerful executives in a firm have an influence over strategies and outcomes (Hambrick & Mason, 1984), and so would ultimately explain variation in performance of the firms they lead. Unlike top managers, middle managers are more constrained by existing organizational context and variation among mid-level managers can affect their subordinates at the wider scale of organizational performance.

Mollick (2011) in his study found that variation among middle managers' performance has a particularly large impact on firm performance, much larger than that of those individuals who are assigned formal leadership and innovative roles. Significance of middle level managers in firm performance as evidenced by this study is in tune with similar observations made by earlier researchers in various contexts (Bidwell & Burton, 2006; Katz & Allen, 2004; Larson & Gobeli,

1989). Taking into account these factors, it is evident that in any organisation, the role of a middle level manager who is sandwiched between the top and frontline managers is critical to the overall performance of organisations. When their performance is not up to the mark, the top management will not be able to translate their strategies into actions and the lower level managers will not be able to achieve the operational efficiencies leading to poor overall performance. This has prompted the researcher to focus the study on the middle level managers in organisations.

1.3 Business Environment in Kerala

Kerala was predominantly a rural agrarian economy growing at low rates of development compared to the other states of India like Maharashtra, Gujarat or Tamilnadu, which were getting industrialised much faster. Since early 1990s, a remarkable transformation has been taking place in Kerala and it has become a high growth service-oriented economy and also one of the high ranking states in terms of per capita income. On the demographic front, Kerala has successfully transitioned from the early stages of demographic transition to the matured stage. On the social front, Kerala has been the forerunner of a new developmental model that focused on the basic facets of 'human development' without getting bogged down with the usual trappings of economic growth. Kerala has also effectively been utilized as a laboratory of political, social, welfare and governance experiments aimed broadly at empowering people and bringing them under safety nets. These changes have been taking place in the larger context of liberalization and globalization of the Indian economy as a whole. While the effects of globalization of the Indian economy has had generalized effects, one of the specific ways through which the Kerala



economy was affected was through its attempts towards creation of investor friendly business environment in the wake of international competition and foreign investment flows.

As per the statistics published by State Planning Board (2011), Kerala's GSDP (Gross State Domestic Product) growth rate during every single year of the first four years of the eleventh plan has been higher than the GDP growth rate of the country as a whole. During 2009-10 the contribution from primary, secondary and tertiary sectors to the GSDP at constant prices (2004-05) constituted 12.01%, 21.71% and 66.28% respectively. At current prices, the primary, secondary and tertiary sectors contributed 15.79%, 22.85% and 61.36% respectively to the GSDP during 2009-10. In Kerala, the contribution from primary sector is decreasing but that of the tertiary sector is increasing. Economic growth is directly linked with the development of tertiary sector. Rostow's (1959) model of economic growth also suggest similar pattern of development as an economy goes through different stages of growth starting from traditional society to the age of high mass consumption. As compared to 1960-61, the contribution from tertiary sector in 2009-10 showed a whopping growth from 29% to 61% while primary sector contribution decreased to 14% from 56%. The analysis of annual sectorial growth rate of Gross State Domestic Product shows that secondary sector recorded the highest rate of growth 16.05 percent in 2009-10 at current prices, followed by tertiary sector (14.84%) and primary sector (11.40%). At constant (2004-05) prices, the tertiary sector recorded a growth rate of 11.51 per cent, secondary sector 9.43 percent and primary sector with 1.27 percent in 2009-10.

In the secondary sector, there are 727 large and medium industrial undertakings in Kerala. Out of these, 590 units are in the private sector.

Manufacturing dominates the secondary sector particularly chemicals and fertiliser, food processing, and construction (State Planning Board, Kerala, 2011).

Globally, the service sector contributes to 63.2% of World GDP. Its share in India and Kerala was 55.2% and 66.28% respectively in 2010, which clearly shows the predominance of the service sector in Kerala. As on March 2010, Kerala has a total number of 4227 bank branches, with as many as 211 new bank branches added over the previous year (State Planning Board, Kerala, 2011). Besides the nationalised and scheduled banks, a number of leading new generation private sector scheduled commercial banks such as HDFC Bank, ICICI Bank, Axis bank, ING Vysya etc. have set up a network of retail branches and ATMs for the residents of the state. The total number of bank branches coming under this category had reached 1329, coming close to the number of nationalised bank branches of 1418, as per the statistics provided by Reserve Bank of India (2012). Besides traditional products, these private firms offer a number of financial services. Mutual funds, financial lending institutions and other such services are also easily available in the state. In fact, the Banking and Financial service is one of the predominant segments of the service sector in the state.

The World Bank revealed in a recent policy Research Working Paper submitted to the multilateral agency by its Finance and Private Sector Development Group that Kerala is now emerging as the ideal investment destination for potential entrepreneurs. The Group has created a new Investment Climate Index (ICI) to study and map the Investment scenario in sixteen Indian States (Gtechindia, 2012). The concept of Investment Climate Index (ICI) is based on the pretext that entrepreneurs look at and



compare a wide range of features of the business climate in each state when deciding on investing. More specifically the paper assumes and also links to the fact that investors take into account a host of factors closely related to the production process such as quality and reliability of infrastructure services, availability of finance, level of corruption, etc.

Therefore, the emerging business scenario in Kerala is conducive for conducting a study assessing the dynamics of managerial performance among the middle level managers of business organisations. This study examines Managerial Performance in terms of the effectiveness with which employees carry out their formally prescribed job responsibilities (in-role behaviour or task performance) as well as their willingness to go above and beyond the call of duty (their Citizenship Behaviour). Along with these measures of performance, in order to capture the extent to which the managers realistically adapt with the changing environment, the study assesses Innovative Work Behaviour of middle level managers.

1.4 Organisation of the Report

The study is organised in six chapters. Chapter I is an introduction to the study. Chapter II presents the review of literature and formulation of the conceptual focus of the study. Chapter III describes the research methodology used in the study. Chapter IV presents the data analysis of Managerial Performance and its selected antecedents. Chapter V illustrates the integrated model linking Managerial Performance and selected antecedent variables. Chapter VI sums up the findings and conclusions.

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LITERATURE REVIEW

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	2.12.	Building the Conceptual Focus of Study
	2.13	The nature of variables of the study
	2.14	Diagrammatic Representation of the Conceptual Model

2.1 Introduction

Management thinkers and practitioners around the world agree on the fact that the twenty first century brings in a lot of responsibility and stress to the life of a manager compared to the last century. They are expected to produce results irrespective of whether the situations are in their favour or not and also they need to think of solutions for the various challenges that crop up very often. Challenges like limited budget, reassignment of staff, reorganization of units, withdrawal of finance, lack of availability of resources, government policies etc. keep cropping up every now and then. The importance of people who have the ability to lead masses has increased all the more in order to survive the impact of current challenges and future changes. It is in this context that Kanter (1997) asserted that for companies to survive, they should pay attention to human factors. Not just the company's layout, machinery, and tools need to be updated and modified



but most importantly the human resource of an organization has to be assessed and developed at regular intervals. However, Kanter (1997) argued that, all the concepts and tools such as power, structure, hierarchy, ownership, and incentives that has dominated and shaped our thinking will have to be re-examined. Therefore, it is necessary to have the right kind of managers in every organisation to lead the company towards growth.

This chapter presents an overview of the literature relating to this study. The key concepts of each construct are defined and a theoretical overview along with the dimensions of each variable of the study is provided. The current status of research, regarding the relationships between the key concepts and managerial performance in the hypothesized model is explored.

2.2 Managerial Performance

Managerial work is undergoing such enormous and rapid change that many managers are reinventing their profession as they move forward. With little precedent to guide them, they are watching hierarchy fade away and the clear distinction of title, task, department and even corporation blur. Faced with extra ordinary levels of complexity and interdependency, they watch traditional sources of power erode and the old motivational tools lose their magic.

Management of Performance starts with defining what is to be accomplished, which means, the goals or results that are to be achieved. Without articulating the results or deliverables as articulated in the business parlance, there would hardly be a focus on the activities that lead to those results and all resource and attention would be spent on activities that hardly contribute to attainment of the desired results.



There are different approaches used by organisations to define performance in organisational context. The most popular among these are competencies or trait based approach, task based approach, results or outcomes based approach and behaviour based approach (Wayne, Mondy, & Noe, 2005). Brief descriptions of each of these approaches are given below:

2.2.1 Competency or Trait Based Approach

Competency or trait based approach postulates that performance depends on relatively stable competencies or traits possessed by employees and their performance is defined in terms of cognitive abilities, personality traits, or competencies which are deemed important for carrying out the job. The assumption behind this approach is that if the employee has the competencies then he or she is more likely to engage in the desired behaviours or carry out the tasks in a better manner than someone who does not have those competencies or who has those competencies to a lesser degree. McClelland and Boyatzis (1980) were the strong supporters of this view by bringing out research results in favour of the linkage between competencies and desired work related behaviours. This argument faced lot of criticism starting with the argument that mere presence of competencies or traits does not necessarily translate into desired outcomes. Currie and Roger (1995) criticised that even seemingly identical managerial jobs can differ from firm to firm, department to department, and situation to situation. Identical list of competence can create a stereotypical manager which may and often hide variation in how managers do their work.

2.2.2 Task Based Approach

Task based approach focuses on what tasks are required to be done and to what extent the same have been carried out to the degree of professionalism desired by the respective organisations. This approach is suitable when the links between the tasks and the outcomes either come with a lag or there are other factors beyond the control of the employee that influence the outcomes (Bagchi, 2010). Task based approach helps to assess the performance of managers in both line and staff functions alike in organisations where the linkages of the duties carried out in the department and the organisational outcomes are distant and the linkages are influenced by a host of other factors.

2.2.3 Results or Outcomes Based Approach

Result based approach emphasises on the outcomes or results that are produced in the organisation to assess the performance of managers. There is no consideration of competencies or traits that are not possessed by the employees, nor is the behaviour exhibited by the employees considered. Even the tasks that are carried out are not taken into account as the main focus is on the outcomes. By focusing on the results, the management is actually leaving it free for the employees to figure out the best way to achieve them. Simons (2005) suggests that for this approach to work, an organisation has to ensure that the definition of performance is accompanied by the availability of requisite resources to achieve the desired performance and corresponding organisational support. Return on investment (ROI), Management by objective (MBO) and Balanced Score Card propounded by Kaplan and Norton (1996) are few of the most popular methods of assessing performance at individual and organisational level in the emerging context.

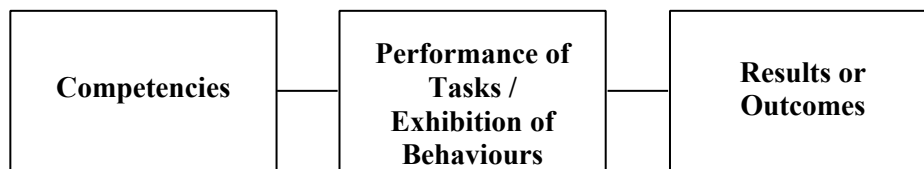
2.2.4 Behaviour Based Approach



Behaviour based approach carries out the assessment of individuals in terms of behaviours that are oriented towards the organisation's goals. The assumption behind the behaviour based approach is that if the employee engages in the desired behaviours, then it is likely that the organisational goals will be attained. The identification of different categories of behaviours is done by the top management after understanding the linkages of the behaviours to organisational outcomes. This approach can also be used to reinforce certain responses which are positive and in some cases to discourage certain behaviours among the employees which can damage the organisation at large.

An assessment of various behaviours that are universally desired by organisations in the changing environment brings us to the identification of managerial performance behaviours that map onto broader task performance factors such as structuring work and getting things done, contextual factors comprising of facilitating the psychological and social contexts of work and getting along with others (Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and also innovative work behaviours (Spreitzer, 1995).

The linkage between different approaches for defining performance described above may be diagrammatically represented as follows:



Source: Soumendra Narain Bagchi, Performance Management, Cengage Learning India Pvt Ltd, 2010. p.59

Figure 2.1 Approaches for defining performance

The diagram explains the linear relationship among the different approaches. When the employees possess the required competencies, they tend to engage in work related positive behaviours which are further ensuring organisationally desirable outcomes. As discussed earlier, the presence of competencies alone is not a guarantee of performance (Currie and Darby, 1995) and this prompted the researcher to search and find out what are the conditions under which the employees in organisations tend to exhibit positive work behaviours.

Organizations invest significant effort and resources to attract, select and retain conscientious, proactive, engaged and committed employees (Macey, Schneider, Barbera & Young, 2009). Therefore, there is a need for on-going research directed toward identifying the organizational factors that best promote positive employee attitudes and behaviour and positive organizational performance. Consistent with this argument, the present research aimed to test a model which shows how the attitudes of job satisfaction and affective organizational commitment, psychological empowerment at work, work-life balance, and psychological contract violation influences managerial performance exhibited through organizational citizenship behaviour, in-role behaviour and innovative work behaviours. The study is designed to provide an account of the direct and indirect mechanisms by which these variables impact managerial performance. A detailed discussion of the independent variables and their relationship with Managerial Performance is provided in the current chapter as a continuation of the following discussion on Managerial Performance.

Research and theory on managerial performance have often converged on a set of performance factors that are reflected in broad



managerial task and contextual performance factors. A review of literature on Managerial Performance brings out various models being discussed by researchers. For instance, Borman and Brush's (1993) taxonomy of managerial performance proposed eighteen factors. Viswesvaran and Ones (2000) noted that the eighteen factors can further be grouped into four broad managerial performance dimensions such as leadership and supervision, technical behaviours and mechanics of management, interpersonal facilitation and job dedication. Johnson (2003) further argued that Viswesvaran and Ones' four dimensions can be classified into task and contextual performance factors. This will also fit into Van Scotter and Motowidlo's (1996) two factors of managerial contextual performance: interpersonal facilitation and job dedication, respectively. Campbell et al. (1993) proposed an eight-factor model of job performance, with two of these factors related to managerial performance: supervision or leadership and management or administration. According to Campbell et al., the former represents behaviours directed at influencing the performance of subordinates through face-to-face interpersonal interaction and influence, and the latter represents behaviours directed at major elements in management that are distinct from direct supervision; i.e., things such as monitoring progress or obtaining additional resources.

Thus, management or administration duties represent more core job tasks with behaviours focused on structuring work and getting things done, and supervision or leadership duties have a more interpersonal focus. Behaviours focused on structuring work and getting things done resemble managerial task performance, and performance behaviours with a more interpersonal focus resemble managerial contextual performance. What these models have in common is a set of managerial performance

behaviours that map onto broader task performance factors and contextual performance factors.

This thesis represents an attempt at empirically testing a model that integrates all the important literatures, with important antecedent variables and outcomes. This study incorporates the notion of managerial performance as comprising of organizational citizenship behaviour, in-role behaviour and innovative work behaviour within the model. These three behavioural dimensions of performance are discussed in the following section.

2.3 Organizational Citizenship Behaviour

2.3.1 Defining the Concept

Over the past quarter-century, organizational scholars have been paying increased attention to work behaviour that is in some way beyond the reach of traditional measures of job performance but holds promise for long-term organizational success (Koys, 2001; Marshall, Moncrief, Lask, & Shepherd, 2012; Podsakoff & Mac Kenzie, 1997; Van Dyne, Graham, & Dienesch, 1994). Every organization needs to maintain its long-term effectiveness through the positive perceptions, attitudes, and behaviours of its members. Organizational citizenship behaviour (OCB) is one of the extra-role behaviours that serve as an important aspect of the organizational effectiveness. In the long-term, OCB would affect the sustainability of organizations, particularly in the turbulent environment (Konovsky & Pugh, 1994). In order to sustain the organization's long-term effectiveness in twenty first century, employees need to engage in positive individual behaviour and attitudes. As stated by Yilmaz and Tasdan (2009), organizations need employees' cooperation, benevolence, self-sacrifice



and, at times, extra effort. Thus, voluntary behaviour by employees is important for organizations.

Organ (1988) defined Organizational citizenship behaviour as those behaviours which represent individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. These behaviours lubricate the social machinery of the organization, provide the flexibility needed to work through many unforeseen contingencies, and help employees in an organization cope with the otherwise awesome condition of interdependence on each other (Smith, Organ & Near, 1983). Employees' OCB or extra-role behaviour differs from the formally assigned in-role responsibilities which is defined by a job description linked directly to the functioning of an organization. In essence, the core concept of OCB is hinged on whether the behaviour is discretionary and serves to promote an organizational culture in which employees are known to cooperate widely and contribute broadly in ways that ultimately enhance organizational effectiveness (Organ et al., 2006).

Konovsky and Pugh (1994) trace the roots of Organisational Citizenship Behaviour to the works of Katz (1964) who argued that there were three types of employee behaviours that were important for organisational success. Firstly, individuals enter and remain with the organisation; secondly, they undertake well defined roles and functions within the organisation; and, finally they engage in innovative and spontaneous activity that goes beyond role prescriptions. According to them, it was Katz's contention that behaviours that goes beyond role prescriptions, though not formally required of employees, is essential for organisational success.

2.3.2 Theoretical Framework

In recent years, as organizational structures have become more flexible, much attention has been given to the role that employee citizenship behaviour plays in improving organizational functioning (Borman & Motowidlo, 1993; Van Dyne, Cummings & McLean Parks, 1995). OCB makes an important contribution to overall organizational performance in that it can facilitate work processes by filling the gaps associated with non-prescribed tasks that job descriptions might not cover clearly. Podsakoff, Whiting, Podsakoff, & Blume (2009) have compiled considerable evidence that the extent of OCB can be linked directly to variability in organizational performance including both productivity and efficiency indicators. In general, it has been argued that organization with higher degree of OCB leads to reduced absenteeism, reduced turnover, employees satisfaction and employees loyalty (Chughtai & Sohail, 2006; Khalid & Hassan ,2005; Meyer & Allen,1997; Podaskoff & Mackenzie,1997) which subsequently leads to improved organizational performance.

It is found that OCB would affect the organizational effectiveness for specific reasons. OCB could help extend the peer performance, improve the managerial productivity, improve the use of organizational resource for productive reasons in the most efficient manner, and decrease the need of organizational resources for employee maintenance. OCB also serves as an effective basis for the coordination of the activities among team members and work groups, improve the organizational ability for hiring and keeping qualified employees by promoting the notion that the organization is an interesting place to work, improve the stability of organizational



performance and also improve the organization's ability to adapt with changes in the business environment (Bachrach, Bendoly & Podsakoff, 2001; Bettencourt, Gwinner, & Meuter, 2001; Rioux & Penner, 2001; Konovsky & Pugh, 1994; Van Dyne, Graham, & Dienesch, 1994).

Borman, Penner, Allen and Motowidlo (2001) argued that citizenship performance contributes to organizational effectiveness because it helps create the psychological, social and organizational context necessary to carry out the formal responsibilities of the job. The organization's social machinery is lubricated increasing effectiveness and reducing friction among employees. OCB supports the social and psychological environment in which task performance takes place. The practical importance of OCB is that they can improve organisational efficiency and effectiveness by contributing to resource transformation, innovation and adaptability. Thus, OCB may be more important at the managerial level, because the modelling of these behaviours has a multiplier effect on subordinates. A manager who consistently demonstrates support for organizational goals could set a positive tone for the attitudes of those who work for him or her.

2.3.3 Dimensions of Organizational Citizenship Behaviour

Organ (1988) proposed a five-dimensional model of OCB consisting of altruism (assisting co-workers with work-relevant tasks); courtesy (being respectful and considerate of other employees); conscientiousness (fulfilling in-role duties well beyond required levels); civic virtue (participating in organizational life such as meetings, events, and governance); and sportsmanship (tolerating difficulties without undue complaints). Later, he expanded this framework to include peacekeeping and cheerleading.

Williams and Anderson (1991) suggested that a good measurement of OCB should include items representing intra-role behaviours because such an analysis would clarify whether the respondents differentiated between intra-role and extra-role behaviours. Specifically, they draw a distinction between citizenship behaviours which are intended to benefit the organization (termed OCB-O) and citizenship behaviours which are intended to benefit specific individuals within the organization, especially co-workers (termed OCB-I). For example, citizenship behaviours directed at the organization include such actions as adhering to informal rules designed to maintain order, demonstrating above average work attendance, and not taking extended work breaks. Citizenship behaviours that are more personally focused on helping specific individuals include such actions as assisting others who have been absent, helping colleagues who have heavy workloads, and taking a personal interest in the well-being of other employees. Conceptual representations of OCB include altruism, courtesy, peacekeeping, and cheerleading in the OCBI category, and conscientiousness (sometimes termed compliance), civic virtue, and sportsmanship in the OCB-O category (Podsakoff et al., 2009).

In another study conducted by Van Scotter and Motowidlo (1996) on contextual performance, new labels were given to two dimensions of the construct – Interpersonal Facilitation and Job Dedication. Interpersonal Facilitation consists of interpersonally oriented behaviours that contribute to organizational goal accomplishment. It differs from job specific task performance. Interpersonal facilitation also encompasses deliberate acts that improve morale, encourage cooperation, remove barriers to performance or help co-workers perform their task oriented job activities. Thus, interpersonal facilitation encompasses a range of interpersonal acts



that help maintain the interpersonal and social context needed to support effective task performance in an organizational setting. Job Dedication, on the other hand centers on self-disciplined behaviours such as following rules, working hard, and taking the initiative to solve a problem at work. It is the motivational foundation for job performance that drives people to act with the deliberate intention of promoting the organization's best interests.

3.4 In- Role Behaviour

3.4.1 Defining the Concept

In-role behaviours (IRB) are defined as being part of one's job and are recognized by the organization's formal reward systems (Katz & Kahn, 1978). Because in-role performance represents an obligation on the employees' behalf, employees may refuse to fulfil such obligations if they perceive that the organization did not fulfil its obligations. In a study by Williams and Anderson (1991), it was found that IRB and OCB are separate forms of employee behaviour which supported the view that in order to have a comprehensive understanding of individual performance, it is better to look at IRB of employees along with other dimensions of performance. Alternately IRB can be defined as work behaviour that is related to the organization's technical core, either by executing its technical processes or by maintaining and servicing its technical requirements (Motowidlo, Borman, & Schmit, 1997) and it is typically viewed as fundamental responsibilities that employees are hired to perform in exchange for their compensation packages (Rousseau & Parks, 1993). In-role job performance is described as the assigned responsibilities associated with an individual's formal employment contract (Kickul et al., 2002). It also includes compliance of employees' responsibilities that are essential in

organizational operations and are specified in the job description (Borman & Motowidlo, 1997; Williams & Anderson, 1991).

3.4.2 Theoretical Framework

In-role performance relates to specific job requirements and includes all activities that are directly related to the organization's technical core for example, closing a sale or contributing to sales unit revenue (Motowidlo et al., 1997). It can be viewed as an activity in which an individual is able to accomplish successfully the task assigned to him or her, subject to the normal constraints of reasonable utilization of the available resources. In-role behaviour is tied closely to the organization's formal power structure. There are two types of in-role performances. One consists of activities that transform raw materials into the goods and services that are the organization's products. They include activities such as selling merchandise in a retail store, operating a production machine in a manufacturing plant, teaching in a school, performing surgery in a hospital, and cashing cheques in a bank. A second type of task performance consists of activities that service and maintain the technical core by replenishing its supply of raw materials; distributing its finished products; or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiently. Thus, IRB bears a direct relation to the organization's technical core, either by executing its technical processes or by maintaining and servicing its technical requirements.

IRB habits are patterns of responses to task situations that either facilitate or interfere with the performance of task behaviours. They include characteristic ways of using technical information, performing technical procedures, making decisions, and so on that may or may not be consistent



with what the performers know are the most effective ways to do these things. They also include motivational task habits such as characteristic tendencies to exert high or low levels of effort, focus sustained effort on a task, fall victim to distraction, and set challenging personal goals. Task habits are affected by individual differences both in cognitive ability and in personality traits such as conscientiousness.

2.5 Innovative Work Behaviour

2.5.1 Defining the Concept

Janssen (2000) defines innovative work behaviour (IWB) as intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group, or the organization. The definition of IWB involves the creation, promotion, and implementation of new ideas that benefit organizations. Such innovative work behaviour can be in the form of the implementation of new methods, new procedures, or new approaches in an organization that are valuable to the organization. The definition also refers to performing tasks beyond team, group, or organization routines. The environment of teams or organizations is very dynamic. Occasionally the routines implemented by teams or organizations may not be able to respond to the rapid changes. Employees, therefore, need to develop, endorse, and implement new methods, approaches or procedures and it encompasses taking risks (Chen & Aryee, 2007). Innovative employees may only have limited knowledge of the effects of new ideas and innovation may put their status and rewards in the organization at risk (Janssen, Vliert & West, 2004; Kanter, 1988). Therefore, to be an innovation, new ideas may be a combination of existing ideas or a truly new idea (Oldham & Cummings,

1996). IWB is thus a complex process that involves three steps including the creation of ideas, followed by the promotion and implementation of the new ideas (Janssen, 2004; Kanter, 1988; Scott and Bruce, 1994; Yuan & Woodman, 2010).

2.5.2 Theoretical Framework

The ability to continuously innovate and improve products, services and work processes is nowadays crucial for organizations. Individual employees need to be both willing and able to innovate if a continuous flow of innovations is to be realized (Alfes, Soane, Truss, Rees & Gatenby, 2013). The idea that actions of individual employees are of crucial importance for continuous innovation and improvement is not just found in academic literature on innovation, but also stressed in work on several other popular management principles, such as total quality management (McLoughlin & Harris, 1997) and corporate entrepreneurship (Sharma & Chrisman, 1999).

Scholars have identified a wealth of benefits produced by Innovative Work Behaviour in organizations. Innovative employees may enjoy more job satisfaction, achieve better performance in the workplace, develop better relationships with other colleagues, experience relatively low stress, enjoy higher personal growth (West & Anderson, 1996), and produce positive conflicts (Janssen et al., 2004).

