

CHAPTER 2

Review of Literature

The concept of profession can be traced back to ancient disciplines such as Theology, Law and Medicine. Most of the earlier studies have been focusing on professionalism as an occupation or institution. This study focuses on professionalism as an attribute of individuals which acts as a catalyst to enhance their performance in the organization. Employee outcome on the other hand have been an interest for the researchers as it is often expressed in terms of an increase in understanding, and improvements in desired behaviors or attitudes of participants which in turn is supposed to have an impact on activities or services. An extensive literature review has been carried out to find out the research gap for this study which is presented in the following sections of this chapter.

2.1 Employee Professionalism

Social scientists described professions as possessing sets of structural and attitudinal attributes that set them apart from occupations. Thus the attributes of the Professionalism model are of two basic types. First are those characteristics which are part of the structure of the occupation, including such things as formal educational and entrance requirements. The second aspect is attitudinal, including the sense of calling of the person to the field and the extent to which he uses colleagues as his major work reference. The structural side of the professional model has been intensively examined by Wilensky, who noted that occupations pass through a rather consistent sequence of stages on their way to becoming professions (1964). On the other hand the attitudinal attributes of professionalism has been emphasized by Hall (1968) where he mentioned that professionalism reflect the manner in which the practitioners view their work.

Structural attributes of professions and professionals include specialized body of knowledge and skills, unique socialization of student members, licensure/certification, professional associations, governance by peers, social prestige, vital service to society, code of ethics, autonomy, equivalence of members, and special relationship with clients. Attitudinal attributes of professionals were described as, use of the professional organization as a major reference i.e., using professional colleagues as the major source of professional ideas and judgments in practice, belief in service to the public, i.e., one's professional practice is indispensable to society and benefits the public belief in self-regulation, i.e., one's peers are the best qualified to judge one's work, sense of calling to

the field, i.e., dedication to the profession regardless of extrinsic rewards and autonomy, i.e., one can make professional decisions without external pressures from clients, non-professionals, and employers (Hammer, 2000). Besides this, professionalism is typically associated with specialized technical knowledge acquired from a formal educational program; ethical responsibility; working for the common good and lifetime careers (Mosher, 1968). This definition does, however, rely only on one of the two most important approaches within the sociology of professions, namely the functionalist approach. This approach expects professionals (in the course of their education) to become socialized to “an ideology that asserts greater commitment to doing good work than to economic gain” (Freidson, 2001). In contrast, the neo-Weberians warn us that professions can be collectively self-interested, trying to maintain or establish a monopoly on providing certain services. “Social closure” thus refers to the way in which status groups such as professions (Weber, 1978) try to improve their own situation by limiting rewards and opportunities to themselves (Parkin, 1974). The major difference between the two traditional approaches to professions is that while functionalists see the profession’s knowledge as necessary (Goode, 1957) and assume that altruism makes them follow a number of professional norms (MacDonald, 1995), the neo-Weberian approach (in its most extreme form) sees the professional knowledge as a cover used to get power and the professional norms as a way to uphold the privileged status of the occupation (Johnson, 1972; Parkin, 1974; Murphy, 1988). The neo-Weberians assume that professions maximize “power, wealth and status” (Collins, 1990). However, neither the neo-Weberian nor the functionalistic approach can stand alone as professionals (like other individuals) are neither knights (pure altruists) nor knaves (pure egoists) (Le Grand, 2003). The professional knowledge is often necessary, but professionals are not expected to follow norms for altruistic reasons alone. Thus for this study the trend in the sociology of professions is followed which combines insights from the functionalist and neo-Weberian approaches.

Many researchers have carried out extensive study on professionalism across various sectors and have constantly proved that it relates to the betterment of the employees. Thus highlighting that professionalism is an important attribute for any organization.

Slomka et al. in 2008 carried out a study entitled, ‘Professionalism and Ethics in the Public Health Curriculum’ where they provided an overview of approaches to public health ethics and decision-making, and suggests ways to incorporate the professionalism

competencies into the teaching of public health practice. They concluded that the teaching of ethics and professionalism and the experiences of professionals enrich each other and foster the critical link between education and practice.

