

## *Review of Literature*

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## **CHAPTER II**

### **REVIEW OF LITERATURE**

#### **2.1 INTRODUCTION**

This chapter, review of literature gives a broader knowledge about the title and it gives a foundation for a new research. The content of the early studies are put together which describes, review, appraise, and clarifies the related topics. Literature review helps to avoid the minor mistakes done by the previous authors by identifying the gap in the Literature, ideas, method, information that could be relevant to the project, to carry on from where others have previously reached. And so the platform of existing knowledge and ideas are constructed.

The overview of this chapter is to examine the background of authentic leadership and its dimensions on organisational commitment and performance. The impact of authentic leadership and organisational commitment over the other factor is explained. And the study also analysed the mediating role of organizational commitment between authentic leadership and performance of subordinates. All the factors like authentic leadership, organisational commitment and performance is separately used in many studies. In the field of education and with teachers it is a new concept. All the concepts are separately determined with the other factors. Later, the theoretical frame work for the study is presented.

#### **2.1 EFFECT OF AUTHENTIC LEADERSHIP ON ORGANISATONAL COMMITMENT**

**Christen Conklin Topolinski** (2014)<sup>1</sup> has done a study on “The Influence Teacher Leadership on Teaching and Learning on Teachers Knowledge and Change of Instructional Practices in Low Performing Schools”. The inquiry study was done with 740 teachers in 35 schools which is recognized from the priority schools list. The study explains the minimal information about informal professional learning. The survey was done with the help of electronic questionnaire. The key findings of the study was distributed leadership, collabration between teachers, formal teacher leadership, Informal teacher leadership, Formal professional learning, informal professional learning.

The noted finding of study was that there was an enormous amount of pressure on the teachers as they are in the lowest performing schools in the state of Michigan.

**Anugamini Priya Srivastava and Deepakshijaiswal (2014)<sup>2</sup>** has done an research on the topic “Leaders positive expectation and subordinate performance : A study on academic performance”the study was attempted to examine the effect of authentic leadership and its dimensions on academic optimism. The survey of the study was done with the help of questionnaire, where 131 survey forms from faculty members and the rest 33 forms from the head/incharge. The collected data is analysed using descriptive correlation research design which helps to identify the extent of the relationship of authentic leadership, organisational commitment and academic optimism. The findings of the study founds that there was great influence of positive leadership and the subordinate performance.

**Paulo Rego et al. (2019)<sup>3</sup>** have done a study on “Authentic leadership and organizational commitment: The mediating role of positive psychological capital”. The study depicts the mediating role of positive psychological capital in the link between authentic leadership and organizational commitment. The relationship between organizational commitment and, authentic leadership is found. And the four dimensions of positive psychological capital like resilience, optimism, hope, and self-efficacy were determined by mediating the factors. The mediation was made for three of the four dimensions of positive psychological capital. The results of the study show that resilience negatively affects organizational commitment. The study values to strengthen the curiosity in the study of positive psychological capital as a mediating variable and the reputation of development and the impact they have on other variables, the demonstrations are verified by the results.

**Rukh et al (2018)<sup>4</sup>**, has investigated in his study on, “Effect of Authentic Leadership on Organization Commitment: Mediating Role of Job Satisfaction.” analyzed the relationship of authentic leadership and organisational commitment by mediating job satisfaction. The study was actually done with the managers and leaders to know the practical implications. It specifically finds the impact of authentic leadership on job satisfaction and also to analyze with the satisfaction factor and to what extent are they

really committed. The study was done with a sample of 300 employees working in different industries. The results of factor analysis support the hypothesis of the study. By the results of factor analysis job satisfaction was better predictor of organisational commitment; the study suggests comparing the other factors with authentic leadership.

**Veronica Hlong Wane et al. (2017)<sup>5</sup>** in their study on “Authentic Leadership influences on Organisational Commitment in a South African state hospital – Veronica Hlong wane and Oliver Benny.” has investigated the influence of authentic leadership over employee organisational commitment at South African State Hospital. The sample of the study was 222 which were chosen using convenience sampling method. From the filled questionnaire the perception of Authentic leadership behavior like Self-awareness, internalized moral perception, relational transparency and balanced processing was determined. The respondents filled both the authentic leadership and organisational commitment questionnaire, the organisational commitment was received. The findings state that the continuance and normative commitment in organisational commitment predicts the authentic leadership scores. But in case of affective commitment the authentic leadership score was not predicted. The findings also state that the leaders of the respondents who apply affective commitment could be able to retain respondents through increased organisational commitment.

