REVIEW OF LITERATURE

A. Adenike, 2011, “Organizational Climate as a Predictor of Employee Job Satisfaction: Evidence from Covenant University”.

Researcher explained the Employee job satisfaction of academic staff from a private Nigerian University. Researcher studied ‘the antecedents of job satisfaction are important’ because of the role it plays in job satisfaction of employees which in turn affects organizational productivity. Data were collected from three hundred and eighty-four academic staff of the university with the aid of questionnaire out of which a total of two hundred and ninety-three questionnaires were returned fully and appropriately filled.

A. A. Uchechi, 2011, “Developing Teaching Manpower through Emerging Myths and Realities in Nigeria Institutions”.

Researcher examined the development of teaching manpower through myths and realities in teaching and learning in Nigerian education system. Researcher believed that x-rays the programmes of teacher education and the content of the curriculum which will yield qualitative education for the economic development of researcher’s nation. It is noted that teachers’ education curricular should be integrated with constructive pedagogy. Researcher’s idea will empower the learners (students) to construct new knowledge by providing opportunities for them that will enable the students to test academic theories through real world application of knowledge that is relevant to their lives.

A. Carmeli, 2003, “The Relationship between Emotional Intelligence and Work Attitudes, Behavior and Outcomes an Examination among Senior Managers”.

The researcher described that Managerial skills in general and emotional intelligence in particular, play a significant role in the success of senior managers in the workplace. Senior managers with a high emotional intelligence employed in public sector organizations develop positive work attitudes, behavior and outcomes.


Researchers identified the orientation of SME’s and entrepreneurial trends in Nigeria, tackles the operational definition and scopes, and describes the role of the Nigerian government as a participant, regulator and facilitator, both legally and politically in the growth of SMEs and
entrepreneurship. They identified the marketing problems of SMEs and entrepreneurships in Nigeria, the provision and enactment of beneficial and supportive laws, the provision of infrastructural facilities, constant man-power and development, direct financial assistance to SMEs and the establishment of finance institutions to support SMEs. They identified the roles of SMEs in Nigeria’s development and growth.


The researcher described the evolving terms in human resource management (HRM) and human resource development (HRD. researcher suggested a need for practitioners to understand the various terms describing HRM and HRD before it is used in organizations rather than to use new terms to describe old ideas or functions of HRM and HRD. Researcher also suggested that in the era of knowledge-based workforce and the oncoming era of knowledge-expertise workforce are necessary to keep up with changes with the advent of globalization and internationalization and rapid technological advances.


Researchers focused on Student learning difficulties and co-teachers stimulating themselves in creating effective secondary schooling in Nigeria. Researchers had recorded their education industry as one of the least in stimulating national development. Researchers had attributed this to the employment of non-professional teachers in the teaching and learning processes. Besides, they recognized that the intimidating work environment had been insinuated to suggest a sense of helplessness in school effectiveness and improvement in Nigeria. Their survey revealed that professionally qualified teachers tend to motivate students and co-teachers effectively than teachers who are academically qualified.


The researcher explained that the movement of scientific research did not stop completely, because a number of researchers still believed in the inevitability of continued scientific research to benefit the maximum of what is available (and the efforts of individual) to attain the objectives of development, prosperity and keep pace with scientific development.
Scientific researchers has become a pedestal only to build a modern state in today's world, and became the backbone for all plans developed nations and even developing countries.


Researchers assessed empirically ‘the impact of job stress on Nigerian Managers’ Performance’. Random sampling technique was used to select 135 managers who had worked at least 5 years in a managerial position. Relevant data were collected using structured questionnaire. The Z-score was used to test the study hypothesis. The findings showed that job stress brings about subjective effects such as fear, anger and anxiety among Nigerian managers resulting in poor concentration, mental block and poor decision making skills.


Researchers described that Human resource functions and activities in the 21st century and how it should assist organizations to maintain their competitive advantage. Global organizations are being forced to become more competitive. Globalization of markets, changing customer demands and increasing product-market competition, people and the way they are managed acquire greater importance in the 21st century. Globalised human resource management (GHRM) should be prepared to take the best skilled people worldwide regardless of their nationality.