R. Richard Riggs (1981) in his study 'Toward A Professionalism Model For Public Administration: Upgrading corrections in Kansas' addressed the definition of professionalism. It examines the concept of professionalism through its popular, sociological, and economic aspects, and then attempts, through a review of the literature, to synthesize an appropriate definition of "profession" or "professionalism. He noted that a "profession is a subclass of the sociological concept of occupation which exhibits to some extent a combination of (a) a systematic body of theoretical knowledge (b) a primary orientation toward community interest (c) a professional organization; (d) a code of ethics and a licensing procedure; (e) monopoly of practice (f) a community sanction and (g) group autonomy within the society. Furthermore, an occupation lies not on one side or another of a professional/nonprofessional boundary but can be classified as a profession to the degree to which it exhibits some or all of these seven traits. With such a yardstick in mind, Kansas corrections, as an occupation, can now be measured". Throughout this study, the author has assumed that professionalization is a good thing.

Caiden (2000) in his study 'The Essence of Public Service Professionalism' recognized that facilitating change and fostering a new image for the public service call for new career structures which emphasize mobility, the importance of integrity and professionalism. Responding to these trends and in light of the continuing mandate to strengthen the institution of the public service, the United Nations has been focusing on the issues of professionalism.

Butter and Hermanns (2011) in their empirical study 'Impact of experienced professionalism on professional culture in probation' tried to find out the relation between engagement and experienced professionalism of probation officers. They concluded that the level of professional ethos is an important determinant of work engagement in probation officers.

Even though there is a plethora of studies on professionalism being conducted in other countries, it is high time that its importance be realized in India as there are a very few studies that had been carried out here.

Guruswamy (1984) in his study 'Extent Of Professionalism: A Comparative Study', in Vanaspati manufacturing units in Bombay tried to determine how far greater extent of

professionalism will lead to increased job satisfaction and motivation of the employees which will result in better performance and productivity which in turn will increase the organisational effectiveness. The most important finding of this study is that, a greater extent of professionalism in managing an organisation boosts up the satisfaction and motivation level of the employees. This in turn improves performance and productivity, which increases the organisational effectiveness. It was found out that productivity was greater in the more professionally managed company than in the less professionally managed company.

After that in 1996 a study was carried out entitled 'A Study Of The Perceptions Of Professional Women With Regard To Professionalism And Professional With Special Focus On Women Teachers In Higher Education', by Santwani where she tried to study the perception and the problems faced by women teachers in Academics with regard to professionalism and found out that professional culture is important for academic participants.

In 2013, Kurup carried out a study on 'Professionalism Among Married Women Teachers' where she tried to measure the extent of professionalism of the married women teachers in colleges under Mahatma Gandhi University, Kerela. From the study it is found out that majority of the respondents belong to the moderate level of professionalism and she concluded that Teacher's professional development has a significant impact on the success of educational reforms and on students learning.

Raju (2014) also carried out a similar study in the area of education entitled 'Professionalism and Burnout among College Physical Education Teachers in Kerala' where he tried to examine the factors which predict professionalism and burnout among the members of college physical education faculty and also analysed the relationship between professionalism and burnout dimensions. It was found out that among the professionalism variables, sense of calling to the field was the most important predictor of the members of physical education faculty followed by belief in self-regulation. In this study most of the sub-components of professionalism were negatively related to burnout variables like emotional exhaustion, depersonalization and reduced personal achievement.

2.2 Employee Outcome

Employee outcomes are observable responses seen in task behavior and these behaviours influence organisational effectiveness (Joseph, 2011). Various outcome variables are studied by different researchers, like Janssen, de Jonge, and Bakker (1999) selected three outcome variables: intrinsic work motivation (Hackman & Oldman, 1980; Tieg, Tetrick, & Fried, 1992), burnout (Maslach, 1998; Schaufeli & Enzmann, 1998), and turnover intention (Porter & Steers, 1973; Rosse & Miller, 1984; Van Breukelen, 1989). Some of the studies concerning employee outcome and the variables considered under those studies are provided below.

Yammarino and Naughton (1996) carried out a study on 'A Multiple-Level Examination of Job Activities and Employee Outcomes', where they found out that both academics and practitioners in management have placed considerable importance on understanding how job activities affect employee outcomes. The outcome variables considered in this study are job satisfaction, commitment to job and organization, and performance.

Houkes et al. (2001) in their study 'Specific relationships between work characteristics and intrinsic work motivation, burnout and turnover intention: A multi-sample analysis', have proposed a research model which considers three important outcome variables viz. intrinsic work motivation, emotional exhaustion, and turnover intention.