**Sadaf Iqbal et al. (2018)<sup>6</sup>**, in his study on, “The impact of authentic leadership on organisational citizenship behaviours and the mediating role of corporate social responsibility in the banking sector of Pakistan” examines the effect of authentic leadership on organisational citizenship behavior and also the mediating effects of corporate social responsibility. The data has been collected using cross-section design, where 395 employees working in a banking field was taken for the study. Where the collected data was analyzed through correlation regression, path analysis was also done for the data. The results of the study states that authentic leadership positively predicts OCB. Moreover CSR was found to know the positively mediates the effect of authentic leadership and OCB. The findings had a positive mediating effect of CSR between authentic leadership and OCB.

**Antony Gatling et al. (2014)**<sup>7</sup>, in their study on, “The effect of authentic leadership and organisational commitment on turnover intention” analyzed authentic leadership and commitment of employees in hospitality, which was composed of four substantive components. The impact of authentic leadership on employees over organisational commitment and the impact of organisational commitment turnover. The indirect effect of authentic leadership over turnover intention by mediating the effect of organisational commitment is also decided to determine. In an assumption that the authentic leadership would increase organisational commitment as well it would decrease taxable income. A sample was selected between 236 students working as employees in USA were asked to rate their leaders leadership style and their frequent level of leadership behavior. The data was analyzed using structural equation modeling which also provided support for the positive effect of authentic leadership on organisational commitment.

**Jang-Hum-Yon et al. (2016)**<sup>8</sup> in their study on, “A study of relationship of authentic leadership, job satisfaction, organisational commitment and self- efficacy” analyzed the relationship with leadership in the organization and how it influenced on satisfaction and commitment. And so this study was formulated to determine the impact of authentic leadership on job satisfaction of the employees on the assigned tasks and also the consequent impact of their commitment, for the study a selected sample of 248 employees working in korea gyeong-gi IT company, were measured with leadership style and performance that they perceive. The analysis of the data was done using SPSS 20.0 and AMOS programs. The data were inferred with regression analysis and structural equation model. And so the results showed that the self-awareness in authentic leadership shows significant positive results over job satisfaction of employees. In this study it is assumed that there were no direct influence over job satisfaction directly but requires mediating effects of other variables.

**Gatling. Anthony (2013)**<sup>9</sup> has done a study on the effect of authentic leadership and organisational commitment on turnover intention. And the purpose of the study was to discover whether authentic leadership in the relevant field was composed of four characteristics but associated substantive apparatuses creates the impact of authentic leadership over workers organizational commitment. The impact of workers

organisational commitment on their income intention, and the unintended effect of authentic leadership over workers income over organisational commitment. The study was done with 236 students working in hospitals as sample in the USA, on the intention that Organisational commitment gets increased with authentic leadership, which in turn the income decreases. The respondents were asked to rate the leaders leadership style and their leadership behavior was also determined. Structural equation modeling provides support for the positive effect of authentic leadership over organisational commitment in the hospital, and suggests that Organisational Commitment mediates reduced “income”. The findings in the present study are extremely useful to managers, organizations, and human resource managers. Practitioners considering to increase Organisational commitment and decrease. Significant theoretical offerings as well as critical leadership and organizational consequences were resulted from the study. The special effects of authentic leadership were empirically verified on employees’ organisational commitment as well the effects of that Organisational Commitment.

**Hadian Nasab et al.** (2013)<sup>10</sup> has done a study titled “Authentic leadership and employee performance: mediating role of organisational commitment” was purposed to discover the consequence of authentic leadership on workers performance and also to examine the mediating role of organizational commitment. Data were collected from the sample of 216 employees of travel agencies in Guilan using survey. On the whole, response rate were found to be 80 percent. A mediation model was verified using structural equation modeling. The results found that authentic leadership had a significant effect on organisational commitment and employer performance. The other findings demonstrated the implication of the relationship between employer performance and organisational commitment approving the mediating role of organisational commitment. Suggestion of the study states that managers can endorse organisational commitment and accordingly employer performance by adopting an authentic leadership style. In addition, the theoretical and managerial foundations generated by the study can be deliberated a clarification for improving employer performance.