Researchers suggested that opportunistic propensity is affected by cultural prior conditioning of individualism–collectivism (I–C). Specifically, they proposed that individualists have a higher opportunistic propensity in intra-group transactions, and collectivists in inter-group transactions. They cultural specification of opportunism helps TCE to more effectively accommodate some criticisms and more realistically deal with problems of economic organization in today’s global economy.


Researchers explained about characteristics of the ideal teacher. The ideal teacher is described in five categories of attributes were outlined and expected that every teacher must exhibit them to qualify as models for their students. The attributes are professional, personality, social, leadership and classroom interactions. Also, the motivated student is described as one who desires to learn on will and acts it to achieve specified goals. The need for motivation and factors that affect it were discussed, and suggestions were made on how to increase and maintain motivation in class.


Researchers described that the Staff training and development is based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Training and development are required for staff to enable them work towards taking the organization to its expected destination.


Researchers suggest that strategic alliance team coordination moderates the relationship between strategic alliance team diversity and effectiveness. Specifically, Researchers hypothesize that coordination strengthens the negative relationship between observable diversity characteristics of nationality and gender and team effectiveness. They also argue that coordination strengthens the positive relationship between no observable diversity characteristic of functional background and team effectiveness.


Researchers were studied Two Lens Model. In study 1 (a laboratory study), double system policy capturing results show a positive relationship between alliance competencies and performance judgments. In Study 2 (a field study), they investigated the ‘evaluative behavior of alliance supervisors’. Hierarchical linear modeling (HLM) results suggested that some structural, functional, and social competencies are evaluated as more important than other competencies in determining alliance managers’ performance.
D. D. Kumar, 2005, “Performance Appraisal: The Importance of Rater Training”.

Researcher defines that Performance appraisal had defined in simple words that often arouse a raft of strong reactions, emotions, and opinions when brought together in the organizational context of a formal appraisal procedure the performance appraisal process allows an organization to measure and evaluate an individual employee’s behavior and accomplishments over a specific period of time.


Researchers described that the excellence of educational sector depends on the kind of people able to enlist and retain of its faculties, it is the faculty that sets the tone of an educational institution to move forward. The hiring of faculty has become a major challenge for higher educational institutions, yet a much bigger challenge is that of a high turnover, since a number of faculty members switch organizations it is of utmost importance that institutions should design and pursue policies/mechanisms so as to compete well in market place to attract and retain for them the best faculty talent.


Researchers proved that E-learning can best be understood in the broader context of using technology to meet society’s needs for learning. One of the most important aspects of e-learning are Learning Objects and the various software tools that aid in their development, storage, use in teaching, and administration. E-learning can be delivered by a sole teacher or as part of a campus-wide effort. Campus-wide LCMSs make it possible for technologists, content specialists, instructional specialists, and students to work seamlessly to create and refine e-learning.


Researchers Studied 1a and 1b, college students and community respondents were presented. In Study 2 found evidence suggesting participants believe that the moral principles they are endorsing are general in nature. In study 3 found conservatives were more likely to endorse the unintended killing of innocent civilians when Iraqis civilians were killed than when Americans civilians were killed, while liberals showed no significant effect. In Study 4,
participants primed with patriotism were more likely to endorse consequentialism when Iraqi civilians were killed by American forces than were participants primed with multiculturalism. E. Vigoda, 2000, “Organizational Politics, Job Attitudes, and Work Outcomes: Exploration and Implications for the Public Sector”.

The researcher studied and promoted the understanding of employees’ reactions to organizational politics. The relationship between perception of organizational politics, job attitudes, and several other work outcomes was examined among 303 public sector employees in Israel. Researcher suggested that public personnel will tend to react to workplace politics with negligent behavior rather than by leaving. A weak negative relationship was found between perception of organizational politics and employees’ performance as reported by supervisors. F. Firdousi, 1999, “Significance of Determining Assessment Needs and Training in the Service Sector”.

Before any kind of training is delivered they are required to identify the training needs within their organizations in order to succeed and attain the desired outcomes of the training program. Researcher discussed the importance of determining training needs within the service sector in order to improve the training delivery and achievement of maximum benefit for the return on investment. Different methods of determining and assessing the training needs are also discussed which may be helpful to organizations to assess upgrade their training and development programs.