Grawitch, Trares and Kohler (2007) in their study 'Healthy Workplace Practices and Employee Outcomes' considered organizational commitment, well-being, emotional exhaustion, and turnover intentions as employee outcome.

Taylor (2007) in her study 'The Impact of Public Service Motives On Work Outcomes In Australia: A Comparative Multi-Dimensional Analysis' considered three common outcomes namely, organizational commitment, job satisfaction and job motivation.

Kamli and Kauhanen (2008) in their study 'Workplace Innovations and Employee Outcomes: Evidence from Finland' considered job intensity, job influence, job security, wages, stress, and job satisfaction as employee outcome.

Lam and O'Higgins (2012), in their study "Enhancing employee outcomes: The interrelated influences of managers' emotional intelligence and leadership style ", tried to explore the potential mediating role of transformational leadership style on the relationship between managers' emotional intelligence and employee outcomes. The outcome variables considered in this study were employee performance, job satisfaction, organisational commitment and job stress.

In 2014, Chen and Wang carried out a study on ‘The Effects Of Human Resource Attributions on Employee Outcomes During Organizational Change’, where they chose turnover intention and task performance as their outcome variables.

Finally in 2015 Alusa and Kariuki carried out a study entitled, ‘Human Resource Management Practices, Employee Outcome and Performance of Coffee Research Foundation’, where organisational citizenship behaviour, perceived organizational support, commitment, employee intentions and organizational support, employee engagement are considered as employee outcomes.

Thus it is evident from the above literatures that there are various outcome variables considered by different researchers according to the requirement of their study. Therefore there are three employee outcome variables considered in this study, these are Public Service Motivation, Commitment and Job Satisfaction. A literature review regarding this employee outcome variables are provided in the following section.

2.3 Public Service Motivation

It has been over 25 years since research on the public service motivation concept began. The topic did not have a substantial impact on public administration research in the 1990's, but in more recent years its trajectory has increased dramatically. While early publications were firmly situated in the field of public administration and focused primarily on the motivation of U.S. public employees, the second and third decades of research have expanded along several lines. It is now more international, multidisciplinary, and multi-sectored (Ritz, Brewer, Oliver & Neumann, 2016).

PSM assumes that civil servants are characterized by an ethic to serve the public. They are committed to the public interest, characterized by an ethic built on benevolence, a life in service of others, and a desire to affect society (Houston, 2006). Over the last two decades, considerable research attention has been devoted to PSM. Perry and Wise sparked this trend with a ground breaking article from 1990 in which they laid out the theoretical foundations of the concept and proposed a research agenda for its positive prevalence and outcomes in the context of the public sector (Kjeldsen & Jacobsen, 2012).

Brewer and Selden (1998) describe it as “the motivational force that induces individuals to perform meaningful public service”. Rainey and Steinbauer (1999) define it as “a general altruistic motivation to serve the interests of a community of people, a state, a

nation or mankind”. Recently, Vandenberghe, Scheepers, and Hondeghem (2006) defined it as “the belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that induce through public interaction, motivation for targeted action”.

The dimensions of PSM considered for this study are:

Dedication to public interest (public values): Motivation to deliver public services to serve the relevant society, based on values and duty (Perry, 1996; Kim & Vandenberghe, 2010).

Compassion: Emotionally (empathically) based motivation to do good for others by improving public services (Perry, 1996).

Attraction to policy-making/Public participation: Motivation to improve decision-making concerning public services to help others and society (Perry, 1996; Kim & Vandenberghe, 2010).

Self-sacrifice: The will to bypass one’s own needs to help others and society by providing public services (Perry, 1996).

The study on PSM is relatively new as compared to the other outcome variables considered in this study. From the available literature it is found out that different studies on PSM have shown that the measures of PSM differ culturally (Williams, Mostafa & Bottomle, 2013). Thus for this study PSM was measured using Perry’s (1996) instrument of 24 items measuring four subscales of PSM which was reduced into a 14-item scale by Kim (2009) as applicable to Asian context.

Few of the studies that had been carried out for public service motivation are provided below.

Perry and Wise (1990) carried out a study on ‘The Motivational Bases of Public Service’ where they mentioned that while a crisis in government service is widely recognized, understanding the motives of public servants and the way to stimulate public service motivation are at a preliminary stage.