Innovation at work place can be conceptualized in various ways. Generally, the construct has been thought of in terms of personality characteristics, outputs and behaviours. For instance, Hurt, Joseph and Cook (1977) regarded individual innovation to be personality-based, defining it as a generalized willingness to change. Kirton's (1976)



Adoption-Innovation Inventory measured two distinct cognitive styles ranging from adaptors who solve problems within existing perceptual frames and innovators who restructure them. Output-based measures include West's (1987) measure of role innovation which records how many changes have individuals initiated in their jobs and Bunce and West's (1995) composite innovation score which is obtained by multiplying the perceived effectiveness of innovations by the number of innovations. In both cases, innovation is conceptualized as a set of behaviours. In this perspective there are many studies that focus on creativity and idea generation, but innovation theory has also stressed that innovation also includes the implementation of ideas (King & Anderson, 2002).

IWBs are neither expected of the employees in their formal role as employees, nor form an explicit contract between the employees and the organization. Such behaviours are purely discretionary behaviours, called extra-role behaviours, and are not formally recognized by organizational reward systems. Nevertheless, employees engaging in such behaviours are likely to benefit the organization, the group or even individual employees to perform their job tasks more effectively. In other words, if and when employees fail to engage in IWBs, they may not be in violation of the explicit contract with the organization and hence, may not suffer any adverse consequences. In this sense, IWBs are more likely to be the result of intrinsic motivations of the employees, and may be the outcome of their perceptions of psychological contract fulfilment. That is, they may or may not feel obliged to engage in these behaviours, depending on the extent to which they feel that their psychological contracts have been fulfilled (Ramamoorthy, Patrick, Flood, & Sardesai, 2005).

2.5.3 Dimensions of Innovative Work Behaviour

Early measures of innovative work behaviour were mostly one-dimensional. Scott and Bruce (1994) first regarded innovative work behaviour as a multistage process. Based on in-depth interviews with managers of a research and development facility and drawing on Kanter's (1988) work on the stages of innovation, they developed a six-item scale. Kanter (1988) had distinguished between four major tasks: idea generation, coalition building, idea realization and transfer. Leaving out the transfer task, Scott and Bruce's (1994) measure captures the behaviours of idea generation, coalition building and idea realization.

Other authors have operationalised IWB in more parsimonious and simple ways. Bunce and West (1995) used five items to measure the 'propensity to innovate'. Spreitzer (1995) used a four-item measure of IWB that served as a dependent variable to validate a four-dimensional scale of psychological empowerment in the workplace. Her measure was based on four items derived from the competing values model of Quinn (1988). Likewise, Basu and Green (1997) developed a four-item IWB scale to correlate with measures of leader-member exchange (LMX) and transformational leadership in leader-subordinate dyads. Both of those measures basically ask supervisors to rate employees' innovativeness and originality, without any reference to specific types of behaviour.

Janssen's (2000) contribution may be regarded as significant progress. Referring to Scott and Bruce (1994), he regarded IWB as consisting of three dimensions, namely idea generation, idea promotion and idea implementation. After formulating items explicitly linked to these behaviours, his analysis of empirical data showed strong correlations between the dimensions.

2.5.3.1 Idea Generation



Idea generation forms the first step in the exploitation of opportunities. Mumford (2000) suggests that ultimately, the individual is the source of any new idea. To be able to innovate, besides being aware of a need or an opportunity, the ability to construct new ways to address the need is also crucial. Idea generation refers to generating concepts for the purpose of improvement. The generation of ideas may relate to new products, services or processes, the entry of new markets, improvements in current work processes, or in general terms, solutions to identified problems (Amabile, 1988; Kanter, 1988; Van de Ven, 1986). The key to idea generation appears to be the combination and reorganization of information and existing concepts to solve problems or to improve performance. Good idea generators are individuals who can approach problems or performance gaps from a different angle. Kanter (1988) spoke of 'kaleidoscopic thinking'. In a kaleidoscope a set of fragments form a pattern but when shaken or twisted, the same fragments form an entirely new pattern. Idea generation often involves rearranging already existing pieces into a new whole. In his study, Nobel laureate Rothenberg (1996) found that these new combinations often provide a basis for advances in science. Similarly, Mumford, Baughman & Palmon (1997) found that skill in combining and reorganizing concepts is one of the best predictors of creative achievement.

2.5.3.2 Idea Promotion

Championing is a relevant aspect of IWB once an idea is generated. Most ideas need to be sold. Although ideas may have some legitimacy and appear to fill a performance gap, for most ideas it is uncertain whether their benefits will exceed the cost of developing and implementing them, and resistance to change is to be expected. In many cases, the prospective users

of a proposed innovation such as colleagues, leaders, customers, etc. may feel uncertain about its value and such innovations will often need to be 'sold' to users. The innovative individual who takes prime responsibility for the introduction of innovations is often not formally appointed, but rather someone who feels a strong personal commitment to a particular idea and is able to sell it to others (Kanter, 1988). A champion has been described as someone in an informal role that pushes a creative idea beyond roadblocks within the organization (Shane, 1994) or as someone who emerges to put efforts into realizing creative ideas and bringing them to life (Kleysen & Street, 2001). This can involve the champion's own or other people's ideas. Championing includes behaviours related to finding support and building coalitions, such as persuading and influencing other employees or management, and pushing and negotiating (Howell & Higgins, 1990; King & Anderson, 2002, Van de Ven, 1986).

2.5.3.3 Idea Implementation

Finally the supported idea needs to be implemented and put into practice. Implementation can mean improving existing products or procedures, or developing new ones. Considerable effort and a results-oriented attitude are needed from employees to make ideas happen. Application behaviour relates to the efforts individuals must put forth to develop an idea selected for implementation into a practical proposition. Application often implies making innovations a regular part of work processes (Kleysen & Street, 2001) and includes behaviours like developing new products or work processes, and testing and modifying them (West & Farr, 1990; Van de Ven, 1986; Kanter, 1988).

2.6 Introduction to the Antecedent Variables



Having discussed the multidimensional nature of Managerial Performance in terms of OCB, IRB and IWB, the following section discusses the different antecedent variables that are part of the study to explain the interplay of the research model to be proposed. Both researchers and practitioners are interested in understanding valid predictors of managerial performance and an examination of the various antecedent variables studied in the literature brings out a number of individual and organisational factors that are significant predictors of performance behaviours of managers. A brief description of the antecedent variables of Managerial Performance identified from the review of literature is summarised in the following table:

Table 2.1. Antecedent variables of Managerial Performance

A n t e c e d e n t s o f M a n a g e r i a l P e	Emotional Intelligence (Cherniss, C.,2000; Cavallo and Brienza's ,2002)
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r f o r m a n c e	
	Innovative climate (Schneider & Reichers, 1983; Scott & Bruce, 1994)
	Job Attitudes (Moorman, 1991; Moorman, Blakely, & Niehoff, 1998; Mossholder et al., 1998; Naumann & Bennett, 2000; Liao & Rupp, 2005)
	Job Characteristics (Parker & Wall, 1998; Zaccaro & Banks, 2004; Torraco, 2005; Abbott, Boyd, & Miles, 2006)
	Leader Member Exchange (Deluga 1994; Organ and Ryan, 1995; Wayne et al. 1997; Masterson et al., 2000)
	Leadership (Amabile, 1988; Lowe et al., 1996; Oldham & Cummings, 1996)
	Organisational Justice (Moorman R.H., 1991; Moorman et al., 1998; Cropanzano et al., 2001)
	Organisational support (Moorman et al., 1998; Rhoades & Eisenberger, 2002)
	Personality (Ilies R. et al., 2009; Judge T.A. & Ilies, 2002)
	Procedural Justice (Organ, 1988; Moorman R.H., 1991; Niehoff & Moorman, 1993; Organ & Moorman, 1993; Liao & Rupp, 2005)
	Psychological Contract Violation (Robinson & Morrison, 1995; Robinson, 1996; Turnley & Feldman, 1999; Turnley et al., 2003; Restubog & Bordia, 2006; Restubog et al., 2007)
	Psychological Empowerment at Work (Spreitzer, 1995; Morrison & Phelps, 1999)
	Work Life Balance (Muse et al., 2008; Beauregard & Henry, 2009; Baral & Bhargava, 2010)

2.6.1 An initial nomological network



In the following section, an attempt is made to develop a partial nomological network (Cronbach & Meehl, 1955) under girding Managerial Performance through reviewing the available literature. The proposed nomological network is not comprehensive; far more factors can be part of it. Although the researcher uses the terms antecedents and outcomes during the literature survey discussion, a cross-sectional design is used in the study that does not allow for testing causal directions. These directions are assumed on the basis of prior theory and empirical work.



Figure 2.2 Partial Nomological network of Managerial Performance

The list of antecedent variables generated through the review of literature and iterated from the nomological network were taken to practicing managers in the industry and a focused group discussion (FGD) with them helped the researcher to focus the study on a viable numbers of selected variables. A focus group discussion, or focus group interview, is a qualitative research tool often used in social research, business and marketing. Focus groups are small group discussions, addressing a specific topic, which usually involves 6-12 participants, either matched or varied on specific characteristics of interest to the researcher. (Fern, 1982; Morgan & Spanish, 1984). FGD thus is a rapid assessment, semi-structured data gathering method in which a purposively selected set of participants gather to discuss issues and concerns based on a list of key themes drawn up by the researcher or facilitator (Kumar, 1987).

In order to conduct the FGD, researcher invited a group of senior managers at the level of heads of department and heads of verticals from selected service and manufacturing industries. Seven senior managers had accepted the invitation and were willing to spend time on discussing the issues related to the topic of interest to the researcher. A sufficiently detailed description of the focus of study was given to the group to clarify



the context and theme and, the variables identified through literature survey were also shared with them. Through a detailed deliberation of each of the variables brought by the researcher in the context of their real world implications to the effective functioning of an organisation, the discussion team was able to sharpen the focus to a much less number of variables. According to the group the list of variables identified by them were significant enough to vary the level of performance of individual managers in organisations.

One of the most prominent determinants of behaviour as per the FGD was job attitude and a detailed examination brought out two of the prominent job attitudes namely job satisfaction and organisational commitment to the forefront. They are favourable or unfavourable evaluative reaction towards something or someone exhibited in ones beliefs, feelings or intended behaviours. This is in line with the empirical research results available in the literature. There are seminal studies done to find out the relationship between attitude-behaviour relationships such as LaPiere (1934) who found inconsistency in this relationship. Later researchers like Ajzen & Fishbein (1977) contended that attitudes can predict behaviour, provided that both are assessed at the same level of generality.

Subsequent discussions brought in the relevance of studying the influence of Work Life Balance issues. Balancing the demands of work and life is in the forefront of hurdles one may face while trying to simultaneously be effective in work place and at family. The discussion also brought in the significance of frequently dealing with changes and global competition in the day to day working of a manger's life. Majority of the participants felt the importance of being empowered at the workplace

to deal with these contemporary challenges. This is in tune with the observation of Peter Drucker (1988) that widespread interest in psychological empowerment has come at a time when turbulent change and global competition require employee initiative and innovation. Spreitzer (2007) describes psychological empowerment as a group of psychological states essential for a person to feel that he or she can control the relationship to his or her own work.

In line with the challenges of change and competition, another concern brought out by the practicing managers was the frequent emotional drain they experience due to the breakages in the hitherto unwritten expectations of organisational norms, promises or practices in their organisational environment. Norms of performance evaluations, promotions, transfers or job security were all challenged on account of the unpredictability of the market place. From a theoretical perspective, this feeling may be understood as Psychological Contract Violation, which is the emotional or affective state that may, but does not always, result from the perception of psychological contract breach (Morrison & Robinson, 1997). This Psychological Contract Violation will result in feelings of anger, injustice, resentment, and distrust that arise from the realization that the organization has not honoured the psychological contract (Raja, Johns, & Ntalianis, 2004).

While discussing about the demographic variables that can have an impact on the antecedent variables, the participants were able to identify gender, age, marital status, educational qualification, presence of dependent children at home and organisation type as major influences on managers. This observation was in tune with the observations available from various



studies on these aspects in the literature. This brings us to the next section of literature discussion on the selected antecedent variables namely:

- a) Job Satisfaction (JS)
- b) Affective Organisational Commitment (AOC)
- c) Psychological Empowerment at Work (PEW)
- d) Work-Life Balance (WLB), and;
- e) Psychological Contract Violation (PCV)

2.7 Job Satisfaction

2.7.1 Defining the Concept

For decades organizational researchers have been intrigued by employee satisfaction with work because organisations have tremendous effect on the people who work in them and the way people feel about work – both positive and negative. Organisational practices that maximise job satisfaction will likely benefit to employees who are more cooperative and willing to help the organisation to be successful (Wood, Veldhoven, Croon & Menezes, 2012). Negative feelings can lead to behaviours that are detrimental to organisations and potential to adverse physical and psychological health. It is certainly within everyone's best interest for our organisations to function efficiently and smoothly.

There are numerous definitions of job satisfaction available in literature. The most-used research definition of job satisfaction is by Locke (1976), who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction can also be defined as an individual's total feeling about his or her job and the attitudes he or she has towards various aspects or facets of the job, as well

as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002; Spector 1997). A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards the job (Robbins 1993). Thus job satisfaction is an attitudinal variable that reflects how people feel about their jobs. It emphasizes the specific task environment where an employee performs his or her duties and reflects the more immediate reactions to specific tangible aspects of the work environment (Mowday, Porter, & Steers, 1982).

2.7.2 Theoretical Framework

Spector (1997) says job satisfaction is an attitudinal variable, as it is generally assessed. In the past, job satisfaction was approached by some researchers from the perspective of need fulfilment, i.e, whether or not the job met employees physical or psychological needs for the things provided by work, such as pay (Porter, 1963; Wolf, 1970). However this approach has been deemphasised because today most researchers tend to focus attention on cognitive processes rather than on underlying needs. The attitudinal perspective has become the predominant one in the study of job satisfaction. Spector (1997) also notes that an employee's attitude is a major topic in many studies examining organizational behaviour that improves efficiency and quality of work. A person with a high level of job satisfaction invariably has positive attitudes toward his job; while a person dissatisfied has negative attitudes about his job. Conceptually, job satisfaction is a broad construct, regarding all or most of the characteristics of the job itself and the work environment, which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying (Weiss, 2002). All these arguments converge on the general and shared assumption



that global job satisfaction is associated with a complex set of interrelationships of tasks, roles, responsibilities, interactions, incentives and rewards (Bowling & Hammond, 2008; Cameron, 1973).

Job satisfaction is considered to be a central concept in organizations, as it mediates the relation between working conditions on the one hand and organizational and individual outcomes on the other (Dormann and Zapf, 2001). The situational approach to job satisfaction (Hackman & Oldman, 1980; Herzberg, 1966) considers this issue to be primarily determined by the characteristics of the job. Working conditions such as communication, task variety or responsibility are believed to be highly responsible for job satisfaction.

The traditional model of job satisfaction focuses on all the feelings that an individual has about his job. According to While and Barriball(2004) what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their jobs should provide. Noted theorists like Maslow (1943) and, Herzberg and Mausner (1959) emphasized the importance of the fulfilment of various needs of employees. Maslow(1943) postulated the physiological needs, the safety needs, belongingness and love needs, the social need of approval and recognition, the esteem needs for mastery and achievement, and the self-fulfilling needs to realize one's full potential for continual self-development.

Herzberg and Mausner(1959) formulated the two factor theory of job satisfaction that satisfaction and dissatisfaction were two separate and sometimes unrelated phenomena. Extrinsic factors were named 'hygiene' factors and were claimed to involve primarily the context in which the job

was performed. They were found to be ‘dissatisfiers’, and included salary, supervision, company policies, administration, interpersonal relations and working conditions. Intrinsic factors were named ‘motivators’ and were believed to involve mainly aspects of the job itself. They were found to be job ‘satisfiers’ and included advancement, responsibility, recognition, work itself and achievement. They concluded that only the fulfilment of motivators could lead to positive satisfaction on the job, and that the fulfilment of hygiene factors could prevent dissatisfaction, but could not contribute to positive satisfaction.

Job satisfaction can be considered either as a related constellation of attitudes about various aspects or facets of the job, or as an overall perception of the job (Spector, 1997). The first, the facet approach, is used to find out what elements of the job produce satisfaction or dissatisfaction. This can be particularly useful for organizations that wish to identify areas of dissatisfaction that they want to improve. As a multifaceted construct, job satisfaction includes both intrinsic and extrinsic elements of the job (Howard & Frick, 1996; Warr, Cook & Wall, 1979). The second, the global approach, is used to assess overall job satisfaction in relation to other variables of interest. A single item measure is generally used to assess overall job satisfaction (Wanous, Reichers & Hudy, 1997). Although the use of a single item measure is often questioned, some studies shows that empirically no validity or reliability appears to be lost (Ganzach, 1998; Wanous & Reichers, 1996; Wanous et al., 1997). There is also an argument that a single item survey is better positioned to capture cognitive assessments of the job than affective experiences of the job (Ilies & Judge, 2002). Thus in order to capture the affective experiences of the job, it is



appropriate to use scales having more items. Bacharach, Bamberger, & Conley (1991) developed a scale to measure job satisfaction relative to expectation as a global approach of measurement using five items, viz, comparison of his or her job with other jobs in the organisation, goal setting, scope of the job for self-development, expectations one had while taking up the job, and career growth opportunities.

Perception of job satisfaction is influenced by two aspects: the pleasant mood or state affect and the job beliefs or cognition on job satisfaction (Ilies & Judge, 2004; Weiss, 2002). Research suggests that job satisfaction, as a work-related outcome, is influenced by certain organizational and managerial characteristics. Communication, dialogue, teamwork, interaction with the external environment and collaboration represent trust and proximity, which in turn motivate and increase commitment, and finally satisfy employees.

Wagner and Le Pine (1999) conducted a meta-analysis and revealed significant impacts of job participation and work performance on job satisfaction. Eylon and Bamberger (2000) reported that empowerment had a significant impact on job satisfaction. Johnson and McIntye (1998) found that the measures of culture most strongly related to job satisfaction were empowerment, involvement and recognition. Hwang and Chi (2005) have more recently provided empirical evidence of the positive effects of job satisfaction on organizational performance.

Smith, Organ, & Near (1983) had conducted a research about the antecedents of organizational citizenship behaviour and they suggested that job satisfaction was the best predictor of OCB. Many studies have supported the associations between job satisfaction and organizational

citizenship behaviour. In general, studies that analysed this relationship empirically found that employee job satisfaction influences OCB (Bateman and Organ, 1983; Organ and Ryan, 1995; Netemeyer et al., 1997; Moorman, 1993; Gonzalez and Garazo, 2006; Nadir and Tanova, 2010). Beyond the empirical evidence concluding that job satisfaction affect OCB, there are more interesting findings by Gonzalez and Garazo (2006) that job satisfaction served as a mediator variable on the relationship between OCB and its predictors.

2.8 Affective Organizational Commitment

2.8.1 Defining the Concept

The concept of commitment in the workplace is one of the most challenging and researched concepts in the fields of management, organizational behaviour, and human resource management. A variety of studies have been conducted to explore the concept of organizational commitment (OC). Although there have been several definitions and measures of OC, Meyer and Allen's (1991) three-component model of OC has been the dominant framework for OC research because it is based on a more comprehensive understanding of OC. The three-component model consists of: affective commitment (AC) which is the emotional attachment to one's organization, continuance commitment (CC) which is the attachment based on the accumulation of valued side bets such as pension, skill transferability, relocation, and self-investment that co-vary with organizational membership; and, normative commitment (NC) which is the attachment that is based on motivation to conform to social norms regarding attachment. Much of the research undertaken in the area of organizational commitment is focused on affective commitment (Allen & Shanock, 2012; Brunetto & Wharton, 2003).



O'Reilly and Chatman's (1986) definition of organizational commitment as the psychological attachment individuals feel for the organization is also emphasising this aspect of affective commitment. Those with strong commitment want to continue their organizational affiliation. Affective commitment is the strength of emotional attachment to the organization based on positive attraction and a sense of belonging (Meyer & Allen, 1997). This variable is one of the most often studied variables in organizational behaviour research (Mathieu & Zajac, 1990). Probably the main reason for the extensive and long-lasting research interest in Affective Organisational Commitment (AOC) is that it is assumed to influence almost any behaviour that is beneficial to the organization such as performance, attendance, and staying with the organization (Mathieu & Zajac, 1990, Mowday et al., 1982 & Randall, 1990).

2.8.2 Theoretical Framework

Organizational commitment refers to an individual's feelings about the organization as a whole. It is the psychological bond that an employee has with an organization and has been found to be related to goal and value congruence, behavioural investments in the organization, and likelihood to stay with the organization (Mowday et al., 1982). According to them there are three characteristics for organizational commitment: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organisation. Organisational commitment is conceptualised as an affective response that results from an evaluation of the work situation that links the individual to the organization.

This study focuses on affective organisational commitment, which is specifically defined as the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Affective commitment has demonstrated powerful correlations with desirable outcomes and organizations have fostered this affective commitment among their employees (Meyer & Allen, 1997). In addition, some studies have used affective commitment as a single measure of organizational commitment (Feather & Rauter, 2004; Lee & Bruvold, 2003).

Organizational scholars and business leaders have long rendered special attention to AOC based on the belief that organizations with committed employees are more effective and employees who exhibit high levels of AOC are more productive and less likely to quit. The individual level linkages between AOC and turnover and between AOC and performance are strongly supported in meta-analyses (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2008). Business leaders are more likely to frame the importance of AOC in terms of attracting, motivating and retaining key talent (Michaels, Jones, & Axelrod, 2001). Employees who are low in AOC are also more likely to miss work and engage in counterproductive behaviours such as theft, sabotage and aggression (Luchak & Gellatly, 2007; Meyer & Allen 1997). Contemporary changes in work practices such as downsizing, elimination of defined benefit retirement plans and patterns like new generations of employees entering the workforce who hold different values, have been identified as possible explanations for lower AOC. Moreover, as several management scholars have recently pointed out (Coyle-Shapiro & Shore, 2007), research-based



findings have not transferred well to the workplace, leaving managers to rely on fads and personal experience.

While conducting a critical review of the organisational citizenship behaviour (OCB) literature, Podsakoff, MacKenzie, Paine, & Bachrach (2000), observed that Job Satisfaction and Organisational Commitment were positively related to OCB and they further observed that some of the common antecedent variables of OCB like task variables or leader behaviour influence OCB through Job Attitudes. They recommended future studies to include more complete set of antecedent variables to investigate the possibility of Job Attitude playing a mediating role in the relationship between OCB and its antecedent variables.

2.9 Psychological Empowerment at Work

2.9.1 Defining the Concept

Psychological empowerment refers to how employees view themselves in the work environment and the extent to which they feel capable for shaping their role in the work .The term psychological empowerment connoted different meanings by various researchers. Conger and Kanungo (1988) defined psychological empowerment as a process of increasing employee feelings of self-efficacy. However, Thomas and Velthouse (1990) characterize psychological empowerment as an increase in intrinsic motivation. Spreitzer (1995) defined psychological empowerment as intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: competence, impact, meaning, and self-determination. According to Bhatnagar (2012), psychologically empowered individuals exhibit more innovative behaviour because as autonomous performers, they are less

constrained by technical rules, feel more efficacious about their task activities, and are willing to introduce change. Psychological empowerment is therefore a set of psychological states that focuses on how employees actually think about and experience their work in the real time. They believe about their own roles and influence in an organisation, which makes employees feel confident and enthusiastic to prosperity.

2.9.2 Theoretical Framework

Contemporary research on psychological empowerment has increased focus on articulating the empowerment process and the psychological underpinnings of the construct in terms of self-efficacy and autonomy. This view suggests that empowerment techniques that provide emotional support for subordinates and create a supportive atmosphere can be more effective in strengthening self efficacy beliefs (Bordin, Bartram, Casimir, 2007). The stream that conceptualizes employee empowerment in motivational terms therefore advances the notion of self-efficacy by defining psychological empowerment as a process of enhancing feelings of self-efficacy among organisational members. This may be facilitated through the identification of conditions that foster powerlessness and removal of this powerlessness by both formal organizational practices and informal techniques including providing efficacy information (Conger & Kanungo, 1988; Thomas & Velthouse, 1990).

Widespread interest in psychological empowerment has come at a time when turbulent changes and global competition require employee initiative and innovation (Drucker, 1988). Spreitzer (2007) describes psychological empowerment as a group of psychological states essential for a person to feel that he or she can control the relationship to his or her own



work. Thomas and Velthous (1990) developed the cognitive elements of empowerment based on the cognitive motivational content of Deci (1975), Hackman and Oldham (1976), and Bandura (1986). The four dimensions reflect a proactive, rather than passive orientation to one's work role (Spreitzer, Kizilos, & Nason, 1997).

A great deal of effort was made to increase individuals' psychological empowerment by focusing both on empowering management practices (Blau & Alba, 1982; Mainiero 1986) and on the psychological nature of empowerment (Conger & Kanungo 1988). At the same time, psychological empowerment has been emphasized as an important factor for employees' health (Zimmerman, 1995), satisfaction and loyalty (Spreitzer 1996). Several researchers also suggest that empowered employees have a higher level of organizational commitment, as empowered employees tend to be highly concentrated, self-motivated and resilient (Avolio, Zhu, Koh, & Bhatia, 2004; Kanter 1983; Kraimer, Seibert, & Liden, 1999). Empowering conditions, such as opportunities for decision autonomy, challenge, and responsibility make employees appreciate what they have. In turn, such appreciation results in feelings of meaning, competence, self-determination, and impact (Linden, Wayne, & Sparrow 2000). Consequently, they are likely to reciprocate by being more committed to an organization (Avolio et al. 2004; Eisenberger, Fasolo, & LaMastro 1990). Empowering individuals could result in higher levels of work satisfaction, organizational commitment, and job performance (Linden, Wayne & Sparrow, 2000).