**Kate Yeboach- Appagyei** (May 2018)<sup>11</sup> has done an article on “Authentic Leadership and Organisational Commitment in selected institutions in Brong Ahaf region” investigated the backgrounds of authentic leadership and organizational

commitment in four selected institutions. The main objective was to scrutinize how social and emotional intelligence link to authentic leadership, and how far organizational commitment turns the authentic leadership outcomes. The descriptive based study found how far employees perceived their leaders. As well, the study discovered a significant positive relationship between authentic leadership and social intelligence, as well as the emotional intelligence and authentic leadership. The findings states that significant positive relationship occurred between organizational commitment and authentic leader. The study suggested that heads within institutions in specific and other organizations must pay attention on personification like confrontation, openness, authenticity, trust, autonomy, proactive, and collaboration to reinforce authentic leadership behavior.

**Drakeley, Caroline Antonia et al.** (2018)<sup>12</sup> have done a study on “Follower Commitment: The Impact of Authentic Leadership’s Positivity and Justice on Presenters”. Leadership behaviors are related with organizational commitment for those who produce less work while in the workstation due to health-related problems, such as stress, anxiety, or hopelessness. The research study showed followers’ discernments of leaders’ positive support and organizational justice are positively associated with followers’ perceived organizational commitment. The study was a quantitative correlational study which explored the relationship between followers’ discernments of leadership support, leadership distributive justice, and leadership procedural justice, as well as their own perceptions of their emotional steadiness, and organizational commitment using the authentic leadership framework. The study was analyzed using multiple linear regressions which investigated if a combination of two or more variables, comprising leadership support, emotional stability or organizational justice, could forecast organizational commitment. The study found that follower’ perceptions of their leadership support and followers’ emotional steadiness could forecast organizational commitment for individuals with low psychological capital.

**Hyang Back et al.** (2019)<sup>13</sup> have attempted a study titled “Authentic leadership, Job satisfaction and organisational commitment: The moderating effect of nurse tenure”. The study was to examine the associations between managers’ authentic leadership with job satisfaction and organizational commitment and to scrutinize whether nurse working under a leader has a moderating effect on these associations. Authentic leaders build

trustworthy relationships with their workers and also help nurses become more satisfied and committed with their jobs as well with organizations. The study was done with 1,118 staff nurses as respondents, using cross-sectional analysis the significant tenure range for the associations between job satisfaction, authentic leadership, and organizational commitment, was determined. Authentic leadership perceived by nurses had encouraging associations with organizational commitment and job satisfaction. Even though authentic leadership in bosses was effective, the strengths of its effectiveness varied based on nurse tenancy. Allegations for Nursing according to nurse tenancy, discriminated approaches are needed to increase the organizational commitment and job satisfaction of staff nurses.

**Nikolic** (2015)<sup>14</sup> has done a study titled “The role of authentic leadership in an organization” The purpose of the study was to examine the indirect and direct effects of leadership behaviors on organisational effects within the framework of organizations from the private industry in Australia. In detail, the study interested to examining the effect of ethical leadership and authentic leadership on apparent ethical climate of subordinates’ organisational citizenship behaviors and in-role performance. A survey methodology was adopted to collect quantitative data of 112 fulltime employees from medium to large size organizations in the private sectors. The questionnaire included Authentic Leadership and Organisational Commitment. The study revealed several practical finding. From those the study found that each one of the leadership construct, ethical leadership and authentic leadership, had distinctive and positive effects on followers principle variables. Authentic leadership positively and significantly associated to ethical climate, organisational citizenship, in-role performance and affective organisational commitment. Study suggested that ethical leadership moderated the relationship between organisational citizenship behavior and authentic leadership and the relationship between authentic leadership and subordinates’ performance could be evaluated.

**Sharun A. Munyaka** (2017)<sup>15</sup> has done a study titled “the relationship between Authentic leadership, psychological capital, team commitment and intention to quit.” The relationship between psychological capital, psychological climate authentic leadership and team commitment in an organization might have a significant impact on employee intention to quit. The main objective was to determine the relationship between



organisational behavior variables and their final influence on an individual's intent to quit. And so it is preceded by the purpose of the organizational invariance of the measurement instruments. A sample of 204 employees in junior to senior management level was taken as respondents. The questionnaire based collected data was tested with Multivariate data analysis comprised the structural equation modeling. There is a positive significant relationship between authentic leadership, psychological climate, psychological capital and team commitment. There was a significant influence between psychological climate and psychological capital. The findings of the study suggest the future researchers and management from manufacturing organizations to understand the correlation between organisational behavior variables. This relationship informs the development and carrying out strategies intended at furnishing psychological climate and psychological capital.