In 2006, Kim carried out a study entitled ‘Public service motivation and organizational citizenship behavior in Korea’ whose main theme was to investigate whether the distinct classes of Organizational Citizenship Behavior (OCB) such as altruism and generalized compliance are shown in the Korean context and whether public service motivation, job satisfaction and organizational commitment are predictors of OCB in Korean civil

servants. It is found out from the study that there is a relationship between public service motivation and OCB.

Moynihan and Pandey (2007) in their study 'The Role of Organizations in Fostering Public Service Motivation' found out that red tape and length of organizational membership are negatively related to public service motivation, whereas hierarchical authority and reform efforts have a positive relationship.

Taylor (2007) in her study 'The Impact of Public Service Motives On Work Outcomes In Australia: A Comparative Multi-Dimensional', explores the relationship between the various dimensions of public service motivation (PSM) and the common work outcomes through a survey of a group of Australian public sector employees. It was found out that respondents with fixed-term employment contracts had higher PSM relative to those in permanent positions. It also suggest that PSM can create a buffer to some extent against the negative outcomes of a less than favourable employer-employee relationship or employment conditions evident during contemporary times.

In 2008, Vandenaabeele carried out a study on 'Government Calling: Public Service Motivation as an Element in Selecting Government as an Employer of Choice'. The article assesses public service motivation as a possible influence in the attractiveness of government as an employer by embedding it into a person-organization fit framework. First, a theoretical framework was developed and all relevant concepts were discussed. A sample of 1714 final year masters students demonstrates that the presence of public service motivation positively correlates with the preference for prospective public employers.

'Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future' is a study carried out by Perry, Hondeghem and Wise (2010), where they reviewed the evolving definitions of public service motivation (PSM), and tried to understand individuals' public service motives and their relationship to other important aspects of engagement.

Andersen and Serritzlew (2012) carried out a study entitled 'Does Public Service Motivation Affect the Behavior of Professionals?'. This article investigates how PSM (specifically commitment to the public interest) affects the actual, not self-reported, behavior of Danish physiotherapists. It is found that PSM positively affects the proportion of disabled patients. The results imply that PSM helps secure the interests of weak and needy groups.

Mostafa et al. (2015) in their study 'High-performance human resource practices and employee outcomes: The mediating role of public service motivation' tried to examine the mechanisms through which high-performance human resource practices (HPHRPs) affect employee outcomes. Using the theoretical lens of social exchange and process theories, the authors examine one such mechanism, public service motivation, through which HPHRPs influence employees' affective commitment and organizational citizenship behaviors in public sector organizations.

2.3.1 Employee Professionalism and Public Service Motivation

It has already been mentioned above that the study for PSM is relatively less and much lesser when it comes to the study comprising employee professionalism and PSM. Few of the studies comprising employee professionalism and PSM are mentioned below.

A study, 'What determines the behaviour and performance of health professionals? Public service motivation, professional norms and/or economic incentives' was carried out by Andersen (2009) where he tried to understand whether the behaviour and performance of health professionals are influenced by economic incentives, public service motivation and/or professional norms. He concluded that Professionalism and PSM are clearly not the same, but they appear to be related in ways that have not yet been fully analysed.

Andersen and Pedersen (2012) carried out a study entitled 'Public Service Motivation and Professionalism'. This article discusses professionalism as an occupational variable and claims that professionalism relates differently to the different PSM dimensions and user orientation. Using two different measures of professionalism, the article analyses 845 Danish employees and shows that professionalism is negatively related to compassion and user orientation, but positively related to 'attraction to policy-making'.

2.4 Commitment

The concept of organizational commitment has grown in popularity and received a great deal of attention in the organizational behavior and industrial psychology literatures (Mathieu & Zajac, 1990). Steers (1977) is among the first to view organizational commitment as an employee attitude and as a set of behavioural intentions; the willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization. Then, Mowday, Steers and Porter (1979;

1982) refined that the concept of organization commitment can be characterized by at least three factors: (a) a strong belief in, and acceptance of, the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to remain in the organization.

Organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in many behaviors, such as citizenship activities and high job performance that are believed to be beneficial to the organization. Allen and Meyer (1990) and Meyer and Allen (1991) conducted comprehensive and critical reviews of the organizational commitment literature. In both reviews they argued that organizational commitment has been conceptualized in three distinct ways. Specifically, they identified affective, normative, and continuance commitment as elements comprising a three-component conceptualization of organizational commitment (Jaros, 1997). According to Meyer, Allen, and Smith (1993), "employees with a strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so"

However, a landmark study by the Walker Information Global Network and Hudson Institute in 2000 (Walker Information, 2001) shows that only 34 per cent of the world's employees are "Truly Loyal" to their employers. The same report reveals that all across the world, employees are showing a general inability to commit. This pattern is consistent throughout the world, with Latin America posting relatively highest level of employee commitment, and Australia and Europe the lowest. India was ranked in the 10th position among the countries with the most Truly Loyal employees whereas Australian and European came out at the bottom, ranking the lowest of all regions studied (Kassahun, 2005). Similarly, a renowned author and consultant for Gallup Organisation, Curt Coffman in his address to the industry leaders at a seminar in India described that less than 30 per cent of employees in India are truly engaged and attached to their organisations (Hindustan Times, 2003). This implies that most of the workers in India are not psychologically connected to their organizations (Kassahun, 2005).

The attributes of commitment which is considered for this study are affective commitment, continuous commitment and normative commitment. González and Guillén

(2008) provided the definitions for the attributes of commitment by Allen and Meyer, 1997 and Meyer and Herscovitch, 2001.

Table 2.1: Definitions of the Attributes of Commitment

Dimensions of Commitment (Meyer & Herscovitch, 2001)	Definition of Commitment (Allen & Meyer, 1997)	Definition of Commitment (Meyer & Herscovitch, 2001)
Continuance Commitment (Cost analysis)	"refers to awareness of the cost associated with leaving the organization"	"individuals can become committed to a course of action because of the perceived cost of failing to do so "
Affective Commitment (Emotive attachment)	"refers to employees' emotional attachment to , identification with , and involvement with the organization because they want do so"	"a mind-set characterized by a desire to follow a course of action" (e.g. continue employment, exert effort to achieve organizational goals, OCB)
Normative Commitment (Rational attachment)	"refers to employees' feeling of obligation to remain with the organization; Individuals feel they ought to remain"	"perceived obligation to pursue a course of action" (Based on Jaros et al, 1993)

Source: González and Guillén, 2008.

There are numerous studies that had been carried out in the field of commitment. Literature for some of the studies is mentioned below.

Angle and Perry (1981) carried out a study on ‘An Empirical Assessment of Organizational Commitment and Organizational Effectiveness’. The study attempts to relate the organizational commitment of lower-level employees to organizational effectiveness in organizations offering bus services. Organizational commitment was found to be associated with organizational adaptability, turnover, and tardiness rate, but not with operating costs or absenteeism.

Meyer et al. (2002) carried out a study entitled ‘Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences’. Here the authors conducted meta-analyses to assess (a) relations among affective, continuance, and normative commitment to the organization and (b) relations between the three forms of commitment and variables identified as their antecedents, correlates, and consequences in Meyer and Allen’s (1991) Three-Component Model. They found that all three forms of commitment related negatively to withdrawal cognition and turnover, and affective commitment had the strongest and most favorable correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work–family conflict) outcomes. Normative commitment was also associated with desirable outcomes, albeit not as strongly. Continuance commitment was unrelated or related negatively, to these outcomes.

‘Level of Organisational Commitment: Its Correlates and Predictors’ was a study carried out by Kassahun (2005). The main objective of this study was to assess the level of employee commitment in selected industries in Delhi, and to investigate and identify the correlates and predictors of organisational commitment. In this study, only one of independent variable (i.e. education) had shown inverse relationship with organisational commitment, while the remaining variables had established positive relationship.

2.4.1 Employee Professionalism and Commitment

Some studies have also been found that had considered both employee professionalism and commitment. Some of them are mentioned below.

Bartol (1979) carried out a study on ‘Professionalism as a Predictor of Organizational Commitment, Role Stress, and Turnover: A Multidimensional Approach’. In the study he found that autonomy, professional commitment, and ethics influenced organizational commitment in a positive direction, and collegial maintenance of standards was negatively related to organizational commitment.

Next in 1984, Norris and Niebuhr carried out a study on ‘Professionalism, Organizational Commitment and Job Satisfaction in an Accounting Organization’, and found that the Accountants who reported high levels of professionalism also reported high levels of organizational commitment.

In the study carried out by Shafer, Park and Liao (2002), they examined the relationship among professionalism, organizational professional conflict and various work outcomes. They assessed professionalism using Hall's professionalism Scale, and tested the relationship using a structural equations model. The results indicate that two dimensions of professionalism (dedication to the profession and autonomy demands) were positively associated with perception of organizational-professional conflict. They also found that individuals who perceived higher level of organizational-professional conflict were less committed to the organization.