According to Kanter (1979), psychological empowerment is the product of employee interaction with organisational structures of information, support, resources, and opportunity that enable the employee to develop further and to be more effective in the organization. Information

about the organization's mission, performance, and reward system is an important antecedent to psychological empowerment. Employee access to information in the organization helps create a sense of meaning and purpose for the individual, which may provide an employee with an understanding of how their work can contribute to the goals of the organization and subsequently enable them to see the bigger picture. Potterfield (1999) views psychological empowerment as a subjective state of mind where an employee perceives that he or she is exercising efficacious control over meaningful work. Similarly, Menon (1999) define psychological empowerment as a cognitive state that is characterized by a sense of perceived control, perceptions of competence, and internalization of goals and objectives of the organization. Some studies report that employees are less likely to leave the organization if it means giving up empowerment and development benefits. Cappeli and Neumark(2001) states that organizations that offer development and empowerment programmes report lower turnover compared to similar organizations without such programmes. Whether people feel empowered can have consequences for both the individuals and organizations. Perceptions of empowerment can enhance the value of work for individuals, increase job satisfaction, and contribute to work productivity and success. Psychological empowerment is an internal stimulator that allows employees to feel or perceive they have the ability to get things done. This perception results in work effectiveness and job satisfaction.

Menon (2001) classifies empowerment research in three broad categories, based on the underlying thrust and emphasis, namely situational (structural), motivational (psychological) and leadership empowerment. The situational approach emphasises the redistribution of authority and



delegation of decision-making power down the organisational hierarchy so that the employee has the ability to impact on organisational outcomes, be creative and have more flexibility to take risks (Cloete, Crous & Scheepers, 2002; Greasley et al., 2005; Menon, 2001). The ‘leadership’ approach focuses on the leader who energises his or her followers to act with the leader in providing future vision (Menon, 2001). Delegation of authority, accountability for outcomes, self-directed and participative decision making, information sharing and coaching and the developing of people have been identified as leadership behaviours that will empower people (Arnold, Arad, Rhoades & Drasgow, 2000; Konczak, Stelly & Trusty, 2000). The ‘psychological’ approach to empowerment refers to the internal processes of the individual being empowered (Menon, 2001).

Some researchers indicated that the Job satisfaction is one of the most important consequences of psychological empowerment (Seibert, Silver & Randolph, 2004). The researches conducted in this field indicate that there is a relation between empowerment and job satisfaction (Holdsworth & Cartwright, 2003). Liden, Wayne, & Sparrowe (2000) claimed that empowerment is accompanied with commitment, and personnel, who are more empowered, are more loyal. Moreover, Vacharakiat (2008) indicated the positive relationship between empowerment and organizational commitment in their studies. Empowerment has also been found to be related to positive work performance – more specifically managerial effectiveness (Spreitzer 1995), employee effectiveness and employee productivity (Koberg, Boss, Senjem, & Goodman, 1999). Empowerment is also associated with more innovation at work (Singh & Sarkar, 2012; Spreitzer, 1995) and with more OCB, (Wat & Shaffer, 2005).

Most of the studies in the Indian context are focused on empowerment techniques or empowerment per se (Gupta, 2002); they do not address psychological empowerment, except for Singh and Bhandarker (2002) who mention emotional empowerment, which is closer to, though different from, psychological empowerment.

2.9.3 Dimensions of Psychological Empowerment at Work

Spreitzer (1995), in her multidimensional measure of psychological empowerment in the work place, explains four components of psychological empowerment, viz, meaning of the work, competence to do the work, self determination, and employee's perception of the impact or outcomes of their work. Meaning involves a fit between the needs of one's work role and one's beliefs, values and behaviours (Hackman & Oldham, 1980) while Competence refers to self-efficacy specific to one's work, or a belief in one's capability to perform work activities with skill (Gist, 1987; Bandura, 1989). Self-determination is a sense of choice in initiating and regulating one's actions. It reflects a sense of autonomy or choice over the initiation and continuation of work behaviour and processes like making decisions about work methods, pace, and effort; and Impact is the degree to which one can influence strategic, administrative, or operating outcomes at work (Deci, Connell & Ryan, 1989, Ashforth, 1989). Together, these four cognitions reflect an active, rather than passive, orientation to one's work role. In other words, the experience of empowerment is manifested in all the four dimensions – if any one dimension is missing, then the experience of empowerment will be limited. For example, if people have discretion to make decisions (i.e., self-determination) but they don't care about the kinds of decisions they can make (i.e., they lack a sense of meaning), they will



not feel empowered. Alternatively, if people believe they can make an impact but don't feel like they have the skills and abilities to do their job well (i.e., they lack a sense of competence), they will not feel empowered as well. Thus, employees feel psychologically empowered when they experience all the four psychological states.

2.10 Work-Life Balance

2.10.1 Defining the Concept

Since the beginning of the industrial revolution, the world's industries have increased their demand for the quality and efficiency of their products and outcomes and it is all the more evident especially in today's global market. This has caused excessive work demands, leading to an increased level of stress among employees (Deshpande, 2012; Guest, 2002). The more pressure organisations impose upon their employees, the more strain the employees tend to experience. This has caused many employees to strive for greater balance between work and private life. Therefore, making organisations aware of the perception held by their employees about their work environment may facilitate the necessary changes within the organisation.

A number of studies on work-life balance define it as the balance of an individual's levels of work and private life (Fisher, McCulloch & Gershuny, 2009). Work and family are the most crucial domains in most people's lives; therefore, balancing these two domains is essential for the well-being of the individual. Many people fail to reach a balance which causes a work-life imbalance (Brough, Holt, Bauld, Biggs, & Ryan 2008). A number of factors could cause this: an increased demand on working hours, a larger number of women joining the workforce, and many more

couples involved in the workforce in order to fulfil their financial commitments.

Work-life balance is defined as the extent to which an individual is equally engaged in and equally satisfied with his or her work and non-work roles (Greenhaus, Collins & Shaw, 2003). This definition recognizes that balance can be either positive or negative and accommodates the growing understanding that participation in multiple roles can contribute to good mental and physical health (Barnett, Gareis & Brennan, 1999). Long work hours, defined as forty five hours or more, have been consistently linked to difficulties in balancing work and personal life (Moen & Yu, 2000; Tausig & Fenwick, 2001; Batt & Valcour, 2003; Kodz et al., 2003).

2.10.2 Theoretical Framework

Work-life balance is about individuals having some form of control over when, where and how they work (Pocock, 2005). It is accomplished when people's right to carry out what is needed for their life, inside as well as outside paid work, is respected and approved as a common benefit to people, society and business.

Conflict within work and family domains, in terms of work to family conflicts, develops when work activities are interfering with family activities (Breaugh & Frye, 2007). This type of conflict has shown to be negatively related to employee performance and satisfaction and positively related to high levels of absenteeism. But there are not many studies available which studies the effect of family demands interfering with the demands of work. The current research studies the effects of work interference with family activities (work-to-family conflict) and the effects of family activities interfering with work (family-to-work conflict). It is



important to study the results of conflict between an individual's work and private life, and how this may affect different aspects of their performance. This includes the possibility of increasing conflict between an individual's work and private life due to an imbalance within these two domains, as evidence shows conflicts develop due to lack of balance within work and family domains (Winslow, 2005).

2.10.3 Dimensions of Work –Life Balance

Work-Life Balance is a form of inter role conflict in which engaging in one role interferes with engaging in another role. Work-Life Balance has been conceptualized as a two-dimensional construct where work interferes with family (work-to-family conflict) and family interferes with work (family-to-work conflict). In their integrative model of the work-family interface, Frone, Yardley & Markel (1997) suggest that these two types of work-family conflict reciprocally affect one another indirectly through role overload and distress.

Consistent with the idea that they are separate factors, work-to-family and family-to-work conflicts have been found to have different antecedents and consequences. For example, some research has demonstrated that work-to-family conflict is primarily caused by work-related stressors and characteristics and that it predicts family-related affective and behavioural outcomes, while family-to-work conflict is caused by family-related stressors and characteristics and predicts work-related outcomes. The underlying assumption is that high levels of interference from one role to the other makes meeting the demands of the second role more difficult. For example, MacEwen and Barling (1994) found family-to-work conflict to be positively related to work withdrawal and work-to-family conflict to be

positively related to family withdrawal. Likewise, Frone et al. (1997) found work-to-family and family-to-work conflict to predict family and job performance outcomes, respectively. Other researchers, however, have found direct relationships between work-to-family conflict and work outcomes, in addition to family outcomes, and between family-to-work conflict and family outcomes, in addition to work outcomes (Adams, King, & King, 1996; Gignac, Kelloway, & Gottlieb, 1996; Grandey & Cropanzano, 1999).

Thus, it is important to consider the effects of both dimensions of work life balance simultaneously. In this study, both dimensions of work life balance are included in predicting the work behaviours. Including both directional measures of WLB in the present analyses allows the researcher to test the effects of each, above and beyond the other, and shall provide more information about the nature of the directional measures of work-family conflict, thus contributing to theoretical models of the work-family interface.

2.11 Psychological Contract Violation

2.11.1 Defining the key Concept

The employment relationship has undergone a number of significant changes in recent years. In large part, this transformation has been brought about by the increasing globalization of business, by the dramatic rise in the number of mergers, restructurings, and layoffs, and by the increasing rate of change that permeates all of organizational life today (Kissler,1994; McLean Parks & Kidder, 1994). As a result of these events, psychological contracts have become increasingly important in helping to define the contemporary employment relationship (Conway & Shapiro,2012).



Specifically, psychological contracts are comprised of the obligations that employees believe their organization owes them and the obligations the employees believe they owe their organization in return. Psychological contract breach arises when an employee perceives that his or her organization has failed to fulfil one or more of the obligations comprising the psychological contract (Robinson, 1996).

Differentiation between breach and violation is a relatively new concept in the study of psychological contract theory. It is common for researchers to use the terms interchangeably for any breaking of psychological contract terms (Bunderson, 2001; Zhao, Wayne, Glibkowski & Bravo, 2007). The perception of a broken promise is referred to as a breach of the psychological contract. Circumstances associated with the breach may elicit a negative emotional reaction to the breach. The negative emotional reaction is referred to as a psychological contract violation (PCV). Morrison and Robinson (1997) were the first to propose that psychological contract breach and violation were distinctly different constructs. They argued that violation results in a degree of emotional damage while breaches do not. Psychological contract violation is defined as the emotional or affective state that may, but does not always, result from the perception of psychological contract breach (Morrison & Robinson, 1997). Thus, PCV has been described as the feelings of anger, injustice, resentment, and distrust that arise from the realization that the organization has not honoured the psychological contract (Raja, Johns, & Ntalianis, 2004).

2.11.2 Theoretical Framework

Psychological contracts help to define the relationship between employees and their organizations (Argyris, 1960; Rousseau, 1989). In particular, psychological contracts specify what employees believe they owe their organizations and what they believe they are owed in return. Most prior research has conceptualized the psychological contract as one aspect of the social exchange relationship that exists between individuals and their organizations. Social exchange relationships (Blau, 1964; Homans, 1961) are comprised of the voluntary actions that each party engages in with the expectation that the other party will reciprocate those actions in one way or another. Although the exact nature of the exchange relationship is not fully specified in advance, general expectation of reciprocity guides its development.

A central element in the psychological contract is the employee's belief that the organization will live up to its promises and commitments. When an employee perceives that the organization has failed to fulfil its promises or obligations, then the employee experiences psychological contract breach. Psychological contract breach is defined as the employee's cognition that he or she has received less than was promised. As such, psychological contract breach typically creates the perception of an imbalance in the social exchange relationship. Psychological contract violation, as mentioned earlier, is related to, but conceptually distinct from, psychological contract breach. It is a result of psychological contract breach and is related to the inducement of anger, injustice, resentment, and distrust.

Raja, Johns & Ntalianis (2004) has examined whether the relationship between psychological contract breach and work-related outcomes might be mediated by the employees' experience of



psychological contract violation. In that study, Raja et al.,(2004) found that psychological contract violation fully mediated the relationship between psychological contract breach and job satisfaction and intent to quit and partially mediated the relationship between psychological contract breach and affective organizational commitment. This study extends the research on psychological contracts by examining the extent to which the negative emotional feelings associated with psychological contract violation act as a key explanatory mechanism in the relationship between psychological contract breach and important work outcomes.

Prior research suggests that an organization's failure to honour its promises, i.e., psychological contract breach, often has a negative impact on employee attitudes (Gakovic & Tetrick, 2003& Rousseau, 1995). In addition to the negative effect on employee attitudes, prior research also suggests that psychological contract breach may negatively impact employee behaviours (Kickul, Neuman, Parker & Finkl,2001; Robinson & Morrison,1995). In general, social exchange theory has been used to understand the relationship between psychological contract breach and employee attitudes and behaviours. Social exchange theory posits that employees are motivated to seek a fair and balanced relationship between themselves and their organisation (Homans, 1961). In order to restore balance to the exchange relationship after psychological contract breach occurs, employees are often motivated to reduce their commitment to the organization or to contribute less to the organization in terms of in-role or extra-role performance. Studies reveal that Psychological Contract Violation erodes trust and undermines the employment relationship, yielding both lower employee contributions like performance and attendance and lower employer investments such as retention and

promotion. In a recent study by Ng & Feldman (2010), examining the relationships among psychological contract breaches, organizational commitment, and innovation related behaviours, increased perceptions of psychological contract breaches were associated with decreases in innovation-related behaviours and also found evidence that organizational commitment mediates the relationship between psychological contract breaches and innovation-related behaviours.

2.11.3 Dimensions of Psychological Contract Violation

Much of the original development of the psychological contract approach has come from Rousseau, and while some elements have been challenged (Guest, 1998), it is supported by a substantial body of theoretical and empirical research by other scholars. Psychological contract is formed when an individual perceives that contributions he or she makes obligate the organization to reciprocate or vice versa. It is the belief in this obligation of reciprocity, although unilateral, that constitutes the contract. It was Rousseau (1995) who first articulated the psychological contract using a bipolar continuum from “transactional” to “relational” for classifying contract content and generic contract features. In line with the notions of economic and socio-emotional transaction found in social exchange theory, he linked content character directly to generic contract features to describe four contract types.

Firstly, the transactional type has primarily economic terms, and is short-term in focus with explicit performance terms. Secondly, there is the relational type that has primarily emotional terms, long-term commitments by both parties, and non-explicit performance terms. The balanced (hybrid) type has a uniquely complex combination of transactional and relational



terms, and aims at a long-term relationship while at the same time specifying performance requirements. It is becoming commonplace in today's workplace. The fourth type is the transitional contract that offers no guarantees because of instability in the organization's environment and conditions.

The transactional and relational contract types are the foundation classifications in Rousseau's framework. The currency of transactional exchange is reasonably explicit, short-term and economic in nature; such exchange assumes rational and self-interested parties, and does not result in on going interdependence. Relational exchange is more complex and promotes interdependence through a commitment to the collective interest over self-interest; its currency is less clear, evolves over time, and involves long-term investments from which withdrawal is difficult.

By linking the nature of a promise to the way in which individuals respond in the event of its non-delivery by the organization, Rousseau's (1995) bipolar framework has contributed significantly to our understanding of how and why individuals respond to change in the employment relationship. However, a view is developing that on going change in the employment context may have rendered the framework too simplistic and inadequate for understanding the increasingly complex relationship between contract terms and features and response to perceived breaches.

2.12 Building the Conceptual Focus of Study

On the basis of the review of literature carried out for understanding, clarifying and articulating the concept of managerial performance, the researcher arrived at a reasonable conclusion to focus the study on work

related behaviours rather than competency based, task based or result based approaches. An assessment of the behaviour based approach of managerial performance prompted the researcher to use a multi-dimensional analysis covering all aspects of individual behaviour in organisational environment. It is an accepted fact that the modern organizations invest significant effort and resources to attract, select and retain conscientious, proactive, engaged and committed employees (Macey, Schneider, Barbera & Young, 2009). Therefore, there is a need for on-going research directed toward identifying the organizational factors that best promote positive employee attitudes and behaviour and positive organizational performance. Consistent with this argument, the present research proposes to test a model which shows how job satisfaction, affective organizational commitment, psychological empowerment at work, work-life balance, and psychological contract violation influences managerial performance. The study is designed to provide an account of the direct and indirect mechanisms by which these variables impact managerial performance. The relationship among the selected antecedent variables and managerial performance is discussed in the following section to develop the conceptual focus adopted for this study:

2.12.1 Impact of Psychological Contract violation on Managerial Performance

Psychological Contract (PC), which is derived from the social exchange theory and the norm of reciprocity, helps to define the relationship between employees and organizations (Rousseau, 1989; Suazo et al., 2005). When an employee perceives that the organization has failed to fulfil its obligations, the employee experiences psychological contract breach, which is the employee's cognition of receiving less than what was



promised. When these perceptions engender intense emotional reactions, they may cause a psychological contract violation (Guillard, 2008), which can be characterized by frustration and anger.

Previous research identifies that OCB correlates negatively with PCV due to the fact that emotions serve as an adaptive function and act to formulate the intention to engage in certain behaviours at a subsequent time (Specter & Fox, 2002). Negative emotional responses reduce the willingness to engage in OCB, while positive emotional responses increase it. Rousseau (1989) states that a condition for employees behaving as good citizens is that they should feel respected, otherwise, PCV will occur and feelings of deception and betrayal may adversely affect employees' behaviours. In other words, employees who feel that the organization has violated the contract will try to reciprocate by reducing contributions to the organization. Consistent with the above arguments, the literature contains an extensive body of research which empirically shows that psychological contract framework can be a good predictor of OCB (Robinson & Morrison, 1995; Robinson, 1996; Van Dyne & Ang, 1998).

In line with previous researchers (Restubog & Bordia, 2006; Turnley et al., 2003), we can distinguish between transactional and relational contract breaches. The transactional dimension comprises the tangible and task-oriented components of the employment relationship which involve employees exchanging their competence and task involvement for monetary rewards. Transactional contracts generally reflect an employee's expectation of specific, short-term, and economic inducements from the organization. In contrast, the relational dimension involves the employee's exchange of more abstract and non-tangible components of the employment relationship, such as opportunities for training and development, career

growth, and a safe and harmonious work environment. In essence, the relational dimension emphasizes a more long-term and socio-emotional element in the employment relationship.

2.12.2 Impact of Work- Life Balance on Managerial Performance

There are studies available in the literature describing work-life imbalance, the attendant work-life conflicts, and the negative outcomes for organizations and individuals. One stream of literature examines the direction of the conflict, be it from work to home and or from home to work (Carlson, Kacmar, & Williams, 2000; Frone, Russell, & Cooper, 1992) and, it is important to address WLB, given the negative outcomes for individuals and organizations associated with these imbalances. It is found that organizations are likely to see variations in employee commitment and satisfaction levels, as well as absenteeism rates and turnover intentions (Duxbury, Higgins, Lee, & Mills, 1992; Grover & Crooker, 1995) when they are faced with WLB issues. Employee adjustments in terms of time and effort have obvious implications for overall productivity levels (Konrad & Mangel, 2000). On a personal level, choices made to balance work and life affect the individual's career, stress level, mental health, and overall life satisfaction (Duxbury, Higgins, & Mills 1992). Conflict within work and family domains, in terms of work to family conflicts and family to work conflicts, develops when work activities are interfering with family activities and vice versa. This type of conflicts are found to be negatively related to employee performance and satisfaction and positively related to high levels of absenteeism (Breugh & Frye, 2007).

2.12.3 Impact of Psychological Empowerment at work on Managerial Performance



Employees who feel more personal control over how to perform the job would be more aware of the business and the strategic context in which the job is performed, and would be more accountable for performance outcomes. Spreitzer (1995) defined these cognitive-affective responses as psychological empowerment. There is a consistent and strong relationship between empowerment cognitions and employees' job satisfaction and organizational commitment (Aryee & Chen, 2006). Results indicate that the more employees feel empowered, the happier they are with their job and the more committed they are to their organization. Directing and increasing individual performance also increases the organization's performance.

Innovation involves the creation of a new product, service, idea, procedure, or process or the dramatic redesign of existing products or services. Prior research suggests that empowerment can facilitate innovation. Conger and Kanungo (1988) posit that psychological empowerment is important for stimulating and managing innovativeness in organizations; empowered individuals' creative efforts persist despite pervasive organizational and environmental obstacles (Thomas & Velthouse, 1990). Moreover, in case of studies of entrepreneurial organizations, Kanter (1983) found that empowerment and innovation were inextricably linked.

Furthermore, prior research suggests that each of the four dimensions of empowerment can facilitate innovativeness. Redmond, Mumford and Teach (1993) found that employees with high intrinsic task motivation which is consistent with the meaning dimension of empowerment were more innovative. Bass (1985) further hypothesized that clear inner meaning would stimulate innovative actions. Self-efficacy which is consistent with

the competence dimension of empowerment is also likely to lead to more innovation due to positive expectations of success (Amabile, 1988; Bass, 1990; Redmond, Mumford & Teach, 1993).

Thomas and Velthouse (1990) pointed out that empowerment practices are intended to produce behavioural responses from empowered employees that are not based on cognitive expectations of reward and punishment. Empowered employees are expected to perform beyond their formally prescribed roles. Organ(1988) suggested that the most likely avenue for employees to honour their obligation in a social exchange relationship is to choose to reciprocate with organizational citizenship behaviours. Podsakoff, MacKenzie, Paine and Bachrach (2000) supported the observation that employees who experience empowered environment may, through the norms of reciprocity, adopt discretionary behaviours like OCB.

2.12.4 Impact of Job Satisfaction on Managerial Performance

There are a number of empirical studies in support of the relationship between job satisfaction and work performance (Judge et al. 2001; Politis 2005; Suliman & Iles 2000; Wilson & Frimpong 2004; Yousef 2002). Research showed that employees who experience job satisfaction were more likely to be productive and stay on the job. The job satisfaction experienced by employees will affect the quality of service they render and in turn will affect their work performance. The apparent logic comes from the arguments of Wilson and Frimpong, (2004) that employees who are satisfied with their job tend to be cooperative, respectful, helpful and considerate, hence deliver an excellent job.



Job satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the job and job-related experiences with some degree of favour or disfavour. Social exchange theory posits that people strive to balance what they give and receive from social exchanges.

Organisational Citizenship Behaviours are thought to be a means by which an employee can give back to the organization, so, if an employee is satisfied with his or her job, the employee may be more likely to reciprocate by helping others through their citizenship behaviours. Employees may be less likely to perform extra duties, endorse, support, or defend the organization's objectives, or engage in other citizenship behaviours if they have low levels of satisfaction with the job. In contrast, the task facets of a job are typically prescribed. So, whether an employee is satisfied with the job or not, the memos and letters have to be typed and the classes have to be taught. Thus, job satisfaction should have a positive relationship with OCBs and task performance. Several studies support the relationship between job satisfaction and OCB. Organ (1988) and Organ and Konovsky (1989) have argued for and provided empirical evidence supporting a relationship between satisfaction and OCB, as did Williams and Anderson (1991). Moorman (1993) found support for the relative importance of cognitive job satisfaction over affective job satisfaction in predicting OCB. In a sample of human-service professionals, Murphy, Athanasou, and King (2002) found that job satisfaction is positively correlated with OCB to a degree that indicates a medium to strong relationship.

2.12.5 Impact of Affective Organizational Commitment on Managerial Performance

Organizational commitment has been conceptualized as composed of affective, continuance, and normative commitments (Meyer & Allen 1984; Allen & Meyer 1990). Of these three components, affective organizational commitment, which is defined as emotional attachment to, identification with, and involvement in the organization, is considered to be the most important form that has an impact on employees' behaviour within their organizations. Employees tend to accomplish more for their organizations in a positive manner when they have a strong emotional attachment to their organizations; therefore, their high affective organizational commitment is expected to have a positive effect on their work behaviours, including OCB. Affective organizational commitment is based specifically on the exchange process with the organization. Thus, positive exchanges with the organization should motivate employees, through affective organizational commitment, to increase their formal contributions to the organization, namely in-role performance. It is possible, however, that this process will encourage employees to contribute in a more spontaneous way as well, namely through OCB. The strong relationship of commitment to OCB shows that commitment pushes employees to be more involved in informal activities in the organization, OCB being one of the main ones.

One of the hypothesized benefits of being committed to the organization is improved job performance (Somers & Birnbaum, 1998). Employees who experience positive exchanges with the organization will reciprocate with higher levels of commitment, which will motivate them to contribute to the organization in other ways, for example, through better performance or higher levels of OCB (Cohen, 2003; O'Reilly & Chatman,



1986). Currently, researchers are calling for a re-examination of the relevance of commitment to the current workforce (Baruch, 1998). Studying the relationship of commitment to extra role behaviours is one way of responding to this call. An important aspect of the relationship between organizational commitment and outcomes concerns the nature of the relationship itself.

In fact, some of the Asian studies have revealed a positive relationship between affective organizational commitment and OCB (Chen & Francesco, 2003; Chughtai, 2008; Cohen, 2006; Kuehn & Al-Busaidi, 2002; Kwantes, 2003; Van Dyne & Ang, 1998). Van Dyne and Ang (1998) demonstrated the positive effect of affective organizational commitment on OCB, using a Singaporean sample. A similar positive relationship between affective organizational commitment and OCB was found by research that used samples from the following west Asian countries: Israel (Cohen, 2006), Oman (Kuehn & Al-Busaidi 2002), and India (Kwantes, 2003). Although it was not limited to Asian research, the meta-analysis by Organ and Ryan (1995) on the effects of the organizational commitment revealed that affective organizational commitment had a positive effect on extra role behaviours.

2.12.6 Conceptual Focus of the study

The present study depends on behaviour based approach to study managerial performance. The assumption behind the behaviour based approach is that if the employee engages in the desired behaviours, then it is likely that the organisational goals will be attained. In the organisational environment the identification of different categories of behaviours is done by the top management after understanding the links of the behaviours to

organisational outcomes. This approach can also be used to reinforce certain responses which are positive and in some cases to discourage certain behaviours among employees which can damage the organisation at large.