Researchers’ study had been made about recruitment and selection process of Hindustan Coca-cola Beverage Private limited, Gangyal in Jammu in India. The study indicated that although the company follows a well defined recruitment policy, in most of the cases the company does compensate the employees for the expenses incurred by them. It is also observed that the company had got all the databases fully computerized. All employees said that the company hires consultancy firms or recruitment agency for hiring candidates. H. Mudor, P. Tooksoon, 2011, “Conceptual Framework on the Relationship between Human Resource Management Practices, Job Satisfaction, and Turnover”.
Researchers proposed a conceptual framework consisting of three human resources management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Job satisfaction played an important role to employees’ turnover because it would lead employee resigned when their job satisfaction is low. The results indicated that HRM practice is positively and significantly correlated with job satisfaction. On the other hand HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction were strong predictors of turnover.


Researchers described the education environment. The Beautiful Ones Are Not Yet Born, and John Keat’s ‘Bright Star, if I were…’ are painstakingly interpolated pursuant to the pedagogical treasure in Literature necessary for environmental education. The gory implications of environmental degradation were highlighted and some suggestions articulated.


Researcher described the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee’s performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee’s workplace environment that most impacts on their level of motivation and subsequent performance.


Researchers described that the Mentoring had received considerable coverage in recent decades and this was evident by the proliferation of research and popular literature available to the reader. It has been hailed as an important human resource management strategy, a career tool, and a workplace learning activity for men, women and minority groups in a variety of
organizational settings such as hospitals, large corporations, schools, universities and government departments. Researchers reviewed the literature on this ubiquitous yet elusive concept.


Education has been variously defined as the process of acquiring knowledge and skill. Basically teaching and learning constitute education which has existed in one form or another since man existed. For learning to be successful, the learner should be interested and committed to the subject matter, and the teacher experienced and effective and learning environment appropriate. Today’s reluctant learners, parents, education managers and relevant government agencies are equally guilty of crippling education. Researcher sat out to do a comparative review of the past and present educational achievements and prospects for future revival.

L. M. Saari, T. A. Judge, 2004, “Employee Attitudes and Job Satisfaction”.

Researchers identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners were provided on how to close the gaps in knowledge and for evaluating implemented practices.


Researcher described that the Education is the key to successful or unsuccessful development of any nation. Producing quality teachers requires everything necessary to be provided. Researcher’s study shown that there are constraints in the production of quality teachers for primary schools. Therefore, researcher examined some of the constraints and recommended possible steps to be taken to improve the quality of teachers for effective teaching of home economics in primary schools. Some recommendations made included,(1) making adequate equipment and facilities available for effective teaching, (2) adequate funds to be made available for effective running of Colleges of Education, (3) review and update of entering requirements into teacher education programmes, (4) special screening tests to be conducted by Teachers Registration Council of Nigeria, etc.
M. W. Peng, Denis Y. Wang, 2000, “Innovation Capability and Foreign Direct Investment: Toward a Learning Option Perspective”.

Drawing from recent research in option theory & organizational learning, researchers argued that, in addition to exploiting comparative advantage & overcoming market imperfection, foreign direct investment (FDI) can also be viewed as an option to maintain access to innovations in the host country. Such learning options in turn to generate information spillovers that can lead to opportunities for future organizational learning & growth.

M. Waheed, 2011, “Role of Culture between Influencing Factors and Student Electronic Learning Satisfaction”.

Researcher shown the role of culture in the Electronic Learning Environment. The diverse effect of influencing factors on student satisfaction in different cultures in Electronic Learning environment is proposed. A theoretical model has been proposed showing the moderating role of culture between the relationship of influencing factors and student e-learning satisfaction. Researcher’s proposed model can be justified by applying empirical research on the variables in different cultures. Individuals in different cultures have different perspective. The satisfaction level or criteria vary in different cultures in electronic learning environment. The cultural impact is not been measured yet considering the influencing factors.


Researchers described that the increasing the quality of the education system is conditioned by continuously gathering feedback from the stakeholders. An in depth analysis of the employment process brought important input for higher education institutions. From a micro level approach, they presented on the graduate recruitment and selection process, aiming to understand what criteria Romanian employers value during the job assignment process.