Sejjaka and Kaawaase (2014) in their study, 'Professionalism, rewards, job satisfaction and organizational commitment amongst accounting professionals in Uganda' found that rewards are not a significant predictor of organization commitment. They also found that professionalism is positively associated with rewards and organizational commitment.

2.5 Job Satisfaction

Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996). Job satisfaction is a set of pleasant or unpleasant of employee feelings about their job, or employee feeling happy or unhappy from objective thought and desired behavior (Davis & Newstrom, 1985). Job satisfaction is important because satisfied employees are more likely to deliver better service and generally exhibit a higher level of productivity (Hartline & Ferrel, 1996). Employee satisfaction with their jobs is a considerable concern for public and private sector managers. Being aware of the job satisfaction of workers can enable personnel managers to take steps that will ensure commitment and involvement from employees (Schneider & Vaught, 1993). Job satisfaction reflects the extent to which an individual likes the job, and the organizations with satisfied employees are more productive than those with unsatisfied employees (Slocum & Hellriegel, 2007).

Job satisfaction continues to be one of the most widely studied variables in the field of organizational behavior. An endless number of studies have been conducted and reports written trying to determine workers satisfaction with their jobs and the causes of their

satisfaction/dissatisfaction (Schneider & Vaught, 1993). Thus, a review of some of the literature on job satisfaction is presented below.

A study entitled 'A Comparison of Job Satisfaction between Public and Private Sector Managers' was carried out by Schneider and Vaught (1993) where the results do not reveal any great differences in job satisfaction levels between public and private sector employees in Missouri. Although significant differences were reported between the public and private sector employees with regard to pay satisfaction, no other Job Description Index scale was statistically dissimilar.

Noblet et al. (2005) carried out a study on 'Which work characteristics predict employee outcomes for the public-sector employee? An examination of generic and occupation-specific characteristics'. They found that the presence of support at work and the amount of control an employee had over their job, which are the attributes of job satisfaction were found to be key predictors of employee level outcomes. Perceptions of pay and the perception of a lack of human resources (HR) were also found to predict employee outcome variables.

Alam and Mohammad (2010) in their study 'Level of Job Satisfaction and Intent To Leave among Malaysian Nurses', tried to investigate the extent of job satisfaction and intention for leaving the organisation among Malaysian nurses. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.

Paul in 2014 had carried out a study on, 'A Study of the Effects of Manpower Training and Job Satisfaction of the Library Professionals in North East India', at Assam University whose objectives were to find out the job satisfaction of the library employees besides other concerns regarding Library. It was found that majority of the respondents are not satisfied with their job.

2.5.1 Employee Professionalism and Job Satisfaction

Various studies have been carried out concerning with Professionalism and Job Satisfaction over the years. Some of them are mentioned below.

Norris and Niebuhr (1984) in their study 'Professionalism, Organizational Commitment and Job Satisfaction in an Accounting Organization', found out that professionalism is strongly related to job satisfaction.

Boyt, Lusch and Naylor (2001) carried out a study on 'The Role of Professionalism in Determining Job Satisfaction in Professional Services A Study of Marketing Researchers', From the study it was found that autonomy significantly contributes to job satisfaction. They also found that a professional reward structure is positively associated with higher esprit de corps and job satisfaction. They mentioned that it is important for firms to learn how to enhance professionalism and job satisfaction to maximize the likelihood of delivering the best possible service to the ultimate customer.

Shafer et al. (2002) carried out a study on 'Professionalism, organizational-professional conflict and work outcomes: A study of certified management accountants' where they examine the relationship among professionalism, organizational professional conflict and various work outcomes like organizational commitment, job satisfaction and turn over intention. It was found that two dimensions of professionalism (dedication to the profession and autonomy demands) were positively associated with perceptions of organizational-professional conflict. In addition to that it was found that individuals who perceived higher levels of organizational-professional conflict were less committed to the organization, had lower levels of job satisfaction and also had higher turnover intentions. In the study 'Professionalism: the major factor influencing job satisfaction among Korean and Chinese nurses' carried out by Hwang et al. (2009) they examined and compared the current levels of professionalism and job satisfaction in Korean and Chinese nurses. Additional stepwise multiple regression analysis indicated that the factors related with professionalism were nurses' age and educational level in both groups. On the other hand, nurses with higher educational levels in each country showed a higher level of professionalism. Professionalism was positively correlated with job satisfaction in both groups.