An assessment of various behaviours that are universally desired by organisations in the changing environment brings us to the identification of managerial performance behaviours that map on to broader task performance factors, viz, structuring work and getting things done; contextual performance factors, viz ,facilitating the psychological and social contexts of work and getting along with others (Organ& Ryan, 1995; Podsakoff et al.,2000) and innovative work behaviours (Spreitzer, 1995). Therefore, the present study proposes to test the relationship between managerial performance and its selected antecedent variables such as Psychological Contract Violation, Work Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Empowerment at Work. Further, the study uses Structural Equation Modelling to develop and statistically validate a model linking Managerial Performance and the selected antecedent variables and background variables.

Review of literature revealed that there are no major attempts made in Kerala for studying the relationship between managerial performance and the contextual and attitudinal factors, and also, the study will be able to assess the significance of managing the organisational context in predicting work behaviours. There is a literature gap existing in explaining the comprehensive nature of contextual factors and work attitudes in explaining managerial performance more meaningfully in the real world. The study will also be an attempt to understand empirically, the intervening process



involved in the relationship between selected independent variables and managerial performance.

Based on the above discussion on the relationship among the variables available in literature, the conceptual focus adopted for this study is visualised as given below:

2.13 The nature of variables of the study

Table 2.2 Nature of variables of the study

Sl.no.	Variables of the study	Description
1	Socio-Demographic	Background
2	Psychological Empowerment at Work	Independent
3	Work Life Balance	Independent
4	Psychological Contract Violation	Independent
5	Job Satisfaction	Independent
6	Affective Organisational Commitment	Independent
7	Managerial Performance	Dependent

2.14 Diagrammatic Representation of the Conceptual Model

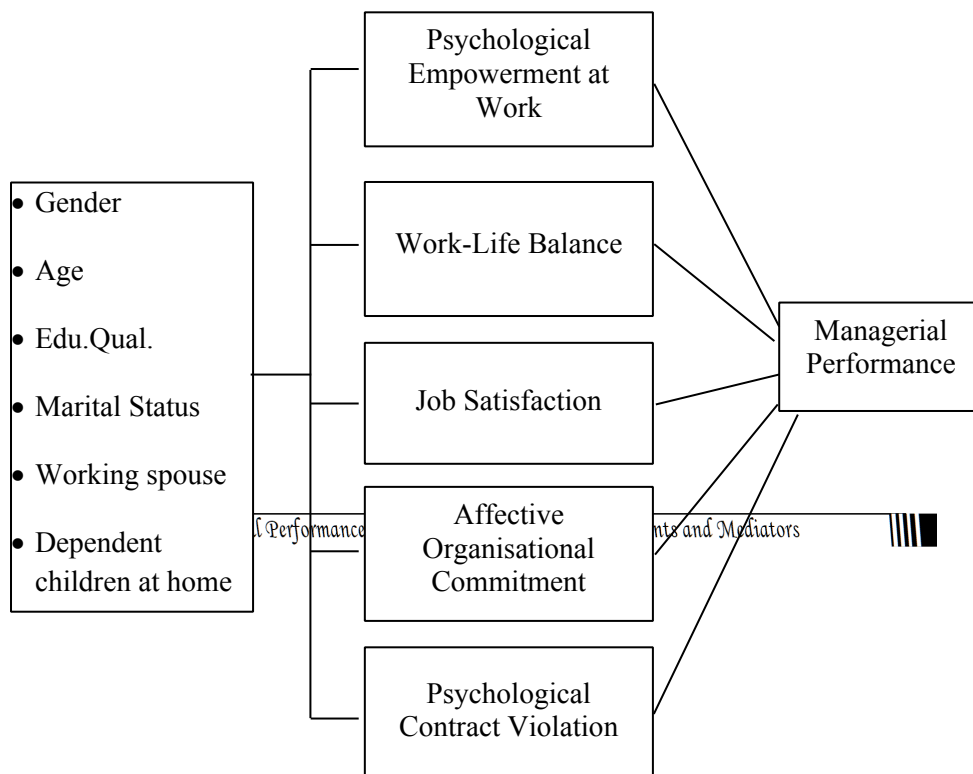


Figure 2.3 Conceptual model of the study

Based on the theoretical framework and deducing from the conceptual focus adopted for this study, the following hypothesis have been proposed for this study:

- H1: There is significant difference in Psychological Empowerment at Work, Work-Life Balance and Psychological Contract Violation across the organization type, gender, age, educational qualification, marital status, working spouse and dependent children at home.
- H2: Psychological Empowerment at Work will be positively related to Managerial Performance
- H3: Higher the Job satisfaction, higher will be Managerial Performance
- H4: Higher the Affective Organisational Commitment, higher will be Managerial Performance
- H5: Work-Life Balance will be positively related to Managerial Performance
- H6: Psychological Contract Violation will be negatively related to Managerial Performance



.....*OR*.....





RESEARCH METHODOLOGY

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3.1 Rationale for the study

Managerial Performance (MP) is widely regarded as a key source of organizational performance in Organisational Behaviour and Human Resource Management literature. Oh & Berry(2009) had defined Managerial performance as those managerial behaviours believed to be optimal for identifying, assimilating and utilizing resources including human resources, toward sustaining the organizational unit for which a manager has responsibility. The twenty first century organisations require managers to focus on all aspects of their performance dimensions as the changing economic environment give premium for multi-faceted talent among the managers.

A review of the various dimensions of individual performance in organizations, brings us to the different facets of performance in management theory such as Organisational Citizenship Behaviour (OCB) or Contextual Behaviour, In-Role Behaviour (IRB), Innovative Work Behaviour(IWB) etc (Organ & Ryan, 1995; Podsakoff et al.,2000 ; Spreitzer, 1995).Each of these approaches has its own merits in understanding individual performance, but should not be considered as a conclusive method sufficient for making organizational decisions . Therefore, it is prudent from both theoretical and practical perspective to regard them as not being mutually exclusive, but as potentially complementary. This leads us to capture performance of managers from a multidimensional perspective to arrive at a comprehensive understanding of the dynamics of managerial performance in modern organisations.

This study examines Managerial Performance both in terms of the effectiveness with which employees carry out their formally prescribed job responsibilities (in-role behaviour or task performance) as well as their willingness to go above and beyond the call of duty (their OCB). Along with these measures of performance, in order to capture the extent to which the managers realistically adapt with the changing environment, this study measures work behaviours such as idea generation, idea promotion and idea realisation by assessing Innovative Work Behaviour.

The emerging economic environment in India is very volatile and the changes happening are unpredictable and unprecedented in every sense. This study is conceptualized in the backdrop of this emerging scenario in India and it tries to find out the relevance of creating an environment in organizations that is conducive for the managers to experience positive



attitudes at work and in turn bring out excellence in performance. For many years, social exchange theory (Blau, 1964) is applied to investigate and explain a variety of organizationally desired work attitudes, and behavioural outcomes (Wayne, Shore, & Liden, 1997). It is argued that the employment relationship allows the employee to acquire valuable resources, which include material goods such as pay and fringe benefits; and social goods such as approval, trust, and prestige. After receiving the benefits, the norm of reciprocity requires employees to repay the party who provided them those benefits with their performance in the organization (Gouldner, 1960). Therefore, there is a need for research directed toward identifying the organizational factors that best promote positive employee attitudes and behaviour, and positive organizational performance. Since organizations invest significant effort and resources to attract, select and retain conscientious, proactive, engaged and committed employees, it is natural to expect the organisations to provide work environment conducive to sustain the performance coming out of those initiatives.

The survey of literature helped the researcher to identify, iterate and confirm the antecedent variables of the outcome variables identified for studying Managerial Performance. Following the literature review, the study seeks to assess the level of Psychological Empowerment at Work (PEW), extent of Work-Life Balance assessed through Work –Family Conflict (WFC) and Family-Work Conflict (FWC), extent of Psychological Contract Violation (PCV) experienced by individual managers and their Job Attitudes (JA) in terms of Job Satisfaction and Affective Organisational Commitment as antecedent variables of Managerial Performance. This will help to create a comprehensive understanding of the modern organisational dynamics behind the performance of managers.

3.2 Statement of the problem

Understanding the interplay of multidimensional nature of managerial performance is critical for managing and sustaining a performance culture in organisations. Most of the models used in Managerial Performance studies have in common a set of managerial performance behaviours that map onto broader task performance factors (structuring work and getting things done) and contextual performance factors (facilitating the psychological and social contexts of work and getting along with others). These, of course, do not mean that such a two-factor model is the only appropriate model of managerial performance (Oh & Berry, 2009). The post LPG (Liberalisation, Privatisation and Globalisation) period in India unleashed a continuous wave of changes in the internal and external environments in Indian organisations which in turn forced the managers to look at all processes and outputs from different perspectives as a way of their regular life. The challenge of living with change prompts the managers to exhibit innovative work behaviours in their work environment to be relevant to both their internal and external customers. Thus a three dimensional model of managerial behaviour viz., in-role, contextual and innovative behaviour, in the context of the emerging trends in Indian organisations is warranted to ensure a comprehensive view of managerial performance. The fundamental requirement for an organisation to create such an organisational culture is worthwhile to explore from both theoretical and practical perspective.

Even though organisational hierarchy and structure goes through a never ending process of change as a result of conflicting and supplementing



evidences from the practitioners and theoreticians, the division of managers into frontline, middle and top levels continue to be a prominent label accepted across organisations. Top managers are generally considered to be important in determining firm performance, as evidenced by many studies on top management teams (Bertrand & Schoar 2003; Hambrick et al., 1996; Hambrick & Mason, 1984; Lieberman & O'Connor, 1972; Wiersema & Bantel, 1992). Unlike top level managers, middle level managers are more constrained by existing organizational context and variation among mid-level managers can affect their subordinates at the wider scale of organizational performance. Mollick (2011) in his study found that variation among middle managers' performance has a particularly large impact on firm performance, much larger than that of those individuals who are assigned innovative roles. The results of his study also showed that performance of middle level managers is necessary to facilitate firm performance in industries. Taking into account all these factors, it is evident that in every organisation, the roles of middle level managers who are sandwiched between the top and frontline managers are critical for the overall performance of organisations. When their performance is not up to the mark, the top management will not be able to translate their strategies into actions and the lower level managers will not be able to achieve the operational efficiencies leading to poor overall organisational performance. This has prompted the researcher to focus the study on the middle level managers in organisations.

In this context, the present research attempts to answer the following questions: Do organizations which provide a conducive environment for their employees as part of a well thought out strategic initiative stand to gain in terms of higher levels of overall managerial performance? What are

the underlying intervening processes involved in the relationship between the outcome variable namely Managerial Performance and the selected antecedent variables? Will there be any difference observable in this relationship among the managers belonging to manufacturing and service sectors?

By bringing down the number of variables that are part of the list of antecedent variables of managerial performance to a manageable and significant few through the Focused Group Discussion, the study focuses on the impact of Psychological Empowerment at Work, Work Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Contract Violation on Managerial Performance. The need was felt to develop an integrated model linking all these variables and in this context, the study is being conducted among middle level managers working with leading private sector manufacturing and service organizations in Kerala.

3.3 Objectives

Based on the review of literature and conceptual model described in the previous chapter, following research objectives are framed, as given under:

3.3.1 Major objective

To study and explain the relationship between Managerial Performance and selected antecedent variables among the middle level managers of Private Sector organisations in Kerala.

3.3.2 Specific objectives



- a) To study and explain the relationship between the demographic variables namely Gender, Age, Educational Qualification, Marital Status, Working status of spouse and Dependent Children at home and antecedents variables of Managerial Performance namely Job Satisfaction, Affective Organisational Commitment, Psychological Contract Violation, Psychological Empowerment at Work, and Work-Life Balance
- b) To ascertain the relationship between Managerial performance and selected antecedent variables namely Psychological Contract Violation, Psychological Empowerment at Work, Job Satisfaction, Affective Organisational Commitment and Work-Life Balance
- c) To develop and statistically validate a model linking Managerial Performance and the selected antecedent variables among the managers of service and manufacturing sectors.
- d) To study and explain the difference if any, in the statistical models linking Managerial Performance and the selected antecedent variables, on account of the managers' affiliation to service and manufacturing sectors.

3.4 Research Hypotheses

Based on the literature review the researcher formulated the following hypotheses on the anticipated relationship among the variables in the study. The hypotheses relates to employee population confined to middle level managers of private sector organisations in Kerala.

H1: There is significant difference in Psychological Empowerment at Work, Work-Life Balance and Psychological Contract Violation

across the organization type, gender, age, educational qualification, marital status and working status of spouse.

- H2: Psychological Empowerment at Work will be positively related to Managerial Performance.
- H3: Higher the Job satisfaction, higher will be Managerial Performance.
- H4: Higher the Affective Organisational Commitment, higher will be Managerial Performance.
- H5: Work-Life Balance will be positively related to Managerial Performance.
- H6: Psychological Contract Violation will be negatively related to Managerial Performance.

3.5 Definitions

3.5.1 Managerial Performance (Theoretical Definition)

Managerial performance is defined as “managerial behaviours believed to be optimal for identifying, assimilating and utilizing resources (including human resources) toward sustaining the organizational unit for which a manager has responsibility” (Oh et al., 2009).

Operationally

Managerial performance is operationally defined as a combination of Organisational citizenship behaviour (Van Scotter & Mottowidlo, 1996), In-role behaviour (Williams & Anderson, 1991) and Innovative work behaviour (Janssen, 2001) exhibited by managers in their respective work environments.

3.5.2 Organisational Citizenship Behaviour (Theoretical Definition)



OCB may be defines as “individual behaviour that is discretionary, not directly related or explicitly recognised by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ et al., 2006)

Operationally

OCB is operationally defined by Van Scotter & Mottowidlo (1996) as a combination of behaviours exhibited by managers namely Interpersonal Facilitation and Job Dedication. Interpersonal Facilitation consists of interpersonally oriented behaviours that contribute to organizational goal accomplishment. Interpersonal facilitation encompasses deliberate acts that improve morale, encourage cooperation, remove barriers to performance or help co-workers perform their task oriented job activities. Job Dedication centers on self-disciplined behaviours such as following rules, working hard, and taking the initiative to solve a problem at work.

3.5.3 In-role Behaviour (Theoretical Definition)

In-role behaviours are defined as being part of one’s job and are recognized by the organization’s formal reward systems (Katz & Kahn, 1978). It can be can be viewed as an activity in which an individual is able to accomplish successfully the task assigned to him or her, subject to the normal constraints of the reasonable utilisation of available resources.

Operationally

Williams and Anderson (1991) defined In-role behaviour as adequately completing the assigned duties, fulfilling responsibilities specified in Job descriptions, meeting formal requirements of the job and

engaging in activities that will directly affect the respective managers performance evaluation in a positive way.

3.3.4 Innovative Work Behaviour (Theoretical Definition)

Innovative Work Behaviour is defined as the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group or the organization (Janssen, 2000).

Operationally

Janssen (2001) defined Innovative Work Behaviour as a combination of engaging in idea generation, idea promotion and idea realisation in their respective work environments.

3.3.5 Job Attitude (Theoretical Definition)

Job attitude is defined as a fundamental evaluation of one's job experiences (Harrison et al. 2006).

Operationally

Job attitude is operationally defined as a combination of Job Satisfaction (Bacharach et al.1991) and Affective Organisational Commitment (Meyer & Allen, 1991).

3.5.6 Job Satisfaction (Theoretical Definition)

Job satisfaction is generally defined as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes (Cranny, Smith & Stone, 1992).

Operationally



Bacharach, Bamberger, and Conley (1991) defined Job satisfaction as the degree of agreement between, the perceived quality of broad aspects of a job such as their present job in comparison with other jobs in the organisation, the progress they make towards the goals they set for themselves in the present position, the chances available for doing what they are best at and their job in the light of their career expectations.

3.5.7 Affective Organisational Commitment (Theoretical Definition)

Affective organisational commitment is defined as the strength of a person to continue working for an organisation because he or she agrees with it and want to do so (Meyer & Allen, 1991).

Operationally

Meyer and Allen (1991) defined affective commitment as the employee's emotional attachment to, identification with, and involvement with the organisation.

3.5.8 Work-Life Balance (Theoretical Definition)

Work-Life Balance is defined as a state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfilment. (Clutterbuck,2004)

Operationally

Netmeyer et al. (1996) operationally defined Work-Life Balance as a situation in which the individual experience less of work-family conflict and less of family-work conflict.

3.5.9 Work-Family Conflict (Theoretical Definition)

Work-Family conflict is defined as a form of inter role conflict in which the role pressure from the work and family domains are mutually incompatible and the demands of participation in one role make participation in the other role more difficult (Aryee, Luk & Stone 1998)

Operationally

Netmeyer, Boles & McMurrian (1996) defined work-family conflict as a situation experienced by an individual where the demands of work interfere with family life, the time taken by the job making it difficult to fulfil family responsibilities and also the individual finding it difficult to plan and schedule family activities.

3.5.10 Family-Work Conflict (Theoretical Definition)

Family-Work conflict is defined as a form of inter role conflict in which the role pressure from the family and work domains are mutually incompatible and the demands of participation in one role make participation in the other role more difficult (Aryee, Luk & Stone 1998)

Operationally

Netmeyer, Boles & McMurrian (1996) defined family-work conflict as a situation experienced by an individual, where the demands of the family or spouse/partner interfere with work related activities, his or her work get delayed because of demands from family and, family life interfering in accomplishing daily tasks and thereby forced to work overtime.

3.5.11 Psychological Contract Violation (Theoretical Definition)

The perception of a broken promise is referred to as a breach of psychological contract and the circumstances associated with this breach



may elicit a negative emotional reaction to the breach which will be referred to as a psychological contract violation (Morrison & Robinson, 1997).

Operationally

Knights and Kennedy (2005) defined psychological contract violation as a situation in which the organisation is not able to fulfil its promises in relational aspects of psychological contract violation such as employee involvement in management of change, work style or reputation of organisation and degree of job security and transactional aspects of psychological contract violation such as performance management, promotion, compensation and benefits, nature of job and opportunities for responsibility.

3.5.12 Psychological Empowerment at Work (Theoretical Definition)

Psychological empowerment refers to how employees view themselves in the work environment and the extent to which they feel capable for shaping their role in the work (Spreitzer, 1995).

Operationally

Spreitzer (1995) defines psychological empowerment as opportunities available to managers in their work environment to experience meaningfulness in their work, feeling of being competent, capable of self-determination and having an impact in their respective departments.

3.5.13 Middle Level Manager (Theoretical Definition)

A manager who supervises first-level managers within a specified area and is responsible for the people and activities within those areas;

generally acts as liaison between first-level and upper-level management. (Mollick, 2011)

Operationally

A manager who reports directly to a department head or vertical head and also supervises the front line executives or supervisors as the case may be depending on the titles used in their respective organisations.

3.6 Basic Research Design

The present study is descriptive cum explanatory in nature. The study is considered as descriptive in nature as it describe the distribution of the employee perception for influence of different antecedent and mediating variables on Managerial Performance. Further the data were used to achieve the most appropriate fit among the factors of the independent and dependent variables using Structural Equation Modelling (SEM) and is thus explanatory in character.

3.7 Tools of Data Collection

3.7.1 Organisational Citizenship Behaviour

The tool was developed by Van Scotter and Mottowidlo (1996) to measure two dimensions (Job dedication and interpersonal facilitation) through fifteen items and uses a five point scale. The reliability cronbach's alpha score of the original scale was .95.

3.7.2 In-role Behaviour

The tool was developed by Williams & Anderson (1991) to measures a single dimension through seven items and uses a five point scale. The reliability cronbach's alpha score of the original scale was .88

3.7.3 Innovative Work Behaviour



The tool was developed by Janssen (2004) to measure three dimensions (idea generation, idea promotion and idea realization) through nine items and uses a five point scale. The reliability cronbach's alpha score of the original scale was .98.

3.7.4 Job Satisfaction

The tool was developed by Bacharach, Bamberger, and Conley (1991) to measure single dimension through five items and uses a four point scale. The reliability cronbach's alpha score of the original scale was .88.

3.7.5 Affective Organisational Commitment

The tool was developed by Meyer and Allen (1997) and measures the variable through six items and uses a four point scale. The reliability cronbach's alpha score of the original scale was 0.81.

3.7.6 Work-Life Balance

The tool was developed by Netmeyer et al., (1996) to measure two dimensions (work-family conflict and family-work conflict) through ten items and used a seven point scale. The reliability cronbach's alpha score of the original work-family conflict scale was 0.88 and family-work conflict was .89.

3.7.7 Psychological Contract Violation

The tool is developed by Knights and Kennedy(2005) to measure two dimensions (Transactional contract violation and Relational contract violation) through nine items and used a five point scale .The reliability cronbach's alpha score of the original scale was .84.

3 7 8 Psychological Empowerment at Work

The tool was developed by Spreitzer (1995) to measure four dimensions (Meaning, Competence, Self-Determination and Impact) through twelve items and used a seven point scale. The reliability cronbach's alpha score of the original scale was .85.

3.8 Reliability and validity analysis

In the validation process of the research survey instruments, there are two basic validities, namely content and construct that can be assessed to get the uniqueness of the measures. Content validity is the subjective assessment of the measures affiliated with the face validity for informal as well as commonsense evaluation of the scales and measures by expert judges (Arino, 2003; Hardesty & Bearden, 2004). As both convergent and discriminant coefficients are used to support or refute a claim of construct validity, these are assessed and discussed in this section. Convergent validity refers to “the extent to which the scale correlates positively with other measures of the same construct” and “discriminant validity is the extent to which a measure does not correlate with other constructs from which it is supposed to differ” (Malhotra & Dash, 2002). Towards assessing convergent and discriminant validity, inter-item correlations, standardised item alpha, correlation coefficients and measurement of constructs in confirmatory factor analysis (CFA) along with standardized loading should be reviewed and discussed. In order to demonstrate convergent validity, inter-item correlations revealed that all retained items (in CFA) in respective measures are positively correlated with moderate to high coefficients. Further, CFA findings strongly indicated that all construct measures were unidimensional which suggested that the construct measures achieved not only convergent validity but also discriminant validity. In order to assess discriminant validity, Gaski (1984) also



recommended that the correlations among composite constructs must be lower than the respective standardised composite reliabilities. Considering this approach, composite reliability scores were compared to the construct correlations and it was found that no correlation coefficient exceeded 0.90 where the lowest composite reliability score was 0.74. These low to moderate level of correlations between the variables are normally expected but these levels of correlations satisfy discriminant validity of the measures indicating the measurement scales' ability to discriminate between measures that are supposed to differ (Campbell & Fiske, 1959).

Reliability of an instrument is the degree to which it yields a true score of the variable under consideration. It is defined as the extent to which any measuring instrument yields the same result on repeated trials (Carmines & Zeller, 1991). An instrument is not considered to the extent to which it contains measurement error (Neale & Liebert, 1986).

There are several methods to establish the reliability of a measuring instrument. These include test-retest method, equivalent forms, split-halves method and internal consistency method and of all these methods, the internal consistency method is supposed to be the most effective method, especially in field studies. The advantage of this method is that it requires only one administration, and consequently this method is considered to be the most general form of reliability estimation. In this method, reliability is operationalised as 'internal consistency', which is the degree of inter-correlation among the items that constitute a scale (Nunnally, 1978).

The internal consistency of a set of items refers to the homogeneity of the items in a particular scale. Internal consistency is estimated using a reliability coefficient called Cronbach's alpha (Cronbach, 1951). An alpha

value of 0.70 or above is considered to be the criterion for demonstrating strong internal consistency of established scales (Nunnally, 1978).

The Goodness-of-Fit Index (GFI): This is one of the most commonly reported measures of model fit. The GFI is a non-statistical measure that ranges in value from 0 (poor fit) to 1 (perfect fit). The higher the GFI, the better the model fit is considered to be. There is no definite value that indicates “good” model fit (Chin & Todd, 1995), although values above 0.90 are usually considered to be favourable to conclude that there is a good fit between the proposed model and the observed data.

Adjusted Goodness-of-Fit Index (AGFI): The AGFI is similar to the GFI, but it is adjusted by the ratio of the degrees of freedom for the proposed model to the degrees of freedom for the null. Again, there is no set standard for an acceptable AGFI. In some instances, values of 0.80 or greater are often considered an indication of good fit model (Taylor & Todd, 1995), although values as low as 0.70 have been considered acceptable.

The Comparative Fit Index (CFI): This is another measure of overall goodness of fit that uses a Chi-square distribution. The CFI produces a value between 0 and 1, with 1 indicating a perfect fit. As a rule of thumb for this statistic, values of 0.90 or above are considered to indicate a good fit. This is one of the most used measures of unidimensionality of the scale.

Bentler-Bonett Fit Index (NFI or TLI): NFI or TLI is a good indicator of the convergent validity of the questionnaire. The scale with TLI values of 0.90 or above is an indication of strong convergent validity (Bentler & Bonett, 1980).



Root Mean Square Residual (RMSR/RMR): The closer the RMR value to 0 for a model being tested, the better the model fit. The RMS residuals are the coefficients which result from taking the square root of the mean of the squared residuals, which are the amounts by which the sample variances and covariance differ from the corresponding estimated variances and covariance, estimated on the assumption that the model is correct.



Table 3.1 Confirmatory Factor Analysis and Cronbach's alpha values of the variables in the study

	Variables	GFI	AGFI	CFI	TLI	RM R	Cronbach's alpha
1	Wok life Balance	.975	.926	.989	.979	.046	0.826
2	PEW	.911	.896	.849	.806	.08	0.801
3	PCV	.925	.883	.891	.850	.081	0.746
4	Job Attitude	.972	.915	.981	.961	.013	0.791
5	Managerial Performance	.931	.862	.923	.798	.079	0.849

The values of the critical parameters got from the Confirmatory Factor Analysis done on Wok life Balance, Psychological Empowerment at Work, Psychological Contract Violation, Job Attitude and Managerial performance reveals that the model is acceptable as the values fall within the acceptable ranges.

3.9 Scope of the Study

Unit of observation and analysis: Middle level managers of private sector service and manufacturing organisations in Kerala.