Researchers investigated the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under their study and included, management role, relationship with others, workload pressure, homework interface, role ambiguity, and performance pressure. The sample consisted of a public university academician from Klang
Valley area in Malaysia. The results show there is a significant relationship between four of the constructs tested. The results also shown that there is significant negative relationship between job stress and job satisfaction.

N. L. M. Bokti, M. A. Talib, 2009, “A Preliminary Study on Occupational Stress and Job Satisfaction among Male Navy Personnel at a Naval Base in Lumut, Malaysia”.

Researchers described that the Job satisfaction and occupational stress both indicate workers’ appraisal towards the workplace and work itself. Thus, it is important to have valid measure of job satisfaction and occupational stress. Data were collected using a self-administered questionnaire, the Job Satisfaction Survey (September, 1985) and Job Related Tension Index (JRTI; Kahn et al., 1964). They established preliminarily internal consistency using Cronbach alpha values for both instruments. Additionally, they determined the level of occupational stress, job satisfaction and relationship between occupational stress and job satisfaction facets. Collectively, results provided evidence that both instruments were reliable in the Malaysian military setting context.


Researchers described that the knowledge based economy, organizations face critical issues of survival and competence. By implementation of competence based management system organizations can increase the capability of managing and utilizing the talent of the employees to achieve superior performance. Researchers explored the various competencies and their relevance to educational institution. The competencies represented the personality, ability, knowledge and the skills factors. They provided the guidelines for the various stake holders of educational institutions for assessment and gap identification. Researchers presented the developed competence model for the faculty members and the various behavioral indicators to assess the identified competencies and their importance which analyses the future benefits of the competence model in succession planning and career graph growth.

Q. Manzoor, 2012;” Impact of Employees Motivation on Organizational Effectiveness”.

Researcher identified the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation. A model was designed based on the literature, linking factors of employee motivation with employee
motivation and organizational effectiveness. Three hypotheses were build based on the literature and the model and were tested in perspective of the previous studies and literature. The literature and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation.


Researchers described the important gap by conducting their study to rank the publication productivity of 130 Asia Pacific business schools. Drawing on data from the UTD Top 100 Business School Research Rankings™ and several additional sources, they ranked Asia Pacific business schools’ research productivity in three areas: (1) twenty-four leading business journals, (2) seven top management journals, and (3) five Asia Pacific management journals. They extended their analysis by documenting the distinct publishing strategies of various Asia Pacific business schools—global, local, or both.


India has made remarkable progress in engineering and technical education over the last two decades. Researcher discussed the current development of undergraduate and postgraduate engineering education in India, and presented two case studies detailing the engineering education programmes of two nationally and internationally leading institutions: the Indian Institute of Technology (IIT), New Delhi, and Birla Institute of Technology and Science (BITS), Pilani. The case studies focused on several important aspects, such as the administrative structures, departments and centers, admission procedures, course structures, scholarships, methods of teaching, evaluation of performances, research, practical training, industry links, continuing education and the resources available at these institutions.

T. Marchant, 1999, “Strategies For Improving Individual Performance and Job Satisfaction at Meadowvale Health”.

Researcher described the change management considerations that are involved, since new practices are best implemented with due attention to the relevant change issues. The new strategies for enhancing individual performance are also linked to the organization’s strategic objectives, in keeping with the principles of strategic HRM. The two main points are that a focus
on training to improve individual ability, and an emphasis on developing intrinsic motivation, should lead to performance improvement in the health care organization.


Does organizational learning as measured by experience in a host country affect international expansion performance? If so, does such a relationship between experience and performance hold over time? How do the environmental forces in the host country affect such a relationship? Researchers focused on organizational learning by multinational enterprises (MNEs) operating in a transition economy.


As the importance of human resource increases to the business, so does also the need to ensure its effective management. Researchers compared HR and line managers’ evaluation of the effectiveness of the HR department in terms of its roles and contributions to the firm using a multi-perspective view of effectiveness. Survey responses from 108 HR and 140 line managers from 108 large manufacturing and service firms in Malaysia showed significant differences in the ratings by HR and line managers.