Chun et al. (2012) in their study 'A survey on professionalism and job satisfaction of Korean veterinarians' found out that professionalism was significantly related to the job satisfaction.

Dali et al., (2013) conducted a study on 'Professionalism and Locus of Control Influence on Job Satisfaction Moderated by Spirituality at Work and its Impact on Performance Auditor'. This study examined and explained spirituality role in workplace as a

moderation variable and the effect of professionalism and locus of control on auditor's job satisfaction. The respondents are 122 Government Internal Oversight Apparatus (GIOA) at regional inspectorate in Southeast Sulawesi. These research results show that good auditor professionalism can increase job satisfaction. High job satisfaction significantly improves auditor's performance. Sejjaka and Kaawaase (2014) in their study 'Professionalism, rewards, job satisfaction and organizational commitment amongst accounting professionals in Uganda' found that professionalism is positively associated with rewards and job satisfaction.

2.6 Conceptual Framework

Figure 2.1 presents a conceptual framework drawn on the basis of literature review that shows relationships among employee professionalism and employee outcomes (public service motivation, organisational commitment and job satisfaction).

From the literature review it is evident that Employee Professionalism is considered as a positive attribute to the organization (Riggs, 1981; Caiden, 2000; Slomka et al., 2008; Butter & Hermanns, 2011) which can enhance the efficiency and effectiveness of the employees that can in turn increase their performance. Thus the hypothesized relationship between professionalism and employee outcome is that practicing of professionalism in the organisation will lead to increase in the employee outcome (PSM, Commitment and Job Satisfaction). The literature review also reveals that all the three employee outcomes for this study i.e. PSM (Kim, 2006; Kjeldsen & Jacobsen, 2012; Andersen & Serritzlew, 2012; Mostafa et al., 2015), Commitment (Angle & Perry, 1981; Shafer, 2002) and Job Satisfaction (Ostroff, 1992; Boyt et al., 2001; Shaffer et al., 2001; Dennis, 2005) have positive significant relationship with performance and thus will lead to better service delivery in case of public sector.

Employee professionalism in the public service is the capability and practice of performing a function in a systematic manner with commitment, selflessness, and concern for the general interest, agreeing to fundamental principles and values, laws, rules and regulations, to present the best possible efficient, effective and innovative public services to the public every time (Kauzya, 2011). The components that are considered in this study that determines professionalism are expertise, community affiliation, self-regulation, dedication to the profession, social obligation and autonomy.