Place of study: State of Kerala, India

Time: June 2011 to February 2012

Source of data: Primary

3.10 Population of the study

Based on the report of Kerala Economic Review (2008) of the State Planning Board, Government of Kerala, total employment in Organised



Private sector is 6 percent compared to 3.4 percent in Public Sector (against the all India total) indicating that private sector is a prominent employer in the state. Discussions with experts in the industry in both private sector and public sector organisations revealed that the various criteria related to the performance assessment and career progression of managers in public and private sector organisations are different. More over the changes that are happening in the global economy are having more significant impact in the way the man management practices are followed in private sector organisations than the public sector. This has prompted the researcher to focus on only one of the sectors for the study. Opinions of Human Resource Management experts from different sectors like industries and academic fields were taken at this stage and it was decided to focus the study on private sector companies representing both service and manufacturing segments.

As per the sector wise annual growth rate of Gross State Domestic Product (GSDP) of Kerala, primary sector contributes 15%, secondary 26.8% and tertiary 58.2%. (Kerala Economic Review 2008).The fastest growing sub sectors among the tertiary sectors in Kerala are Banking and Communication (Nair, 2005). Based on this indications, it was decided to focus the study on new generation banking companies and mobile telecommunication companies for representing private sector service organisations since they were more prone to global and domestic economic changes.

New generation banking companies were identified from the list of banking financial institutions with Reserve bank of India and out of that three banks were identified for the survey. Mobile telecommunication companies are identified from the list of operators from TRAI and out of

the six companies operating in Kerala, three companies were selected for the study.

List of manufacturing companies were taken from the list of member companies from Confederation of Indian Industries, Kerala chapter. Request letters for permission to conduct the survey were sent to all those companies that satisfied the inclusion criteria as discussed below. Finally six companies gave permission to collect data and they were included in the survey.

3.11 Inclusion criteria

Only companies having more than 200 employees were considered for the survey to make sure that there are adequate numbers of middle level managers employed in the participating organisations. Middle level managers who are confirmed in their service are included for the survey to obtain reliable responses based on sufficient organizational experience. Since the study measures individual performance as the outcome variable, using self-reported measure will lead to common method bias as individuals' tend to inflate their performance in a positive way (Atwater, Ostroff, Yammarino & Fleenor, 1998). In order to overcome this challenge, performance of the middle level managers were assessed on the basis of the report from their respective supervising managers. In this vertical dyad group of managers and their supervisors, a maximum of 5 or 75% (whichever is less) samples were included from each of the departments. This was to ensure accuracy of evaluation.

3.12 Data Source

The primary data were collected from middle level managers and their supervising managers of the companies which participated in the



survey. Secondary data were collected from different sources such as list of companies in banking financial institutions, list of companies in CII Kerala chapter and Kerala Economic Review, 2008.

3.13 Pilot study

A pilot study with forty respondents was conducted to gather information prior to the final study, in order to improve the latter's quality and efficiency. The pilot study helped to adapt the research tools to the Indian context, and also to find out whether there is significant difference in the level of assessment of Managerial Performance by self-evaluation of respondent middle level managers and their respective supervising managers to finally decide on which method to follow in the final study. Thus the data collected from multiple sources were analysed statistically using t test and the variation was found to be statistically significant. After discussing the result with experts from industry and academics, it was decided to collect data from the supervising managers of the respondent managers, for assessing Managerial Performance.

3.14 Data collection

- a) Companies in service and manufacturing sectors were identified from the list of new generation banks operating in Kerala as available from RBI data base, TRAI data base and CII Kerala chapter.
- b) All department Heads of each of the participating organisation were approached for their approval in participating in the study. Those HODs who agreed to participate in the study were provided with a list (generated through simple random method) of their subordinates to assess their performance.

- c) Each HOD was given a maximum of 5 or 75% (whichever is less) of their subordinates to be evaluated. Simultaneously the subordinate managers were administered with the questionnaire designed for collecting the data on independent variables.
- d) The questionnaire survey has been widely acknowledged as an efficient tool for measuring the perceptions of individuals or organisations on a particular subject. The survey research method is very useful to collect data from a large number of firms in a relatively short period of time and with better-cost implications. Hence for the current study, the questionnaire survey has been chosen for data collection.

3.15 Sample Size and Sampling Method

Since the study measures individual performance as the outcome variable, using self-reported measures will lead to common method bias as individuals' tend to overrate their own performance (i.e., rate it more favourably) relative to their supervisors (Atwater et al., 1998; Dobbins, Farh & Werbel, 1993; Shore & Bleicken, 1991; & Williams & Levy, 1992). In order to avoid this challenge, the study assesses outcome measures of performance using data obtained from direct supervisors of respondent managers. For assessing the antecedent variables, the researcher used self-reported measures from the respondent managers.

Having decided the population, in order to select the representative organisations, convenience method was adopted. This method was adopted because from the list of companies available, not all companies were willing to permit data collection from their organisations. Therefore, only companies which permitted the data collection were considered. A total of



12 organisations were taken from both sectors. Proportionate samples of middle level managers from each organisation were randomly chosen based on company wise sample frames.

Sample size was decided based on power analysis and hotelier index through SEM. Through power analysis, an adequate number of samples with an explanatory power of .85 and the F2 value of 0.03 were identified as a minimum of 268. Further, Hotelier's index Structural equation modelling revealed that the total number of sample size needed for analysis in SEM as 169 (significance level at 0.05). A total of 400 questionnaires were circulated for the survey, out of which 345 questionnaires were collected back. After initial screening, 13 questionnaires were found to be incomplete and they were rejected. The data was tested for outliers through bootstrapping and Boline- shrine method which showed that there were 15 samples that cannot be used for the study. Thus the number of questionnaires finally available for analysis was 317. Finally these 317 usable samples were available for the analysis which supported the requirement of data adequacy in the study.

3.16 Statistical analyses and validation: -

Correlation, Regression, ANOVA test, t-test, Multivariate analysis and Structural Equation Modelling (SEM) using AMOS software were used for statistical analyses of the data and validation of various models. Researcher also tried to test the integrated model for managerial performance using Structural Equation Modelling (SEM) with AMOS 4.0. Subsequent step was to evaluate the degree of fit of several structural models for use in testing the hypotheses concerning relations among underlying latent variables.

3.17 Limitation

As is true of most empirical research, the current research has some limitations. First, the cross-sectional design of the study does not allow for causal inferences because such studies aim at understanding the causal processes that occur at here-and-now time period and, as a result their conclusions are based on observations made at only one time.

Second, due to the dyadic nature of the data collection, some of the organisations approached for data collection were reluctant to participate in the study. This can have a limiting impact on the generalisability of the study to the entire private sector service and manufacturing organisations in Kerala.

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ANALYSIS

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- 4.2 Classification based on Gender
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- 4.7 Classification based on presence of dependent children at home
- 4.8 Relationship among different Variables of the Study
- 4.9 Relationship among different background variables and independent variables of the study
- 4.10 Relationship between independent variables and managerial performance
- 4.11 Summary of hypotheses tested

4.1 Sample Profiling

Sample size was decided based on power analysis and hotelier index through SEM. Through power analysis, an adequate number of samples with an explanatory power of .85 and the F2 value of 0.03 were identified as a minimum of 268. Further, Hotelier's index Structural equation modelling revealed that the minimum number of sample size needed for analysis in SEM as 169 (significance level at 0.05). A total of 400 questionnaires were circulated for the survey, out of which 345 questionnaires were collected back. After initial screening, 13 questionnaires were found to be incomplete and they were rejected. The data was tested for outliers through bootstrapping and Boline- shrine method which showed that there were 15 samples that cannot be used for the study. Thus the number of questionnaires finally available for analysis was 317 which was sufficient to take care of data adequacy in the study.



Table 4.1 Sample profile

Participants participated	No. of questionnaires given	No. of responses received	No. of invalid responses	Final no. of valid responses
6	200	165	10	155
6	200	180	18	162
	400	345	28	317

A profiling of the sample data was done initially and it was revealed that out of 317 usable samples, 155 belonged to service sector and 162 belonged to manufacturing sector. Total response rate was 79.25% where the service sectors alone it was 77.5% and manufacturing 81% respectively.

4.2 Classification based on Gender

Out of the 317 respondents in the sample there were 287 male and 30 female respondents which constituted 91% and 9% respectively.

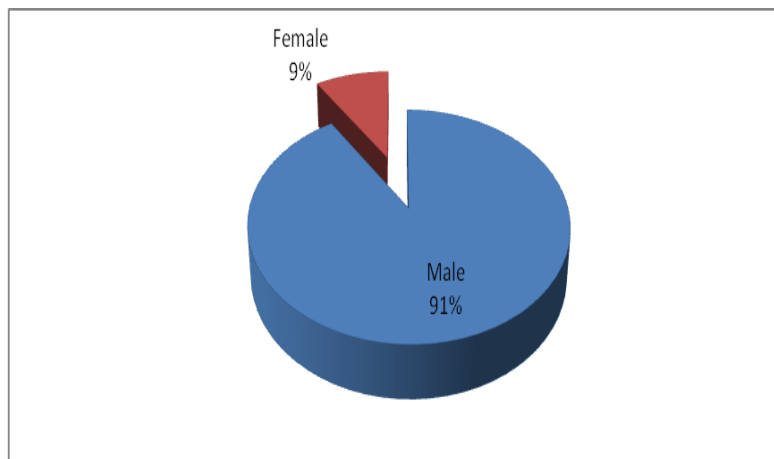


Fig. 4.1. Classification based on the gender of respondent managers

The available information showed that the low representation of female managers in the present study is not significantly different from the typical Indian managerial representation (Baral & Bhargava, 2009). Census of India, (2011) only provides the number of females working in any capacity in any formal (Private and Government) or informal sectors and was 25.6 percent only till 2011. According to NASSCOM Newslines, 2008, even in the Indian IT industry women account for close to 30 percent of the total workforce. Although as compared to the past, there is an increase in the women workforce in all sectors, the work participation rate for women continues to be substantially low in comparison to that of men.

4.3 Classification based on Age

In this study age was initially classified into seven different categories and data showed that maximum number of respondents belonged to age group of 30-34 years. The second highest group belonged to age group 35 to 39 years of age. The rest of the group has more or less equal number of strength with group less than 25 have least number of respondents. The classification details are given in the table shown below. The distribution of managers within the sample skewing into 30 to 40 ranges is a normal reflection of the reality as most of the management professionals may reach middle management position after a period of six to ten years of work experience in their respective functional areas. The classification details are given in the table shown below.

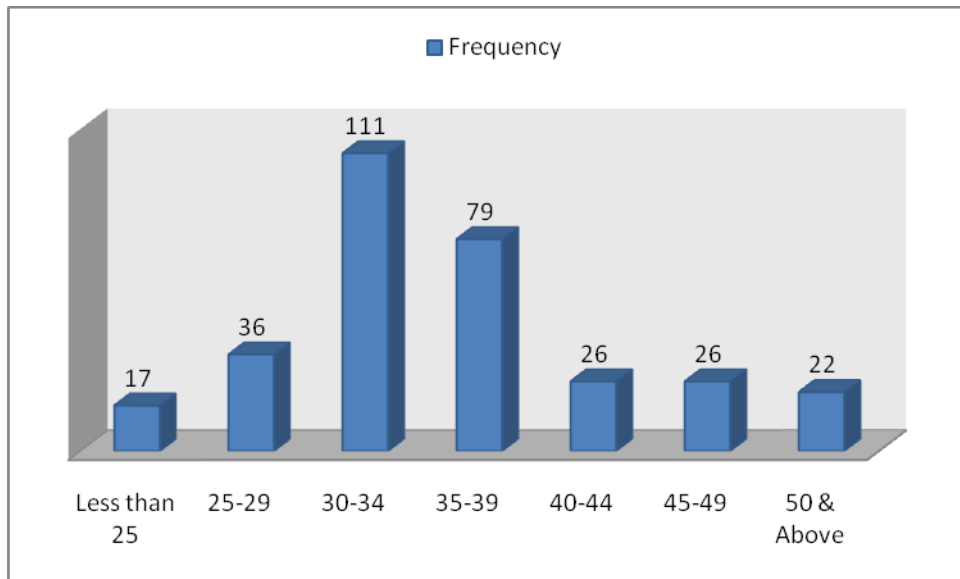


Fig.4.2. Classification based on the age of respondent managers

4.4 Classification based on Educational Qualification

On the basis of educational qualification, post graduate (MBA, M.Tech, MA & MSc) employees constituted 50.6%, while graduate employees are 46.3% in the sample. Others include Diploma, ITC/ITI etc which formed around 3% of the sample.



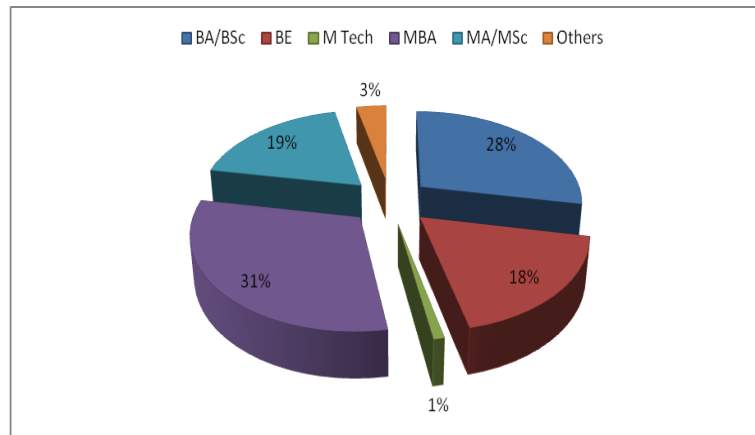


Fig. 4.3. Classification based on the educational qualification of respondent managers

4.5 Classification based on marital status

Out of the 317 respondents, 88.3% were married and the rest were unmarried.

Table 4.2. Classification based on marital status of respondent managers

	Frequency	Percent	Valid Percent
Married	280	88.3	88.3
Unmarried	37	11.7	11.7
Total	317	100.0	100.0

4.6 Classification based on working status of spouse

Out of the 280 married respondents, 169 have both the parents working and in the remaining 111 families, only one person is working. The details are given below.

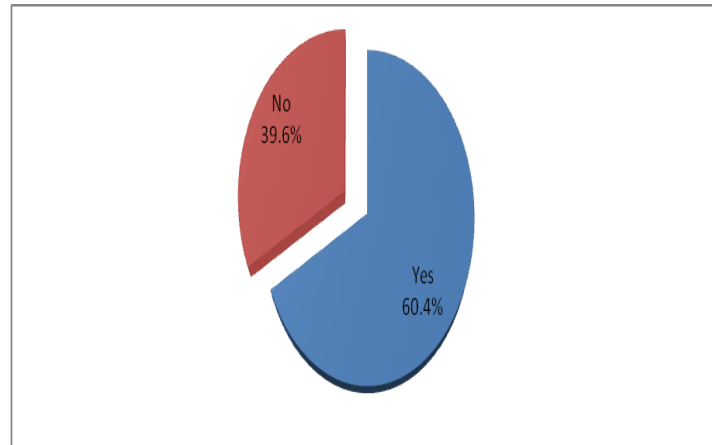


Fig.4.4. Classification based on working status of spouse

4.7 Classification based on presence of dependent children at home

The data collected also covered the presence of dependent children in the family. Further analysis revealed that families having dependent children (77%) were significantly higher than families having no dependent children.

Table 4.3. Classification details based on presence of dependent children at home

	Frequency	Percent
Families with dependent children	201	77.31
Families without dependent children	79	28.21
Total	280	100

4.8 Relationship among different Variables of the Study

The anticipation of the relationships among Managerial Performance and independent variables namely Psychological Empowerment at Work, Work-Life Balance, Psychological Contract Violation, Job Satisfaction and Affective Organisational Commitment prompted the researcher to look for the relationship among these variables. Researcher analysed the relationship between different antecedents of managerial performance through correlation. Correlation is one of the most common and most useful statistics and using a single number it describes the degree of relationship between two variables. Correlation coefficient (r) is a statistic used for measuring the strength of a supposed linear association between two variables and the correlation coefficient varies from -1 to +1. The results of the study are shown in the table below:

Table 4.4. Relationship among selected independent variables and managerial performance

		PCV	PEW	JS	AOC	MP	WLB
PCV	Pearson Correlation	1	-.498**	-.678**	-.636**	-.519**	-.120*
	Sig. (2-tailed)		.000	.000	.000	.000	.033
PEW	Pearson Correlation	-.498**	1	.581**	.555**	.637**	.251**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
JS	Pearson Correlation	-.678**	.581**	1	.554**	.522**	.074
	Sig. (2-tailed)	.000	.000		.000	.000	.190
AOC	Pearson Correlation	-.636**	.555**	.554**	1	.554**	.174**
	Sig. (2-tailed)	.000	.000	.000		.000	.002
MP	Pearson Correlation	-.519**	.637**	.522**	.554**	1	.026
	Sig. (2-tailed)	.000	.000	.000	.000		.644
WLB	Pearson Correlation	-.120*	.251**	.074	.174**	.026	1
	Sig. (2-tailed)	.033	.000	.190	.002	.644	

* = values significant at 5% significant level

** = values significant at 1% significant level

The correlation analysis of all the variables involved in the study reveals that there exists a positive correlation between MP, AOC, JS, WLB and PEW as expected from the indications available from review of literature. As posited, the relationship between PCV and all other variables under study is negatively related.

4.9 Relationship among different demographic variables and independent variables of the study

The following section analyses the relationship between the different demographic variables considered for the study and all the independent variables. H1 states this relationship in detail as given under.

H1 : There is significant difference in Psychological Empowerment at Work, Work-Life Balance, Job Satisfaction, Affective



Organisational Commitment and Psychological Contract Violation across the organization type, gender, age, educational qualification, marital status, working status of spouse and presence of dependent children at home.

The researcher anticipated that there can be difference in the perception of employees based on different factors like organization type, gender, age, educational qualification, marital status, spouse working and presence of dependent children at home. Hence the researcher performed t test and ANOVA taking each of the variables in the study. The results of the study are provided in the tables below.

Table 4.5. t- test results for manufacturing & service sector organisation and selected independent variables

Group Statistics						
	Type of Organisation	N	Mean	Std. Deviation	Std. Error Mean	P value
PCV	Pvt Sector Service	162	1.2929	.65101	.05115	.079
	Pvt Sector Manufacturing	155	1.5561	.72845	.05851	
PEW	Pvt Sector Service	162	5.7135	.76911	.06043	.164
	Pvt Sector Manufacturing	155	5.5296	.83672	.06721	
WLB	Pvt Sector Service	162	3.3586	1.03261	.08113	.051
	Pvt Sector Manufacturing	155	3.2303	1.15362	.09266	
JS	Pvt Sector Service	162	2.9778	.67539	.05306	.401
	Pvt Sector Manufacturing	155	2.9974	.58775	.04721	
AOC	Pvt Sector Service	162	5.4599	.89083	.06999	.002 *

	Pvt Sector Manufacturing	155	4.8645	1.14368	.09186	
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‘*’ significant at 0.05 % significance level.

Table 4.5 presents the t-test results for the difference between the mean scores on the variables under study in the research and different type of organization. The t test results establish that there is no difference in the two groups on the variables included in the study other than in the case of Affective Organisational Commitment. The level of AOC among the managers of service sector organisations is higher than the managers of manufacturing sector organisations. The finding conveys that the managers of service sector organisations are more emotionally attached, identified and involved with their organisations than their counterparts in manufacturing sector. This could be because of the wide spread practice of employee engagement activities prevailing in private sector service organisations compared to the private sector manufacturing organisations, among the group of organisations covered under the present study.

Table 4.6. t- test results for gender and selected independent variables

Group Statistics						
	H1	N	Mean	Std. Deviation	Std. Error Mean	sig
PCV	Male	287	1.4157	.69488	.04095	.064
	Female	30	1.4800	.77339	.14362	
PEW	Male	287	5.6253	.79952	.04711	.334
	Female	30	5.6063	.89168	.16558	
WLB	Male	287	3.3038	1.08558	.06397	.593
	Female	30	3.2172	1.18776	.22056	
JS	Male	287	3.0021	.63410	.03736	.532
	Female	30	2.8414	.61500	.11420	
AOC	Male	287	5.1811	1.05404	.06211	.261
	Female	30	5.0460	1.16402	.21615	



Table presents the t-test results for the difference between the mean scores on the variables under study in the research and gender of the responding managers. The t test results establish that there is no difference in the two groups on the selected variables namely PCV, PEW, WLB, JS and AOC. However, it may be pointed out here that the rejection may be because of the relatively small number of female managers present in the sample collected for the study.

Table 4.7. t- test results for age of the respondent and selected independent variables

	Age Recoded	N	Mean	Std. Deviation	Sig
	Below 35 Years	164	1.356	0.07081	0.476
PCV	35 And Above Years	153	1.492	0.06132	
	Below 35 Years	164	5.702	0.78733	0.46
PEW	35 And Above Years	153	5.54	0.82163	
WLB	Below 35 Years	164	3.698	1.3343	0.06
	35 And Above Years	153	3.982	1.29886	
JS	Below 35 Years	164	3.039	0.69056	.009*
	35 And Above Years	153	2.939	0.57232	
	Below 35 Years	164	5.28	1.10134	0.31
AOC	35 And Above Years	153	5.065	1.01899	

*.05 significant at 0.05 % significance level.

The table 4.7 above shows that the t test results done on independent variables Psychological Empowerment at Work, Work-Life Balance, Affective Organisational Commitment and Psychological Contract Violation with age. The result showed that the values are not significant at

5 % level. The managers perceive the Psychological Empowerment at Work, Work-Life Balance, Affective Organisational Commitment and Psychological Contract Violation similarly and are not having difference based on age of the respondent. However perception of Job Satisfaction was found to be different among the managers when they are grouped in terms of the two major age categories. The result showed that the level of JS among the managerial group belonging to less than 35 years of age is higher than the group belonging to higher than 35 years of age.

Many studies have been done over the past which have provided contradictory results leaving the true nature of the relationship between age and different variables of human resource management and organizational behaviour unresolved but still age may be a contributing factor in experiencing different psychological factors (Handyside, 1961; Herzberg, Mausner, Peterson & Capwell , 1957). Ingersoll, Olsan, Drew-Cates, DeVinney and Davies (2002) found that employees became more satisfied with their job as their chronological age progressed. However, the result of the present study supported the earlier findings of Mount and Muchinsky (1978), that there is negative linear relationship between age and different psychological factors such as job satisfaction.

Table 4.8. ANOVA test results for educational qualification of the respondent and selected independent variables

ANOVA						
		Sum of Squares	dn	Mean Square	F	Sig.
PCV	Between Groups	4.458	5	0.892	1.84	0.11
	Within Groups	150.98	311	0.485		
	Total	155.438	316			
PEW	Between Groups	0.254	2	0.127	0.19	0.82
	Within Groups	205.477	314	0.654		
	Total	205.73	316			



WLB	Between Groups	5.944	2	2.972	1.71	0.18
	Within Groups	547.074	314	1.742		
	Total	553.018	316			
JS	Between Groups	2.497	5	0.499	1.25	0.29
	Within Groups	124.172	311	0.399		
	Total	126.67	316			
AOC	Between Groups	11.698	5	2.34	2.11	.065
	Within Groups	345.578	311	1.111		
	Total	357.276	316			

The table 4.8 presents the ANOVA results for the difference between the mean scores on the variables under study in the research based on educational qualifications of respondent managers. The respondents were categorized into six different categories on the basis of their qualifications and data showed that majority of the respondents had completed graduation. The test results establish that there is no difference in the groups on all the variables included in the study.

Some of the existing studies show that higher levels of academic qualification were associated with significantly lower levels of job satisfaction (Oswald, 2002 ; Shields & Ward, 2001) whereas some other studies gave contradictory results like those with higher educational levels tended to be more satisfied with their job than employees with lower educational levels (Kalleberg & Griffin, 1978 ; Jayaratne, 1993). The current study revealed that there is no significant difference between managers with different educational qualification and the independent variables of the study, supporting similar findings of Ingersoll et al., (2002) and Luthans, Baack & Taylor (1987). This may be due to the fact that the middle level managers in the study have acquired sufficient experience and exposure in different facets of management, whereby the impact of

differences in educational qualification is no longer relevant in their functional profiles.

Table 4.9. t- test results for marital status of the respondent and selected independent variables

Group Statistics						
	Marital Status	N	Mean	Std. Deviation	Std. Error Mean	Sig.
PCV	Married	280	280	1.4315	0.69483	0.881
	Unmarried	37	37	1.3468	0.75474	
PEW	Married	280	5.6182	0.81158	0.0485	0.607
	Unmarried	37	5.6644	0.77988	0.12821	
WLB	Married	280	3.835	1.31025	0.07061	0.353
	Unmarried	37	3.8324	1.43412	0.22078	
JS	Married	280	2.9871	0.63617	0.03802	0.955
	Unmarried	37	2.9892	0.61814	0.10162	
AOC	Married	280	5.1685	1.0642	0.0636	0.649
	Unmarried	37	5.1712	1.07115	0.1761	

The table 4.9 shows that the t test results done on independent variables Psychological Empowerment at Work, Work-Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Contract Violation with marital status. The result showed that the values are not significant at 5 % level. The managers perceive the PEW, WLB, JS, AOC and PCV similarly and are not having difference based on marital status of the respondent.

There are studies supporting the view that there are differences between employees who are married and not married in terms of the different independent variables considered for the present study (Mathieu & Hamel, 1989; Mathieu & Zajac, 1990; Meyer & Allen, 1988 ; Shields & Ward, 2001). However, the present study supports the findings of some other studies which had shown no relationship between marital status and



some of the variables under the study (Blau & Boal, 1989; Cohen & Lowenberg, 1990; Ferris & Aranya, 1983 ; Kanungo, 1982).

Table 4.10. t- test results for presence of working spouse for the respondent and selected independent variables

Group Statistics						Sig.
	Working Spouse	N	Mean	Std. Deviation	Std. Error Mean	
PCV	Yes	169	1.4427	0.71929	0.05533	0.209
	No	111	1.3975	0.68192	0.05605	
PEW	Yes	169	5.6455	0.83789	0.06445	0.144
	No	111	5.5985	0.77201	0.06346	
WLB	Yes	169	3.7953	1.33523	0.10271	0.234
	No	111	3.8797	1.31174	0.10782	
JS	Yes	169	2.9669	0.62552	0.04812	0.943
	No	148	3.0108	0.64303	0.05286	
AOC	Yes	169	5.0937	1.09514	0.08424	0.504
	No	148	5.2545	1.02269	0.08406	

The table 4.10 shows that the t test results done on independent variables Psychological Empowerment at Work, Work-Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Contract Violation with presence of workings spouse for the respondent manager. The result showed that the values are not significant at 5 % level. The managers perceive the PEW, WLB, JS, AOC and PCV similarly and are not having difference based on presence of working spouse for the respondent.

There are previous studies stating that increasing the number of women in the workforce has created new tensions, such as tension arising due to both parents working, leaving insufficient or no hours in the day to care for the children. Due to this, many employees, in particular those with a professional and managerial work background are feeling an increased pressure to work faster and for extended hours leading to significant impact

on psychological and emotional dimensions of individuals (Gornick & Meyers, 2003; Hill, 2005; Poelmans & Caligiuri, 2008). The present study revealed that there are no significant differences between the two groups on their perceptions of the independent variables. This may be because of the relatively strong family support system still prevailing in Kerala that acts as a shock absorber of the bad effects of emerging modern industrial life.



Table 4.11 t- test results for presence of dependent children at home of the respondent and selected independent variables

Group Statistics						
	Dependent children	N	Mean	Std. Deviation	Std. Error Mean	Sig.
PCV	Yes	201	1.4311	0.72044	0.05082	0.387
	No	79	1.4052	0.66973	0.06218	
PE W	Yes	201	5.607	0.78971	0.0557	0.415
	No	79	5.6523	0.83848	0.07785	
WL B	Yes	201	2.802	1.18743	0.08376	0.543
	No	79	2.6793	1.22123	0.11339	
JS	Yes	201	2.9891	0.67474	0.04759	0.638
	No	79	2.9845	0.55648	0.05167	
AOC	Yes	201	5.2148	1.07414	0.07576	0.441
	No	79	5.0891	1.04406	0.09694	

The table 4.11 above shows that the t test results done on independent variables Psychological Empowerment at Work, Work-Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Contract Violation with presence of dependent children at home. The result showed that the values are not significant at 5 % level. The managers perceive the Psychological Empowerment at Work, Work-Life Balance, Job Satisfaction, Affective Organisational Commitment and Psychological Contract Violation similarly and are not having difference based on presence of dependent children at home.

Hours spent providing care in the family have been shown to significantly affect performance of the employees (Carlson & Perrewe, 1999; Frone et al., 1997; Gutek et al., 1991; Parasuraman et al., 1996). Intuitively, being responsible for children in the home requires allocating

time and energy in providing for their day-to-day needs. Netemeyer et al. (1996) and Kossek et al. (2001) found significant relationships between the numbers of children living at home and WLB, lending indirect support to this intuitive understanding. Contrary to these predictions, the present study does not support it empirically. This may be because of the relatively strong family support system still prevailing in Kerala that partially takes care of the child rearing responsibilities of the employees. The growing number of quality play schools and related social infrastructure may be providing a support system to absorb the pressure of managing job and life for the employees.

4.10 Relationship Between Independent Variables and Managerial Performance

The correlation result shows that there is significant relationship with selected antecedent variables of the study and managerial performance. So, the researcher has focused on finding the influence of all independent variables on managerial performance. Regression analysis was done to find out the influence of different components of variables like Job Satisfaction, Affective commitment, Psychological Empowerment at Work, Work Life Balance and Psychological Contract Violation has on Managerial Performance. This was supplemented by multiple regression analysis wherever the independent variables had sub dimensions to explain. Therefore the assumptions for the regression analysis were tested using the histogram and scattered diagram for verifying the multicollinearity, autocorrelation and homoscedasticity of the regression analysis.



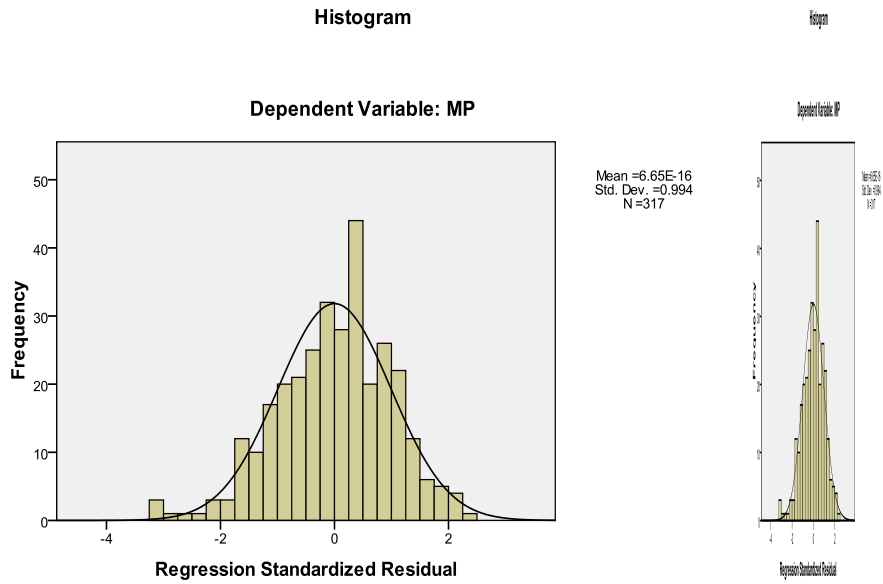


Fig. 4.5. Histogram error plot for managerial performance

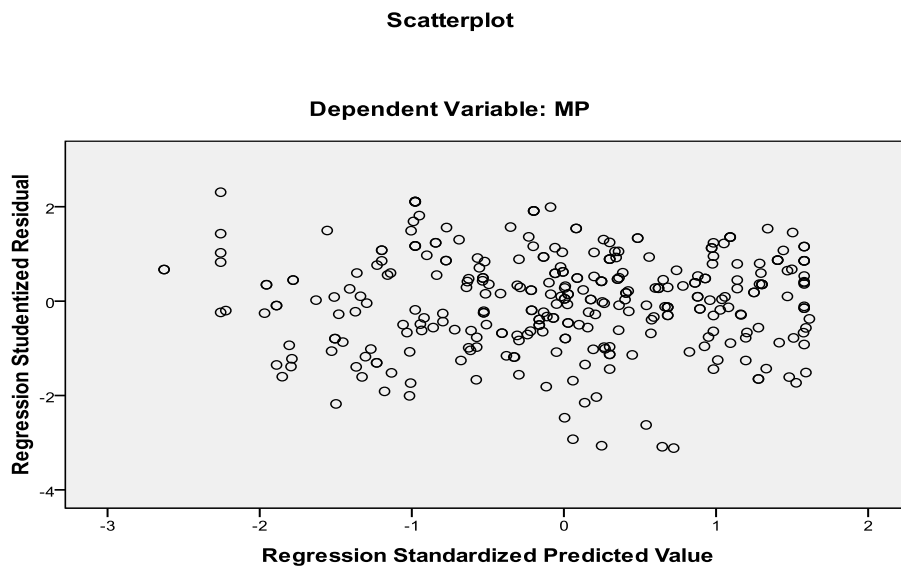
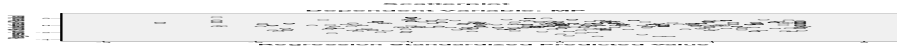


Fig. 4.6. Scatter diagram for managerial performance

The figure 4.5 above show the histogram of standardized residuals which produce a roughly normal curve indicating normally distributed residual error. In the figure 4.6 scatter plot of the dependent variable managerial performance show no significant pattern for data points hence the regression model could be considered as homoscedastic. Thus all the four important assumptions for regression analysis hold good.

The proposed relationship between the independent variables and Managerial Performance were stated in the hypotheses from H2 to H6. The following section analyses each of these hypotheses to accept or reject them as the case may be.

H2: Psychological Empowerment at Work will be positively related to Managerial Performance

Regression Analysis clearly conveys that Psychological Empowerment at Work is positively related to Managerial Performance of the employees at 1% level of significance.

Table 4.12. Regression analysis results for PEW with Managerial Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.682	.153		10.986	.000
	PEW	.396	.027	.637	14.682	.000*

* significant at 0.05 % significance level.

The finding is in tune with the previous studies available in which it is argued that psychologically empowered individuals perform more effectively as they could show innovative behaviour because as



autonomous performers, they are less constrained by technical rules, feel more efficacious about their task activities, and are willing to introduce change and exhibit OCB (Spreitzer,1995;Wat & Shaffer,2004).Also employees experiencing psychological empowerment will be more effective because they are high in self-efficacy, cognitively flexible, willing to pursue new possibilities, and have a desire to eliminate maladaptive procedures and improve the situation to better achieve the goal (Staw & Boettger, 1990; Conger&Kanungo,1988). According to Pareek (1997), recent times in India, due to the increase in competitive forces and in order to manage the effects of liberalization, managers have consciously tried to change their control styles to empowering styles and this might have led to an environment of psychological empowerment prevailing in organisations.

Table 4.13. Multiple regression analysis results for sub dimensions of psychological empowerment at workwith managerial performance

Model	Unstandardized Coefficients		Sig.	Collinearity Statistics		Durbin-Watson	R	R2
	B	Std. Error		Tolerance	VIF			
(Constant)	1.349	0.158	.000			1.213	0.693	0.48
Meaning	0.028	0.03	.035*	0.522	1.915			
Competency	0.313	0.035	.000*	0.515	1.941			
Self determination	0.012	0.028	.006*	0.48	2.085			
Impact	0.114	0.024	.000*	0.528	1.893			

‘*’ significant at 0.05 % significance level.

Table 4.13 shown above with the values obtained from regression analysis, at 5% significance level support the hypothesis that there is positive relation between the sub dimensions of Psychological Empowerment at work and managerial performance. The finding is in tune with the findings of Spreitzer (1995) that these four cognitions reflect an

active, rather than passive, orientation to one's work role. In other words, the experience of empowerment is manifest in all four dimensions – if any one dimension is missing, then the experience of empowerment will be limited. For example, if people have discretion to make decisions (i.e., self-determination) but they don't care about the kinds of decisions they can make (i.e., they lack a sense of meaning), they will not feel empowered. Alternatively, if people believe they can make an impact but don't feel like they have the skills and abilities to do their job well (i.e., they lack a sense of competence), they will not feel empowered as well. Thus, employees feel psychologically empowered when they experience all four psychological states.

H 3: Higher the Job satisfaction, higher will be Managerial Performance

Regression Analysis clearly conveys that Job Satisfaction is positively related to Managerial Performance of the employees at 0.05 level of significance.

Table 4.14. Regression analysis results for job satisfaction with managerial performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.672	.116		23.028	.000
	JS	.413	.038	.522	10.870	.000*

*' significant at 0.05 % significance level.

The finding is in tune with the earlier findings of Netemeyer et al., (1997); Moorman, (1993); Gonzalez and Garazo, (2006) and Nadir and Tanova, (2010) that Job Satisfaction influences Performance of Managers.



As Locke (1976) defined, Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A person with a high level of job satisfaction invariably has positive attitudes toward his job; while a person dissatisfied has negative attitudes about his job and this will naturally result in the performance behaviours of the individuals.

H4: Higher the Affective Organisational Commitment, higher will be Managerial Performance

Regression Analysis shows that Affective Organisational Commitment is positively related to Managerial Performance of the employees at 0.05 level of significance.

Table 4.15. Regression analysis results for affective organisation commitment with managerial performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.557	.117		21.942	.000
	AOC	.261	.022	.554	11.812	.000*

* significant at 0.05 % significance level.

AOC is specifically defined as the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Meyer and Allen, (1997) has demonstrated powerful correlations with affective commitment and desirable organisational outcomes. The result of this study is in perfect sync with the findings of the meta-analyses by Cooper and Viswesvaran (2005)

and Ricketta (2008) linking AOC and individual level performance of employees.



H5: Work-Life Balance will be positively related to Managerial Performance

The hypothesis H5 that Work-Life Balance will be positively related to Managerial Performance was checked with regression analysis. Analyses clearly convey that the work life balance at Work will be positively related to managerial performance of the employees at 5% level of significance.

Table 4.16. Regression analysis results for work life balance with managerial performance

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.862	.100		38.777	.000
	Work Life Balance	.012	.026	.026	.463	.044*

* significant at 0.05 % significance level.

Clutterbuck (2004) defined Work-Life Balance as a state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfilment. This definition recognizes that balance can be either positive or negative and accommodates the growing understanding that participation in multiple roles can contribute to good mental and physical health. A physically and mentally healthy individual tend to be more productive and his or her performance also will be on the higher side. Judge et al., (2006) in their study found that an imbalance felt at work or family can lead to hostility at work or family. Forsyth and Polzer-Debruyne, (2007) in their study identified that Work Life balance will lead to reduction in leaving intention of employees and withdrawal behaviours.

Table 4.17. Multiple regression analysis results for sub dimensions of work life balance with MP

Model	Unstandardized Coefficients		Sig.	Collinearity Statistics		Durbin - Watson	R	R2
	B	Std. Error		Tolerance	VIF			
(Constant)	3.924	.091	.000			.916	.087	.008
WFC	.025	.025	.031*	.747	1.338			
FWC	-.041	.027	.012*	.747	1.338			

*' significant at 0.05 % significance level.

Work Life Balance consists of two dimensions namely work-family conflict and family-work conflict and underlying assumption is that high levels of interference from one role to the other makes meeting the demands of the second role more difficult (Frone et al., 1992). Researchers like Adams, King and King,(1996); Grandey and Cropanzano, (1999); and; Judge, Boudreau, and Bretz, (1994), have found direct relationships between work-to-family conflict and work outcomes, in addition to family outcomes, and between family-to-work conflict and family outcomes, in addition to work outcomes. Thus, it is important to consider the effects of both dimensions of work-family conflict simultaneously. The multiple regression analysis empirically test the impact of both these dimensions on MP and the results support the above argument that both WFC and FWC have influence on Managerial Performance.

Further, table 4.17 shown above with the values obtained from regression analysis, at 5% significance level, support the hypothesis that there is positive relation between the sub dimensions of work life balance at work and managerial performance.



H6: Psychological Contract Violation (PCV) will be negatively related to Managerial Performance (MP)

Hypothesis H6 states that psychological contract violation will be negatively related to managerial performance and was tested with regression analysis. Analysis clearly conveyed that the psychological contract violation at Work negatively related to managerial performance of the employees at 0.05 level of significance.

Table 4.18. Regression analysis results for psychological contract violation with managerial performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.432	.055		81.321	.000
	PCV	-.370	.034	-.519	-10.765	.000*

*' significant at 0.05 % significance level.

Psychological contract violation is defined as the emotional or affective state that may but does not always, result from the perception of psychological contract breach (Morrison & Robinson, 1997). Thus, PCV is the feeling of anger, injustice, resentment, and distrust that arise from the realization that the organization has not honoured the psychological contract (Raja, Johns, & Ntalianis, 2004). The finding of this study is in tune with the previous findings of Turnley et al., (2003), in which it was found that psychological contract breach may negatively impact employee behaviours and they tend to contribute less to the organization in terms of in-role or extra-role performance.

Table 4.19. Multiple regression analysis results for sub dimensions of PCV with managerial performance

Model	Unstandardized Coefficients		Sig.	Collinearity Statistics		Durbin-Watson	R	R2
	B	Std. Error		Tolerance	VIF			
(Constant)	2.580	.125	.000			1.354	.520	.271
Relational aspects of PCV	-.217	.043	.000*	.541	1.847			
Transactional aspects of PCV	-.153	.033	.000*	.541	1.847			

*. significant at 0.05 % significance level.

Assumptions for the regression analysis were tested using the multicollinearity test, Durbin-Watson coefficient, histogram and scattered diagram for verifying the multicollinearity, autocorrelation and homoscedasticity of the regression analysis.

As articulated by Rousseau (1995) PCV is operationalised as the combination of two factors namely ‘transactional’ and ‘relational’ for classifying contract content and generic contract features. The transactional type has primarily economic terms, and is short-term in focus with explicit performance terms whereas the relational type has primarily emotional terms, long-term commitments by both parties, and non-explicit performance terms.

Table 4.19 shown above with the values obtained from regression analysis, at 5% significance level, support the hypothesis that there is positive relation between the sub dimensions of psychological contract violation with managerial performance.

4.11 Summary of hypotheses tested



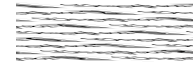
Having analysed each of the hypotheses stated for the study in detail, the following table 4.20 summarises the results. H2 to H6 were accepted whereas H1 was partially accepted as it was dealing with the different demographic variables and independent variables of the study.

Table 4.20. Details of hypotheses tested in the study

nt and Psychological Contract Violation across the organization type, gender, age, educational qualification, marital status, working sta

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INTEGRATED MODEL

<i>Contents</i>	5.1	Introduction
	5.2	Conceptual Model
	5.3	Initial Measurement Model Fit and Modification
	5.4	Evaluation of model with structural equation modelling

5.1 Introduction

After reviewing the literature in Chapter – 2, an initial conceptual model was proposed for the study with Managerial Performance as the dependent variable and Psychological Empowerment at Work, Work Life Balance, Psychological Contract Violation, Job Satisfaction and Affective Organisational Commitment as independent variables. The model also included some of the pertinent background variables to make it comprehensive in its approach. Subsequent analysis of data in chapter – 4 found out the direct relationship between the dependent variable and all the selected independent variables.

As hypothesised, managerial performance of the respondents was found to be positively related to their level of perception of Psychological Empowerment at work implying that psychologically empowered individuals perform more effectively in their organisational environment. Further analysis revealed that the four sub dimensions of PEW namely – meaning, competency, self-determination and impact were positively related to MP at sub dimensional levels. The level of perception of Job satisfaction of managers was found to be positively influencing their performance. Managers with higher levels of Affective Organisational



Commitment showed higher levels of performance. Managers experiencing higher levels of Work-Life Balance exhibited higher levels of performance. Further analysis resulted in the finding that both the sub dimensions of WLB, namely, work-family conflict and family-work conflict were independently related to Managerial Performance. Managers experiencing Psychological Contract Violation showed negative Managerial Performance. The sub dimensions of PCV, namely- relational and transactional aspects also were negatively related to MP.

It was evident during the survey of literature that job satisfaction and organisational commitment were the two job attitudes which have gained lot of attention in the organisational behaviour discussions. Job satisfaction, although defined in many ways, has often been thought of as an emotional state resulting from the evaluation or appraisal of one's job experience (Locke, 1976), or as a psychological state simultaneously represented by cognitive and affective indicators (Brief & Weiss,2002; Schleicher, Watt & Greguras, 2004), whereas affective commitment is the strength of emotional attachment to the organization based on positive attraction and a sense of belonging (Meyer & Allen, 1997).Therefore it is reasonable to treat job satisfaction and attitudinal commitment as specific reflections of a general attitude, as each is fundamental evaluation of one's job experiences. There are researchers who have conceptualised both job satisfaction and organizational commitment as indicating an underlying overall job attitude (Judge et al.,2001 ; Harrison, Newman & Roth, 2006). There were indications in the literature suggesting that job satisfaction and affective organisational commitment acted as intervening variables in the relationship between performance dimensions and their antecedent variables (Gonzalez & Garazo, 2006; Podsakoff et al.,2000). This had



prompted the researcher to follow the recommendations of Podsakoff et al., (2000) to conduct future studies to investigate the possibility of Job Attitude playing a mediating role in the relationship between performance dimensions and its antecedent variables and test a new model using JS and AOC as mediators in the relationship between Managerial Performance and, WLB, PEW and PCV.

5.2 Conceptual model

On the basis of the interrelationship among the variables as discussed, the following conceptual model was proposed to be tested using Structural Equation Modelling. The model was tested initially as an integrated one and subsequently was broken into two models representing manufacturing and service sectors.

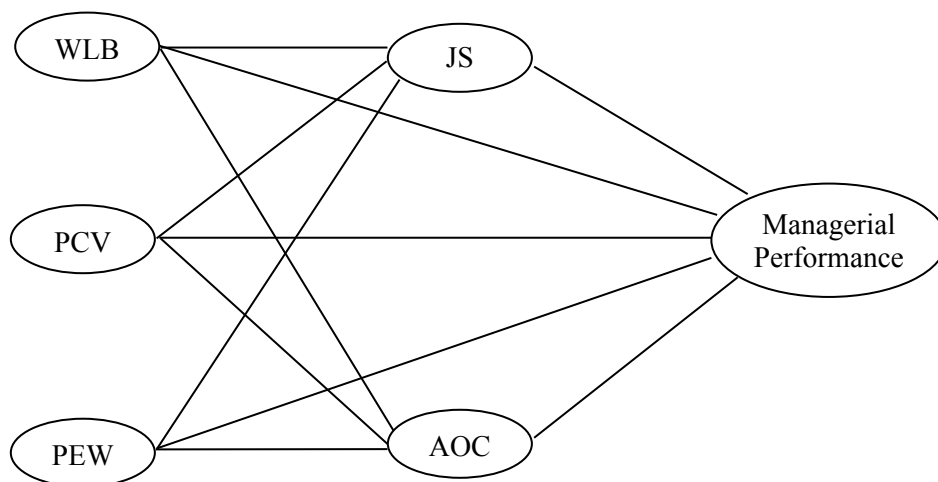


Fig. 5.1. Conceptual model

5.3 Initial Measurement Model Fit and Modification

This section of the thesis focuses on all key findings in relation to initial measurement model fit along with confirmatory factor analysis

(CFA). As its power, CFA incorporates the testing of unidimensionality and evaluates a data set by confirming the underlying structure on the basis of theoretical ground (Mueller, 1997). This further suggests simplification, modification, and or any required refinement in the measurement model for theory testing and examining the level of fit. Although model identification is the requirement of CFA, modification and standardised loadings (standardised regression weights) in AMOS output were the options to verify the dimensionality of the measurement or to verify the model fit. Modification indices (MIs) are comprised of variances, covariances, and regression weights. These indices were examined during evaluation of model fit to get the direction of modification, for example, whether freeing or incorporating parameters either between or among unobserved variables if required in obtaining better model fit. Anderson and Gerbing (1988) suggested that under unacceptable but converged and proper solutions, relating or deleting the indicators from the model is the preferred basic way to respecify the model. This means that item deletion and adding a new path indicator are the best ways to get a better fitting model. Any changes or deletion of items in this iterative process results in changes in the parameters and model fit statistics

5.3.1 Confirmatory Factor Analysis on work family conflict

Confirmatory Factor Analysis is done on work life balance consisting of two factors. These sub factors consist of five questions each. These items were subjected to a CFA, the results of which are provided in Table 5.1. The fit indices suggested that there is adequate fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the



diagram of the same obtained by AMOS and the values are given in the table below.