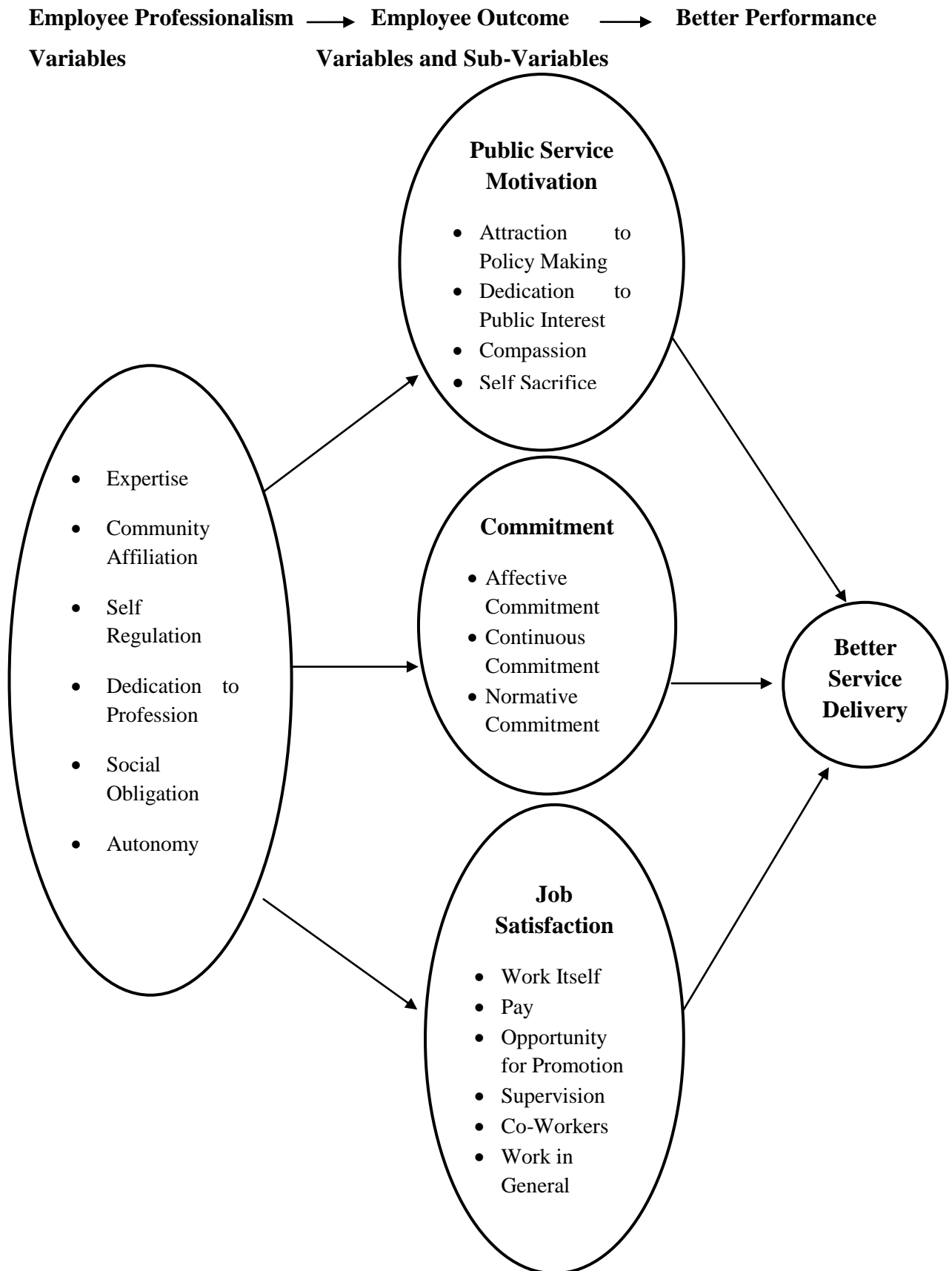


Figure 2.1: Conceptual Framework: Hypothesized Relationship Between the Variables.

The outcome variables are Public Service Motivation, Commitment and Job Satisfaction. PSM is “an individual’s orientation to delivering service to people with the purpose of doing well to others and society” (Hondeghem & Perry, 2009). The components that determine PSM are Attraction to Policy Making, Dedication to Public Interest, Compassion and Self Sacrifice. Organizational commitment is defined as an employee’s identification with and involvement in his/her organization (Mowday et al., 1982) and its components are Affective Commitment, Continuous Commitment and Normative Commitment. Lastly, job satisfaction is defined as a positive emotional state resulting from employees’ appraisal of their jobs (Locke, 1976; Agho et al., 1993) which is based upon the satisfaction of employees with regards to the Work Itself, Pay, Opportunity for Promotion, Supervision, Co-Workers and Work in General.

This study is based on the conceptual framework (figure 2.1) drawn from the literature review. A review of the available literature reveals certain research gap that is presented in the subsequent section (2.7).

2.7 Research Gap

Public sectors struggle with professionalism (Noordegraaf, 2007) and there is minimal research on professionalism that exists in the context of public sector employees (Mat & Zabidi, 2010). A greater extent of professionalism in an organization will in turn improve performance and productivity, which will increase the organisational effectiveness. According to Nayak (2002) most research on job attitude has focused on private sector employees however the impact on job attitudes has hurt the public sector as well (as cited in Mat & Zabidi, 2010). Employee outcome has been studied by scholars and has been conceptualized and measured in various ways. Although previous research has addressed the key role of employee outcome, little is known on the role in a developing country context (Alusa & Kariuki, 2015). Also there is no theoretical basis in the area of greater extent of professionalism leading to better motivation or increased job satisfaction (Guruswamy, 1984). There is a dearth of literature on professionalism for a government/public sector department associated with rural development. Also limited literature is available concerning relationship between employee professionalism and employee outcome.

2.8 Summary of the Chapter

The chapter began with the literature review on employee professionalism followed by employee outcome. Under employee outcome, the literature reviews for three outcome variables (PSM, Commitment and Job Satisfaction) that were considered for this study are presented. The chapter also included the studies of professionalism and the variables of employee outcome in separate sections. Literature review is followed by a conceptual framework and the research gap derived from the literature review.