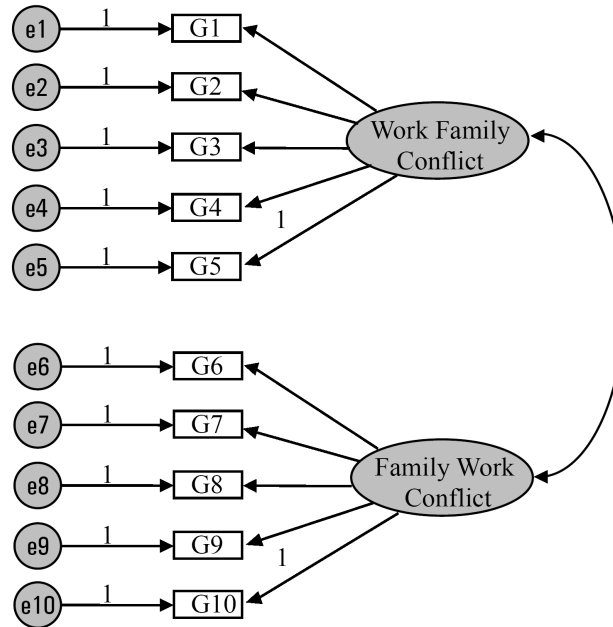


Fig. 5.2. Full measurement model of work life balance

Table 5.1 Confirmatory Factor Analysis for work life balance

GFI	AGFI	CFI	TLI	RMR
.975	.926	.989	.979	.046

The values got from the Confirmatory Factor Analysis done on work life balance table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.2 Confirmatory Factor Analysis on Psychological Empowerment at Work

Confirmatory Factor Analysis is done on PEW consisting of four subgroups which have three questions each for sub dimension. These items were subjected to a CFA, the results of which are provided in Table 5.2. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised

regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

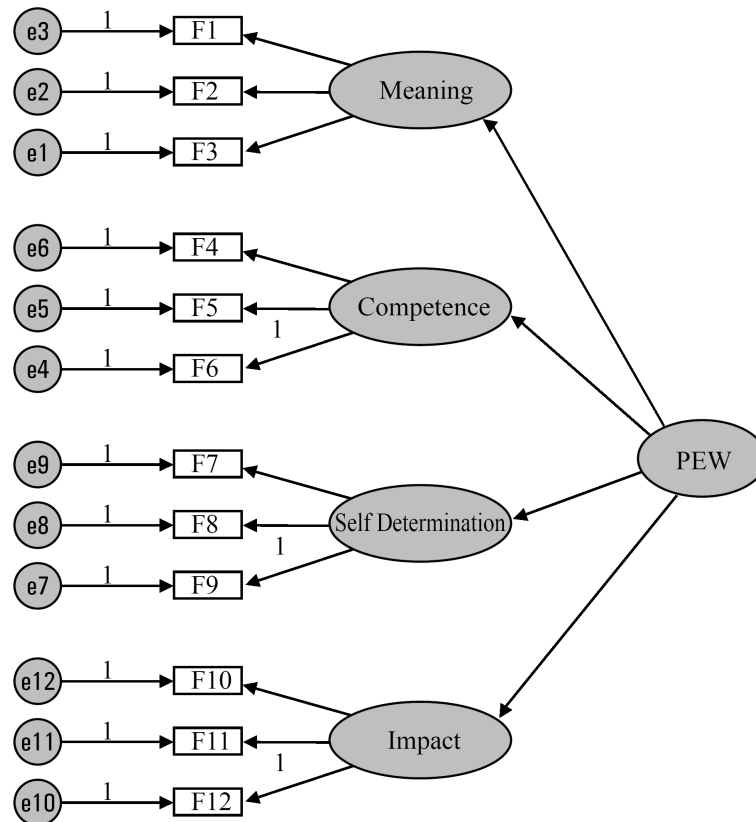


Fig. 5.3. Full measurement model of PEW

Table 5.2. Confirmatory Factor Analysis for PEW

GFI	AGFI	CFI	TLI	RMR
.911	.896	.849	.806	.08

The values got from the Confirmatory Factor Analysis done on PEW table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.3 Confirmatory Factor Analysis on Psychological Contract Violation



Confirmatory Factor Analysis is done on PCV consisting of two sub dimensions with three and six questions each. These items were subjected to a CFA, the results of which are provided in Table 5.3. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

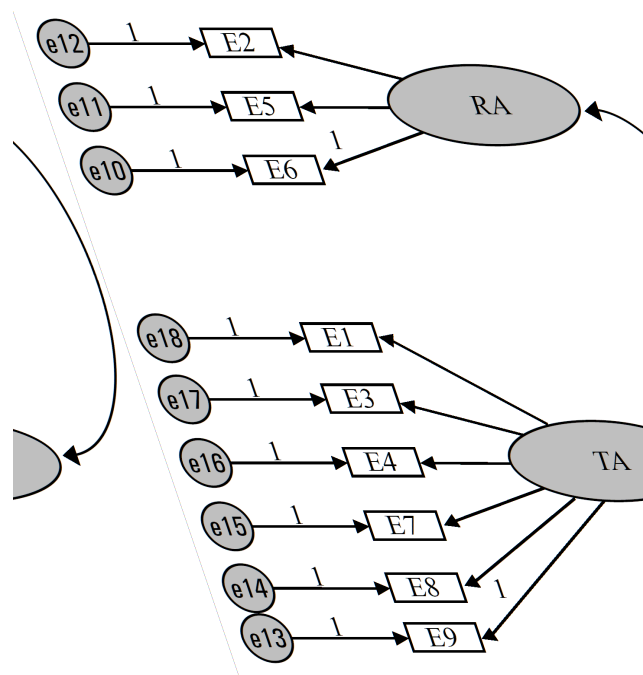


Fig. 5.4. Full measurement model of PCV

Table 5.3 Confirmatory Factor Analysis for PCV

GFI	AGFI	CFI	TLI	RMR
.925	.883	.891	.850	.081

The values got from the Confirmatory Factor Analysis done on PCV table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.4 Confirmatory Factor Analysis on Job Attitude

Confirmatory Factor Analysis is done on Job Attitude consisting of two sub dimensions namely Job Satisfaction and Affective Organisational Commitment. These two dimensions have five questions each, these items were subjected to a CFA and the results of which are provided in Table5.4. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

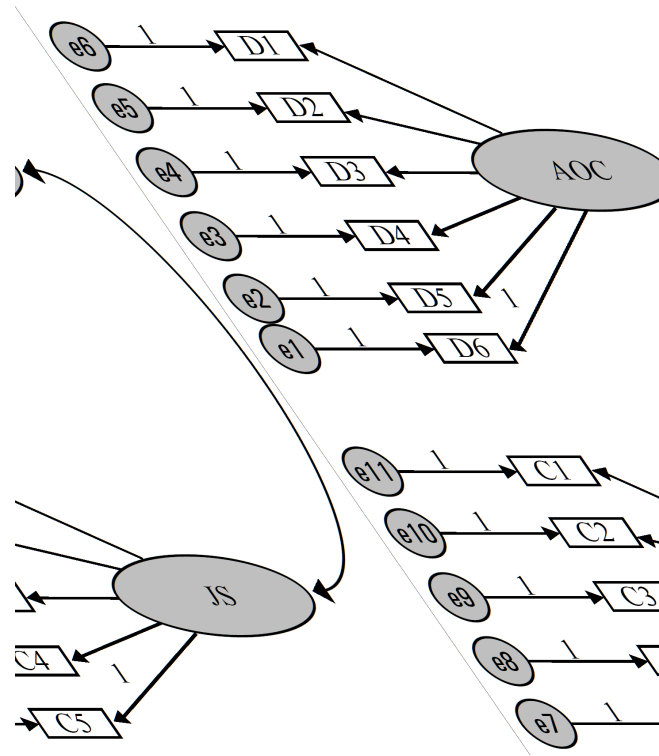


Fig. 5.5. Full measurement model of Job attitude

Table 5.4. Confirmatory Factor Analysis for Job Attitude

GFI	AGFI	CFI	TLI	RMR
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.972	.915	.981	.961	.013
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The values got from the Confirmatory Factor Analysis done on Job Attitude table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.5 Confirmatory Factor Analysis on Organisational citizenship behaviour

Confirmatory Factor Analysis is done on Organisational citizenship behaviour consisting of two sub dimensions namely job dedication and interpersonal facilitation with eight and seven questions each. These items were subjected to a CFA, the results of which are provided in Table 5.5. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

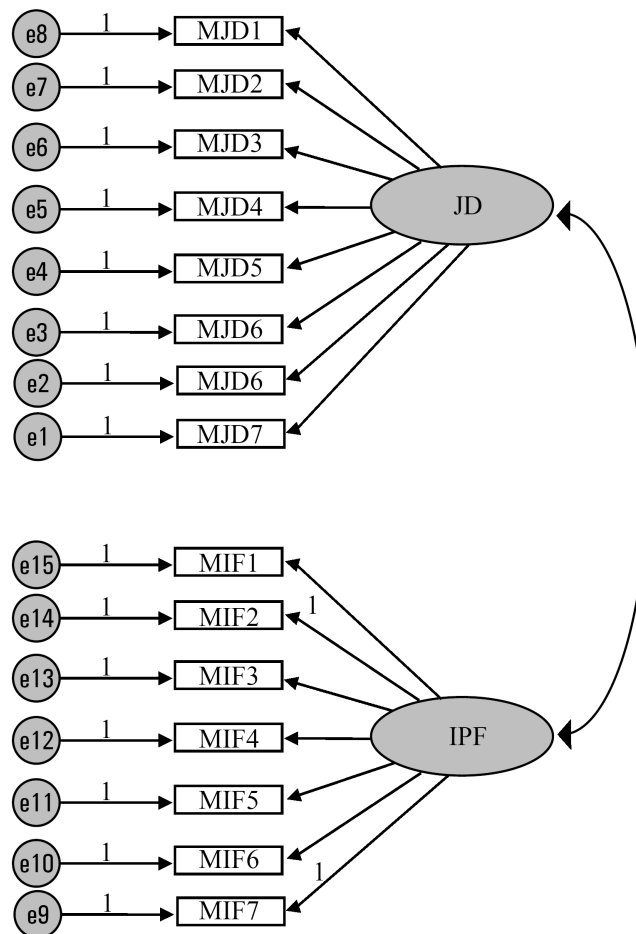


Fig. 5.6. Full measurement model of Organisational citizenship behaviour

Table 5.5. Confirmatory Factor Analysis for Organisational citizenship behaviour

GFI	AGFI	CFI	TLI	RMR
.918	.904	.890	.870	.035

The values got from the Confirmatory Factor Analysis done on OCB table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.6 Confirmatory Factor Analysis on Innovative Work Behaviour

Confirmatory Factor Analysis is done on IWB consisting of three sub dimensions namely idea generation, idea promotion and idea



implementation with three questions each. These items were subjected to a CFA, the results of which are provided in Table 5.6. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

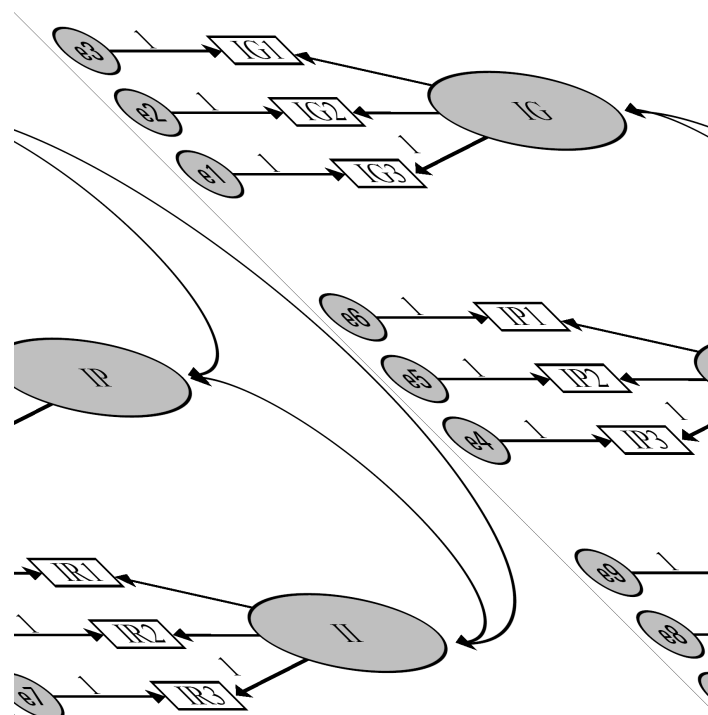


Fig. 5.7. Full measurement model of IWB

Table 5.6. Confirmatory Factor Analysis for IWB

GFI	AGFI	CFI	TLI	RMR
.945	.928	.891	.850	.01

The values got from the Confirmatory Factor Analysis done on IWB table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.7 Confirmatory Factor Analysis on In-Role Behaviour

Confirmatory Factor Analysis is done on IRB with seven questions. These items were subjected to a CFA, the results of which are provided in Table 5.7. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

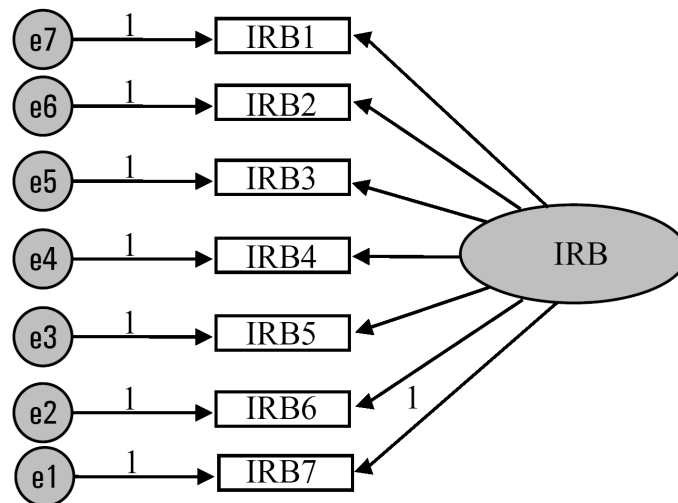


Fig. 5.8. Full measurement model of IRB

Table 5.7. Confirmatory Factor Analysis for IRB

GFI	AGFI	CFI	TLI	RMR
.901	.882	.849	.835	.023



The values got from the Confirmatory Factor Analysis done on IRB table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

5.3.8 Confirmatory Factor Analysis on MP

Confirmatory Factor Analysis is done on MP with three dimensions namely OCB, IRB and IWB with fifteen, seven and nine questions each. These items were subjected to a CFA, the results of which are provided in Table 5.8. The fit indices suggested that there is moderate to high fit in the measurement model. Examination of the loadings indicated that the standardised regression weights for all the factors are satisfactory. The following is the diagram of the same obtained by AMOS and the values are given in the table below.

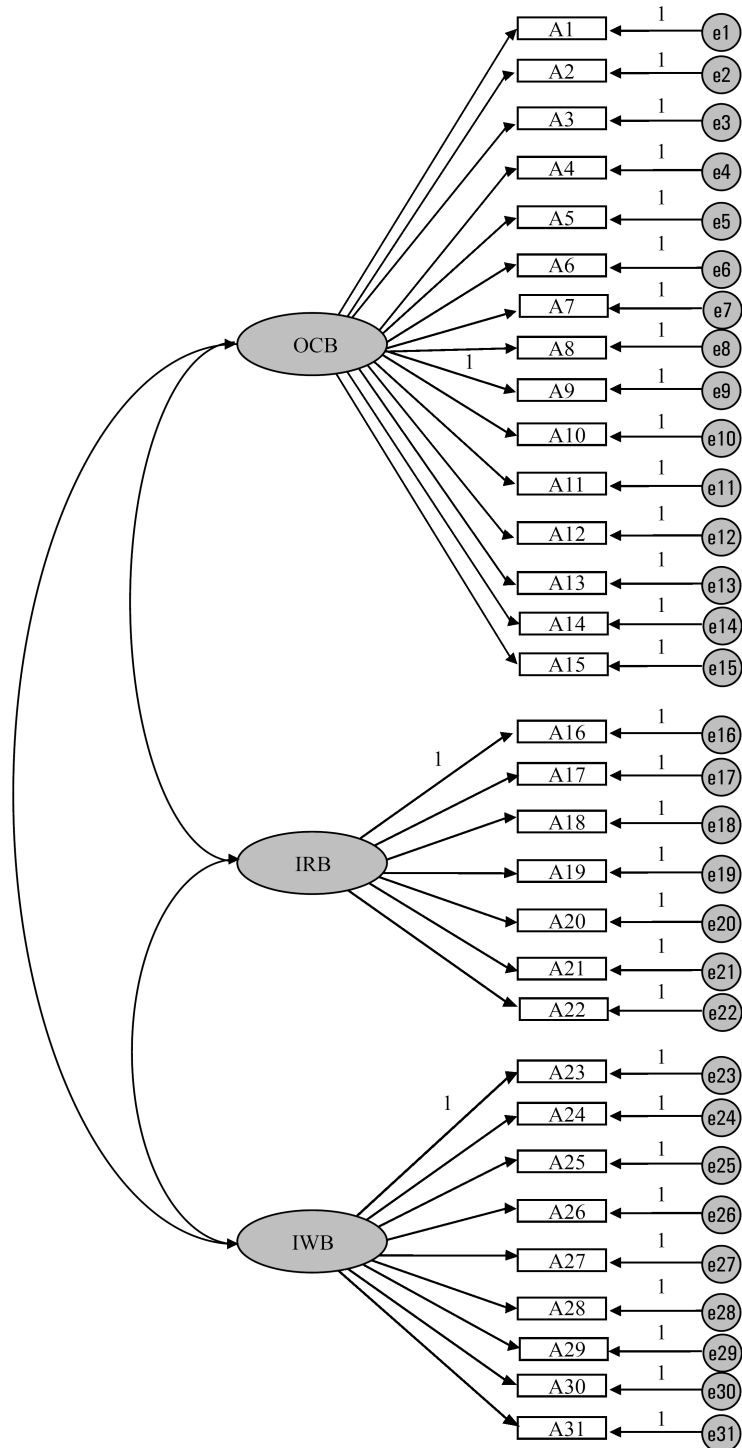


Fig. 5.9. Full measurement model of MP



Table 5.8. Confirmatory Factor Analysis for MP

Indicators	Values	Fitness
Normed Chi-Square	3.445	Very Good
GFI	0.931	Very Good
AGFI	0.862	Good
CFI	0.923	Very Good
RMSR	0.0798	Acceptable
PRatio	0.89	Good

The values got from the Confirmatory Factor Analysis done on MP table reveals that the model is acceptable as all the critical values fall within the acceptable ranges.

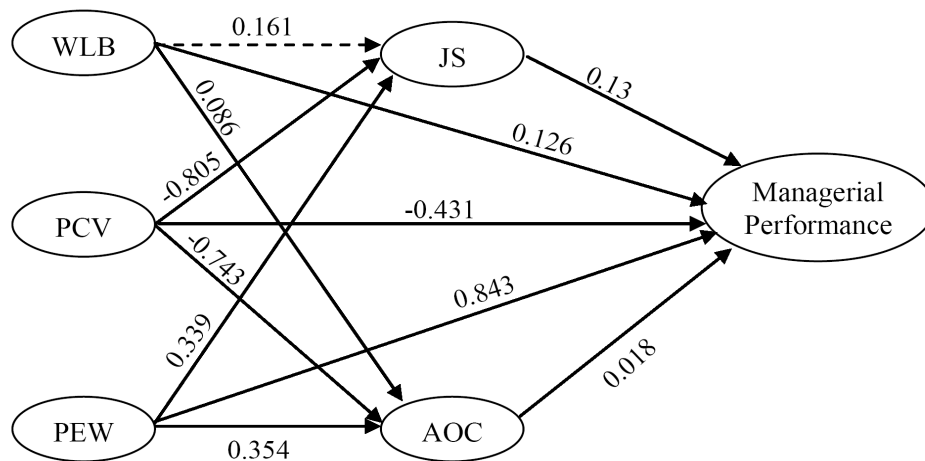
5.4 Evaluation of model with structural equation modelling

As proposed in the specific objective, in order to develop and statistically validate a model linking Managerial Performance and the selected antecedent variables among the managers of private sector service and manufacturing organisations, the researcher used SEM analysis. As indicated in the introduction to the chapter, the model was proposed to verify the mediating role of job satisfaction and affective organisational commitment in the relationship between PEW, PCV and WLB as antecedent variables and MP as the dependent variable. By using reliable and validated measurement items, the proposed original and competing models were tested and assessed in this section to identify the best fitted model.

A mediation model is one that seeks to identify and explicate the mechanism or process that underlies an observed relationship between an independent variable and a dependent variable via the inclusion of a third explanatory variable, known as a mediator variable. Rather than testing a direct causal relationship between the independent variable and the

dependent variable, a mediational model tests that the independent variable causes the mediator variable, which in turn causes the dependent variable. Thus, the mediator variable, serves to clarify the nature of the relationship between the independent and dependent variables. In other words, mediating relationships occur when a third variable plays an important role in governing the relationship between the other two variables. Thus mediation is one way that a researcher can explain the process or mechanism by which one variable affects another.

5.4.1 Integrated Model



**dotted line shows the insignificant relationship

Fig. 5.10. Integrated Model

Table 5.9. Fit Values for the Basic Model

Indicators	Values	Fitness
Normed Chi-Square	5.982	Good
GFI	0.813	Good
AGFI	0.727	Acceptable
CFI	0.849	Good
RMSR	0.098	Acceptable



PRatio	0.771	Good
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As most of the critical values are coming good for the model, analysis shows that the model under study is statistically significant. Moreover based on the correlation analysis performed in chapter IV earlier, it was evident that there is significant relationship between the sub dimensions of managerial performance.

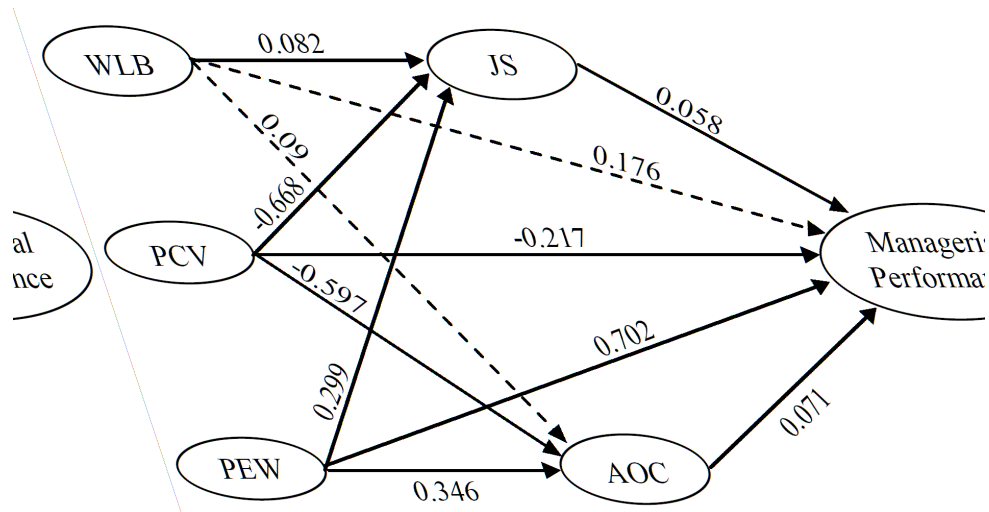
Table 5.10. Standardised Effects-Estimates of the independent variables on MP

Standardized Effects - Estimates			
	PEW	PCV	WLB
Direct effect	0.702*	-0.217*	0.176*
Indirect effect through JS	0.018*	-0.025*	0
Indirect effect through AOC	0.024*	-0.056*	0.0028
Total effect	0.744*	-0.298*	0.1788*

* shows mediation on 5 % significance level

The integrated model in Fig 5.10 showed the relationship among WLB, PCV, PEW, AOC and JS on Managerial Performance. The direct and indirect effect of the independent variables (WLB, PEW and PCV) on MP is analysed and shown in table 5.10. As seen the impact of WLB on MP is direct and there is no significant mediation through either JS or AOC. The weak indirect effect through AOC is not significant. In the case of PEW and PCV, the direct effects as well as the indirect effect are significant. JS and AOC are seen to be partially mediating the impact of PEW and PCV on Managerial Performance. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables PEW and PCV. Psychological Empowerment at Work showed the highest total effect on Managerial Performance followed by Psychological Contract Violation and Work Life Balance.

5.4.2 Integrated model for service sector



**dotted line shows the insignificant relationship

Fig. 5.11. Integrated model for service sector

Table 5.11. Fit Values for the Basic Model

Indicators	Values	Fitness
Normed Chi-Square	1.466	Good
GFI	0.810	Acceptable
AGFI	0.781	Acceptable
CFI	0.834	Good
RMSR	0.057	Good
PRatio	0.925	Good

As most of the critical values are coming good for the model, analysis shows that the model under study is statistically significant. Moreover based on the correlation analysis performed in chapter IV earlier, it was



evident that there is significant relationship between the sub dimensions of managerial performance.

Table 5.12. Standardized Indirect Effects - Estimates of the independent variables on MP

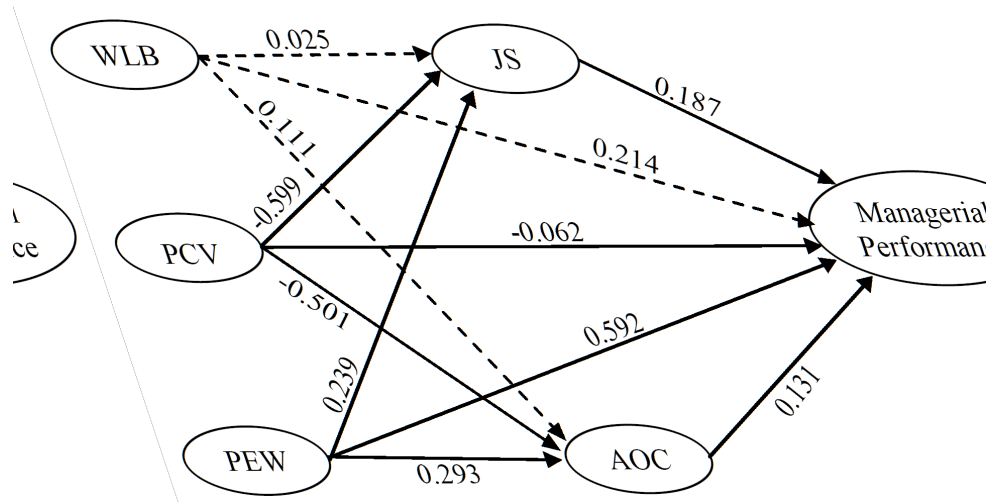
Standardized Effects - Estimates			
	PEW	PCV	WLB
Direct effect	0.662*	-0.259*	0
Indirect effect through JS	0.018*	-0.025*	0.104*
Indirect effect through AOC	0.024*	-0.056*	0
Total effect	0.704*	-0.34*	0.104

* shows mediation on 5 % significance level

The integrated model for service sector in Fig 5.11 showed the relationship among WLB, PCV, PEW, AOC and JS on Managerial Performance. The direct and indirect effect of the independent variables (WLB, PEW and PCV) on MP is analysed and shown in table 5.12. As seen there is no direct effect of WLB on MP, whereas the indirect effect is significant only through JS. There is no mediation through AOC. This result implies that JS fully mediates the relationship between WLB and MP.

In the case of PEW and PCV, the direct effects as well as the indirect effect are significant. JS and AOC are seen to be partially mediating the impact of PEW and PCV on Managerial Performance. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables PEW and PCV. Psychological Empowerment at Work showed the highest total effect on Managerial Performance followed by Psychological Contract Violation.

5.4.3 Integrated model for the manufacturing sector



**dotted line shows the insignificant relationship

Fig 5.12. Integrated model for the manufacturing sector

Table 5.13. Fit Values for the Basic Model

Indicators	Values	Fitness
Normed Chi-Square	1.664	Good
GFI	0.815	Acceptable
AGFI	0.774	Acceptable
CFI	0.811	Acceptable
RMSR	0.072	Good
PRatio	0.96	Good

As most of the critical values are coming good for the model, analysis shows that the model under study is statistically significant. Moreover based on the correlation analysis performed in chapter IV earlier, it was evident that there is significant relationship between the sub dimensions of managerial performance.

Table 5.14. Standardized Effects - Estimates of the independent variables on MP

Standardized Effects - Estimates			
	PEW	PCV	WLB
Direct effect	0	-0.062*	0
Indirect effect through JS	0.018*	-0.76*	0
Indirect effect through AOC	0.048*	-0.106*	0
Total effect	0.056*	-0.24*	0

‘*’ shows mediation on 5 % significance level

The integrated model in Fig 5.12 showed the relationship among WLB, PCV, PEW, AOC and JS on Managerial Performance. The direct and indirect effect of the independent variables (WLB, PEW and PCV) on MP is analysed and shown in table 5.14. As shown the direct and indirect effect of WLB on Managerial performance was insignificant.

In the case of PEW, the direct effect is insignificant, whereas the indirect effect through JS and AOC are significant. This implies that there is full mediation through JS and AOC in the relationship between PEW and Managerial Performance. In the case of PCV, both direct and indirect effects are significant implying that there is partial mediation through JS and AOC. Among JS and AOC, the mediating role of JS is more pronounced in this relationship.

Psychological Contract Violation showed the highest total effect on Managerial Performance followed by Psychological Empowerment at Work.

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FINDINGS AND CONCLUSIONS

<i>Contents</i>	6.1 Findings
	6.2 Conclusions
	6.3 Implications to Management Theory
	6.4 Implications to Managerial Practice
	6.5 Scope for Further Research

The primary focus of this study was to assess the impact of selected antecedent variables namely Psychological Empowerment at Work (PEW), Psychological Contract Violation (PCV), Work Life Balance (WLB), Job Satisfaction (JS) and Affective Organisational Commitment (AOC) on Managerial Performance (MP) of middle level managers of private sector manufacturing and service sector organisations in Kerala. Following are the significant findings from the research done:

6.1 Findings

- The correlation analysis of all the variables involved in the study revealed that there existed a positive correlation between MP, AOC, JS, WLB and PEW as expected from the indications available from review of literature. As posited the relationship between PCV and all other variables under study was negatively related.
- The perceived level of Affective Organisational Commitment among the middle level managers of service sector organisations was found to be higher than the managers of manufacturing sector organisations. The finding conveys that the managers of service sector organisations are more emotionally attached, identified and involved with their



organisations than their counterparts in manufacturing sector. In all other variables of the study, namely - PEW, PCV, WLB and JS, there were no differences between the two groups representing service and manufacturing sectors.

- On the basis of the gender of the responding managers, the study did not find any difference in the level of perception with regard to Psychological Empowerment at Work, Psychological Contract Violation, Work Life Balance, Affective Organisational Commitment and Job Satisfaction.
- The managers perceived the Psychological Empowerment at Work, Work-Life Balance, Affective Organisational Commitment and Psychological Contract Violation similarly and were not having difference based on their age. However perception of Job Satisfaction was found to be different among the managers when they are grouped in terms of the two major age categories viz., less than 35 years and more than 35 years. The result showed that the level of JS among the managerial group belonging to less than 35 years of age was higher than the group belonging to higher than 35 years of age. The chances of younger group with less Job Satisfaction moving out of the organisations may be high compared to the older group, as the opportunities and personal mobility are higher for the younger group. This may be a reason for the above finding from the current study.
- On the basis of the educational qualification of the respondent managers, the study did not find any difference in their perceptions of PEW, PCV, WLB, AOC and JS.



- The study didn't find any perceptual difference among the managers on their levels of PEW, PCV, WLB, AOC and JS in terms of their difference in marital status. The result suggested that marriage does not have any positive or negative impact on the respondent managers, as they may be able to insulate their psycho social factors and job attitudes from the influence of family domain.
- Presence of working spouse and dependent children at home for the respondent managers were analysed for possible perceptual difference in terms of the PEW, PCV, WLB, AOC and JS. The result showed that there was no difference in their perception in terms of the variables mentioned above namely PEW, PCV, WLB, AOC and JS.
- Managerial Performance of the respondents is found to be positively related to their level of perception of Psychological Empowerment at work implying that psychologically empowered individuals perform more effectively in their organisational environment. Further analysis revealed that the four sub dimensions of PEW namely – meaning, competency, self determination and impact are positively related to MP at sub dimensional levels.
- The level of perception of the Job satisfaction of managers was found to be positively influencing their performance.
- Managers with higher levels of Affective Organisational Commitment showed higher levels of performance.
- Managers experiencing higher levels of Work-Life Balance exhibited higher levels of performance. Further analysis resulted in the finding that both the sub dimensions of WLB, namely, work-family conflict

and family-work conflict were independently related to Managerial Performance.

- Managers experiencing Psychological Contract Violation showed negative Managerial Performance. The sub dimensions of PCV, namely- relational and transactional aspects also were negatively related to MP.

Findings from Integrated Model

- In order to develop and statistically validate a model linking Managerial Performance and the selected antecedent variables among the managers of private sector organisations, the researcher used SEM analysis. The analysis brought in some interesting findings unlike visualised in the initial conceptual framework proposed for the study. Job Satisfaction and Affective Organisational Commitment assumed a mediating role in the relationship between the selected antecedent variables and MP, except in the case of Work-Life Balance. In the relationship between WLB and Managerial Performance, only AOC acted as mediating variable.

The relationship between Psychological Contract Violation and Managerial Performance is partially mediated through both JS and AOC. Similarly the relationship between Psychological Empowerment at Work and MP is also partially mediated by both JS and AOC. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables PEW and PCV. The finding is in tune with the observation and suggestion made by Podsakoff et al.,(2000) in their study to investigate the possibility of



job attitudes playing a mediating role in the relationship between performance behaviours and antecedent variables.

In the case of the relationship between WLB and MP, the direct relationship is significant whereas both JS and AOC are not mediating the relationship. This finding implies that WLB has a direct correlation with Managerial Performance, irrespective of the extent of JS or AOC experienced by the respondent managers. The finding also suggests that a high level of JS or AOC experienced by managers may not nullify the negative impact of work-life imbalance in organisations. Organisations should give ample attention in addressing Work-Life Balance issues in organisations rather than considering this as an individual level problem. A further analysis to assess the total effect of each of the independent variables on MP revealed that Psychological Empowerment at Work showed highest total effect followed by Psychological Contract Violation and Work Life Balance on the performance of managers.

- The integrated model was further broken into two sub parts representing service and manufacturing sectors to find out how far the model holds good in both these cases.

Findings from Service Sector

In the integrated model for the service sector, except in the relationship between Work-Life Balance and Managerial performance; JS and AOC acted as mediating variables in the other two cases.

In the case of PEW and PCV, the direct effects as well as the indirect effect are significant. JS and AOC are seen to be partially mediating

the impact of PEW and PCV on Managerial Performance. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables - PEW and PCV. Psychological Empowerment at Work showed the highest total effect on Managerial Performance followed by Psychological Contract Violation.

In the case of the relationship between WLB and Managerial Performance, AOC is not a mediator whereas JS fully mediates the relationship. This finding implies that when managers experience higher levels of Work-Life Balance, their level of JS will also increase and in turn will result in improvements of Managerial Performance and vice versa. The finding is not in line with the finding of the combined model and it also highlights the fact that in service sector organisations, managers are more influenced by their level of satisfaction with the job than affective organisational commitment. The finding may be reasonable in the light of higher levels of employee turnover in the service sector organisations compared to manufacturing sector. Employees in such organisations may switch their jobs frequently due to lack of satisfaction with the job and also because of the favourable labour market dynamics, and then AOC may have little relevance. A further analysis to assess the total effect of each of the independent variables on Managerial Performance revealed that PEW showed highest total effect followed by PCV and WLB.

Findings from Manufacturing Sector

The direct and indirect effect of Work Life Balance on Managerial performance was insignificant in the case of managers from manufacturing sector. The total effect of WLB on MP was found to



be zero implying that Work Life Balance has no impact on MP in the case of manufacturing sector. Even though the work environment in manufacturing sector had undergone major changes in terms of performance expectations and management practises and processes, the general working condition in the sector is more or less in tact such as leave rules, transfer rules, shift timings etc. This might have resulted in managers perceiving Work-Life Balance as a non-issue in their work context. The result was discussed with practicing managers in organisations from where the data was collected to ratify the finding. They also commented that the practice of taking work home or staying back for long hours in the office is not a regular occurrence in their organisations. Therefore it may be safely concluded that manufacturing sector, compared to service sector, better manages the work life balance of their managers in Kerala.

In the case of PEW, the direct effect is insignificant, whereas the indirect effect through JS and AOC are significant. This implies that there is full mediation through JS and AOC in the relationship between PEW and Managerial Performance. This result implies that PEW will lead to higher levels of Job Satisfaction and Affective Organisational Commitment and in turn lead to higher levels of MP. In the case of PCV, both direct and indirect effects are significant implying that there is partial mediation through JS and AOC. This relationship is more meaningful and significant when mediated by both JS and AOC. Among JS and AOC, the mediating role of JS is more pronounced in this relationship.

A further analysis to assess the total effect of each of the independent variables on Managerial Performance revealed that PCV showed highest total effect followed by PEW.

- When the combined model and the broken down models were compared and contrasted, it was evident that in service sector organisations the impact of JS was more significant than AOC in mitigating the negative impact of work life imbalance. This could be because of the fact that the customer interfaces of managers in service organisations are more frequent and intense than managers of manufacturing sector. Therefore, the negative impact of work life imbalance coupled with lack of job satisfaction will have a much larger impact on performance of managers.

6.2 Conclusions

The study investigated the relationship between Managerial Performance and its selected antecedent variables and also tried to analyse the emerging intervening processes. Since management work is undergoing enormous and rapid change in the present century, the study attempted to understand the major factors that have an impact on the performance of managers among the private sector organisations in Kerala.

The study brings out the significance of Job Attitudes namely Job Satisfaction and Affective Organisational Commitment in meaningfully explaining the linkage between the rest of the antecedent variables in the study and Managerial Performance. The study interestingly revealed that Job Attitudes play a mediating role in explaining performance of managers unlike visualised in the initial conceptual framework. The study points to the importance of taking care of job attitudes in the work place to ensure



performance of managers. The result of the study also brings out the significance of maintaining work-life balance especially in service sector organisations because it will have a direct impact on the level of performance of managers than most of the other contextual factors. Hence, it is the responsibility of HR department to initiate activities which are customised to the collective aspirations of the members of respective organisations to ensure positive job attitudes. HR departments should advice and convince the top management to provide resource support and endorsement to such initiatives.

6.3 Implications to Management Theory

Focus of the present research is to study the relationship between Managerial Performance and selected antecedent variables namely Psychological Contract Violation, Psychological Empowerment at Work, Work Life Balance, Job Satisfaction and Affective Organisational Commitment among the middle level managers of private sector organisations in Kerala. Result of the study brought out some interesting observations about the emerging intervening nature of Job Attitudes in the proposed model tested in the study. The study confirmed the mediating role of Job Satisfaction and Affective Organisational Commitment in the relationship between Managerial Performance and its other antecedent variables.

Thus the present study provides an important contribution to the Organisational Behaviour discipline by reiterating the significance of attitude-behaviour relationship and also the mediating nature of the job attitudes in explaining the causal relationship of contextual variables and performance dimensions of organisational members.

The study confirmed that both Psychological Empowerment at Work and absence of Psychological Contract Violation improve performance of managers through Job Satisfaction and Affective Organisational Commitment, irrespective of the affiliation of managers to service and manufacturing sectors. The finding is a significant contribution to the HRM discipline by way of identifying and relying on some of the human resource management practices aiming universally at improving psychological empowerment and avoiding psychological contract violation in the HRM literature.

The study also contributes to the Organisational Behaviour discipline by bringing out the contradictory nature of mediation by Job Satisfaction and Affective Organisational Commitment, in the relationship between Work-Life Balance and Managerial Performance in manufacturing and service sectors. In the combined model analysed, Work-Life Balance was found to be partially mediated through Affective Organisational Commitment, whereas Job Satisfaction does not mediate the relationship between WLB and performance of managers.

But in the service sector the study revealed that Job Satisfaction fully mediates the relationship between Work-Life Balance and performance of managers. Contrary to the above finding, in the manufacturing sector, the direct and indirect effect of WLB on Managerial Performance is insignificant. This contradicting result brings out the importance of addressing WLB issues in organisational behaviour literature differently for organisations that are contextually different. Managerial mind set may be a significant feature in determining the perceptual difference of the impact of work life balance at individual and collective levels. Therefore, further



analysis of the contextual factors along with the previously existing gender based discussion will create a much more grounded understanding of the evolving role of work life balance in OB literature.

6.4 Implications to Managerial Practice

Insights from this study may help practitioners, managers, and organisations take appropriate steps to improve Managerial Performance through using the models depicted in the study.

The results of the present research suggest some major implication for practice. The study revealed that Psychological Empowerment at Work has highest total effect on performance of managers in the combined model and model depicting service sector organisations. Job Satisfaction and Affective Organisational Commitment partially mediate the relationship between PEW and MP in the case of the combined and service sector models. In the case of manufacturing sector, JS and AOC fully mediate this relationship. Practicing managers and their organisations should take cognisance of the fact that highly empowered employees experience positive job attitudes and in turn improve their performance in the work place by realising that they make a difference in the workplace. Designing positions to ensure meaningfulness and setting clear performance criteria shall assist people in perceiving their actions as making a difference and could contribute to feeling more empowered. When managers spend time on getting to know people, setting targets, identifying development needs, facilitating personal development plans and giving positive and corrective feedback, employees' levels of self-efficacy will increase and they will experience psychological empowerment at their work environment.

Another implication of the present research is that Psychological Contract Violation can have a very strong negative impact on Job Attitudes and this in turn will result in bringing down managerial performance specifically in the case of manufacturing sector. Also, PCV has the highest total effect on MP followed by PEW. This clearly indicates that the HR departments should put in more effort to clarify expectations of new entrants into the job market and newcomers into their respective positions. Only if they have a clear picture of expectations and role clarity, will it lead to developing a more meaningful psychological contract between the employees and organisation. In this context, the study clearly indicates that more resources have to be invested by the HRM departments in enhancing their 'Employer Brand' through various realistic and sustainable initiatives. The recruitment and induction efforts need to be much more focused on building and sustaining employer brand than ever, to ensure future performance of new recruits.

Yet another practical implication of the study is the mixed result available on the direct and indirect impact of Work Life Balance on managerial performance in service and manufacturing organisations. In the overall integrated model, impact of WLB on MP is direct and there is no mediation through JS or AOC. In the case of service sector, JS fully mediates the relationship between WLB and MP, whereas both direct and indirect effect of WLB on Managerial Performance is insignificant in manufacturing sector. Though there is no conclusive evidence on the direct and indirect effects, we can conclude that when there is imbalance in work and life, there will be either direct or indirect impact on performance of the managers. For the organisations and respective Human Resource Management



departments, it will be of utmost importance to understand the aspirations of their organisational members before initiating WLB initiatives, unlike some of the other HRM initiatives which are universally applicable without distinguishing between service or manufacturing sectors.

6.5 Scope for Further Research

The theoretical model proposed in the current study has the potential to be expanded through the inclusion of further variables that are likely to influence Managerial Performance such as the variables mentioned in the partial nomological network mentioned in the literature review. Such a comprehensive model could have the prospective to explain more variance in Managerial Performance and insights into a causal relationship, particularly through a longitudinal study. Current study makes us clearer about the understanding of mediating role of Job Attitudes; however the relationship needs to be further verified and reconfirmed in the future studies. In this context, it is also recommended and suggested that upcoming studies should also be using more comprehensive set of mediating variables such as Leader Member Exchange, personality types, leadership styles etc., which have a direct impact on the relationship between contextual factors and behavioural performance outcomes. The intent is to enable the future researchers to become clearer about the explanatory value of the mediating variables. Future researches may also include inter sectorial and inter industry focus along with comparative analysis of managers belonging to different hierarchical levels of organisational structure.

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
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 **Appendix**

Dear Sir/Madam,
Greetings!

This survey is conducted as a part of my Doctoral programme in Management at the School of Management Studies, Cochin University of Science and Technology. The research attempts to find out how people feel about the way they work in their respective organizations. The study is being done at two levels. The first level uses a tool for managers and second level uses a tool for their supervising managers. This is for the purpose of conducting a dyadic research in the specified area.

The following questionnaire is meant for supervising managers to rate their subordinate managers on the basis of the behaviour exhibited by them in the work environment. The research is purely for academic purpose and I assure you the information collected will be kept strictly confidential and will not be used for any other purpose.

There are two sections in this questionnaire and it will not take more than 8 minutes.

Thank you for your valuable time.

Warm Regards,

Manoj Mathew
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Ernakulam – 682039, Kerala
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Name of subordinate:



Section A

Please rate, on a five point scale, how far you agree with the following statement about **your subordinate's behaviour within his/her work environment**. For each statement, please mark (✓) with number which most appropriately represents your response.

5 = Strongly Agree (SA)

4 = Agree (A)

3 = Neither Agree nor Disagree (NAND)

2 = Disagree (D)

1 = Strongly Disagree (SD)

Does your subordinate:		SA	A	NA ND	D	SD
1	Praise co-worker when they are successful	5	4	3	2	1
2	Supports or encourage a co-worker with personal problem	5	4	3	2	1
3	Talk to other employees before taking actions that might affect them	5	4	3	2	1
4	Say things to make people feel good about themselves or the department	5	4	3	2	1
5	Encourage others to overcome their differences and get along	5	4	3	2	1
6	Treat others fairly	5	4	3	2	1
7	Help someone without being asked	5	4	3	2	1
8	Put in extra hours to get work done on time	5	4	3	2	1
9	Pay close attention to important details	5	4	3	2	1
10	Work harder than necessary	5	4	3	2	1
11	Ask for challenging work assignment	5	4	3	2	1
12	Exercise personal discipline and self control	5	4	3	2	1
13	Take the initiative to solve work problem	5	4	3	2	1
14	Persist in overcoming obstacles to complete task	5	4	3	2	1
15	Tackle a difficult work assignment enthusiastically	5	4	3	2	1
16	Adequately complete assigned duties	5	4	3	2	1
17	Fulfil responsibilities specified in job description	5	4	3	2	1
18	Perform tasks that are expected of him/her	5	4	3	2	1
19	Meet formal performance requirement of the job	5	4	3	2	1
20	Engage in activities that will directly affect his/her performance evaluation in a positive way	5	4	3	2	1
21	Neglect aspects of the job he/she is obliged to perform	5	4	3	2	1
22	Fail to perform essential duties	5	4	3	2	1

Section B

Please respond to the following questions on a five point scale. For each statement, please give a tick mark (✓) on the number which most appropriately represents **your subordinate's behaviour at work.**

5 = Very Often (VO)

4 = Often (O)

3 = Sometimes (ST)

2 = Rarely (R)

1 = Never (N)

With what frequency does your subordinate engage in the behaviour listed below?		VO	O	ST	R	N
1	Create new ideas for solving difficult issues	5	4	3	2	1
2	Search out new work methods, techniques or instruments	5	4	3	2	1
3	Generate original solutions for problems	5	4	3	2	1
4	Mobilize support for innovative ideas	5	4	3	2	1
5	Acquire approval for innovative ideas	5	4	3	2	1
6	Make important decision makers enthusiastic for innovative ideas	5	4	3	2	1
7	Transform innovative ideas into useful application	5	4	3	2	1
8	Introduce innovative ideas into the work environment in a systematic way	5	4	3	2	1
9	Evaluate the utility of innovative ideas	5	4	3	2	1

Thank you very much for your time and support!



Appendix

Dear Sir/Madam,
Greetings!

This survey is conducted as a part of my Doctoral programme in Management at the School of Management Studies, Cochin University of Science and Technology. The research attempts to find out how people feel about the way they work in their respective organizations. The research is purely for academic purpose and I assure you the information collected will be kept strictly confidential and will not be used for any other purpose.

There are six sections in the questionnaire and it will not take more than 15 minutes.

Thank you for your valuable time.

Warm Regards,

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Section A

The following statement may represent some of your thoughts on how you feel about your job in the organization. Please rate, on a four point scale, your satisfaction level in your present job as indicated in the following statements. For each statement, please tick mark (✓) the number which most appropriately represents your response.

4 = Very Satisfied (VS)

3 = Satisfied (S)

2 = Dissatisfied (D)

1 = Very Dissatisfied (VD)

		VS	S	D	VD
1	Your present job when compared with other jobs in the organization.	4	3	2	1
2	The progress you are making towards the goals you set for yourself in your current position.	4	3	2	1
3	The chance your job gives you to do what you are best at.	4	3	2	1
4	Your present job considering the expectations you had when you took up the job.	4	3	2	1
5	Your present job in the light of your career expectations.	4	3	2	1

Section B

Please rate on a seven point scale, how far you agree with the following statement about your relationship with the organization. For each statement, please tick mark (✓) the number which most appropriately represents your response.

7 = Very Strongly Agree (VSA)

4 = Neutral (N)

6 = Strongly Agree (SA)

3 = Disagree (D)

5 = Agree (A)

2 = Strongly Disagree (SD)

1 = Very Strongly Disagree (VSD)

		VSA	SA	A	N	D	SD	VSD
1	I would be very happy to spend the rest of my career in this organization	7	6	5	4	3	2	1
2	I really feel as if this organization's problems are my own	7	6	5	4	3	2	1
3	I do not feel like "part of the family" at my organization	7	6	5	4	3	2	1
4	I do not feel "emotionally attached" to his organization	7	6	5	4	3	2	1
5	This organization has a great deal of personal meaning for me	7	6	5	4	3	2	1
6	I do not feel a strong sense of belonging to my organization	7	6	5	4	3	2	1



Section C

Please rate on a five point scale, how far you agree with the following statement **about your organization's responsibility to you as its employee.** For each statement, please tick mark (✓) the number which most appropriately represents your response.

- 1 = Strongly Agree (SA)
- 2 = Agree (A)
- 3 = Neither Agree nor Disagree (NAND)
- 4 = Disagree (D)
- 5 = Strongly Disagree (SD)

		SA	A	NAND	D	SD
1	The organization has fulfilled its promises relating to performance feedback and reviews	1	2	3	4	5
2	The organization has clearly informed the degree of employee input involved in the management of change	1	2	3	4	5
3	The organization has fulfilled its promises regarding my promotion or career advancement schedule	1	2	3	4	5
4	The organization has fulfilled its obligation in relation to pay, benefits and bonuses	1	2	3	4	5
5	The organization has not misrepresented the expertise, work style or reputation of the organization or its employees	1	2	3	4	5
6	The organization has not misrepresented the degree of my job security	1	2	3	4	5
7	The organization has fulfilled its promises regarding my personal training and development	1	2	3	4	5
8	The nature of my job and the organization is just how the organization initially promised to be	1	2	3	4	5
9	The organization has fulfilled its promises regarding my opportunities for responsibilities and challenge	1	2	3	4	5

Section D



Please rate, on a seven point scale, how far you agree with the following statements **about you and your work**. For each statement, please tick mark (✓) the number which most appropriately represents your response.

7 = Very Strongly Agree (VSA) 4 = Neutral (N)
 6 = Strongly Agree (SA) 3 = Disagree (D)
 5 = Agree (A) 2 = Strongly Disagree (SD)
 1 = Very Strongly Disagree (VSD)

		VSA	SA	A	N	D	SD	VSD
1	The work I do is important to me	7	6	5	4	3	2	1
2	My job activities are personally meaningful to me	7	6	5	4	3	2	1
3	The work I do is meaningful to me	7	6	5	4	3	2	1
4	I am confident about my ability to do my job	7	6	5	4	3	2	1
5	I am self assured about my capabilities to perform my work activities	7	6	5	4	3	2	1
6	I have mastered the skills necessary for my job	7	6	5	4	3	2	1
7	I have significant autonomy in determining how to do my job	7	6	5	4	3	2	1
8	I can decide on my own how to go about doing work	7	6	5	4	3	2	1
9	I have considerable opportunity for independence and freedom in how I do my job	7	6	5	4	3	2	1
10	My impact on what happens in my department is strong	7	6	5	4	3	2	1
11	I have a great deal of control over what happens in my department	7	6	5	4	3	2	1
12	I have significant influence over what happens in my department	7	6	5	4	3	2	1

Section E

Please rate, on a seven point scale, how far you agree with the following statements in your **work and family context**. For each statement, please give a tick mark (✓) on the number which most appropriately represents your response.

1 = Very Strongly Agree (VSA)

2 = Strongly Agree (SA)

3 = Agree (A)

4 = Neutral (N)

5 = Disagree (D)

6 = Strongly Disagree (SD)

7 = Very Strongly Disagree (VSD)

		VSA	SA	A	N	D	SD	VSD
1	The demands of my work interfere with my home/family life	1	2	3	4	5	6	7
2	The amount of time my job takes up makes it difficult to fulfil family responsibilities	1	2	3	4	5	6	7
3	Things I want to do at home do not get done because of the demands my job puts on me	1	2	3	4	5	6	7
4	My job produces strain that makes it difficult to be flexible for family activities	1	2	3	4	5	6	7
5	Due to work related duties, I have to make changes to my plans for family activities	1	2	3	4	5	6	7
6	The demands of my family or spouse interfere with my work related activities	1	2	3	4	5	6	7
7	I have to put off doing things at work because of demands of my time at home	1	2	3	4	5	6	7
8	Things I want to do at work don't get done because of the demands of the family or spouse	1	2	3	4	5	6	7
9	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime	1	2	3	4	5	6	7
10	Family related strain interferes with my ability to perform job related duties	1	2	3	4	5	6	7

Section E

Please give a **tick mark (✓)** on the option which represents your response.

- 1 Gender Male Female
- 2 Age Less than 25 25-29 30-34 35-39 40-44
- 45-49 50 & Above
- 3 Marital Status Married Unmarried
- 4 Is your spouse/partner working? Yes No
- 5 Do you have dependent children living with you? Yes No
- 6 Your educational qualification
 - B.Sc/ B.Com/ B.A/ B.B.A. B.E/ B.Tech. M.E/M.Tech.
 - M.B.A/ P.G.D.M./ C.A./ A.C.S./ M.S.W./ M.H.R.M. MCA/ M.Sc./ M.A./ M. Com.
 - Ph.D. Others (Please Specify).....

Thank you very much for your time and support!

.....❧.....