**Ridderhofetal** (2013)<sup>16</sup> conducted a study on, "The influence of authentic leadership on team performance" The study was constructed on the subsequent definition of authentic leadership, individuals who are genuinely aware of how they reflect and perform and are apparent by others as being aware of their own and others knowledge, moral perspective, and strengths, aware of the framework in which they operate; and who are resilient, hopeful, confident, optimistic, and high on moral character. The study was collected with a sample of 19 experienced military leaders by interviewing them that revealed the authenticity of leadership, and that could contribute to team performance with the relief of stressful military contexts. This also leads to the determination of how far the leadership influences team performance during stressful situation. The results of leadership were found to develop team performance. Few of the factors positively influenced the team performance and authentic leadership relation. Additional factors indicated by respondents from external factors like time, leader factors like positive affective challenge, tone and team perspective like experience, physiological aspects, authenticity of personnel, identification. In addition that, leader and team need to be organized for a while for superlative benefits during a traumatic situation. The study concluded that authentic leaders are probable to increase team performance during demanding situations by improving multiple factors from external, leader, and team viewpoint.

**Shahid Khan** (2010)<sup>17</sup>, has done a research on the topic, “Impact of authentic leadership on organisational performance” The study was purposed to identify and explore, with the support of literature-review, the new theory of Authenticity, Authentic Leaders, and further the impact on organization performance. Since they are totally a new construct in the domain of leadership. It was developed in the modern organizational context in demand to avoid the un-wanted and un-ethical practices by leaders in the organization. By the literature-review, the author has reinforced the disagreement that authentic leaders have optimistic effects on the workers attitude and behavior which eventually lead the organization towards the improved performance. The outcomes stated that such as extra discretionary behavior and withdrawal behaviors like tardiness, turnover and absenteeism should be discovered further. The study suggests the future scholars to find the significance of authentic leadership and impact on subordinates behavior and attitude. Additionally it should be tested in comparison with other leadership styles in context of organization performance or with the other factors.

**Biblab Datta** (2015)<sup>18</sup> in his study on, “Assessing the effectiveness of authentic leadership.” empirically evaluated authentic leadership and analyzed with various theories. And the findings stated that authentic leadership was understood with three dimensional, second order theory by Indian respondents. The study designates that authentic leadership, as measured by questionnaire with 16 items, which leads to seven different proportions of actual management and five different proportions of effective leadership as measured by few variables. The study concludes that authentic leadership leads to operative management and leadership performance.

**Neuza Ribero et al.** (2018)<sup>19</sup> conducted a study on the topic, “Authentic leadership and performance: The mediating role of employee’s effective commitment”. The foremost objective of the study was to examine the association between authentic leadership, individual performance and affective commitment. More precisely, the study aims to understand how influences. The respondents of the study were 220 Portuguese workers selected using quantitative methodology. Linear regression technique and sober test were used for testing the mediation relationship. The results of the study revealed that affective commitment mediated between authentic leadership and workers’ performance. In others aspects, leaders’ authenticity endorses workers’ affective commitment that

increased their performance. This research has applied implications for HR management in organizations, predominantly in selection processes and training of managers and leaders. The study enriched the knowledge about the significance of emerging areas of authentic leadership theory and reacts to the need to understand essential mechanisms linking authentic leadership with workers' performance and commitment.

**Hui Wang et al. (2014)<sup>20</sup>** in their study on “Impact of authentic leadership on performance: Role of followers positive psychological capital and relational processes” scrutinizes the diminishing role followers' positive psychological capital and the intervening role that might play in manipulating the relationship between followers' performance and authentic leadership. The study was done by testing the mediated moderation model among 794 followers and their direct leaders. The study found that authentic leadership is absolutely related to leader–member exchange and subsequently followers' performance, to a larger degree, between followers who have low reasonably than high levels of Psychological Capital. The suggestion of the study highlights the reimbursements of understanding the roles of relational procedures and followers' positive psychological possessions involved in the efficiency of authentic leadership and in what way they can be practically implemented.

**Suzanne J. Peterson et al. (2012)<sup>2</sup>** conducted a research on the topic, “The relationship between authentic leadership and follower job performance: The mediating role of follower positivity in extreme contexts”. The study explains the exciting contexts afford a setting whereby authentic leaders show a more uninterrupted role in impacting the positivity of followers, several hypotheses were tested and the results of study designated that the incidence of authentic leadership behavior revealed by leaders was confidently related to employers job performance, and the relationship was partly mediated through disciples' positive emotions and fully facilitated through leaders' effect on followers' psychological capital. Even though theory proposes a connection between follower positivity and performance and authentic leadership style, some of the empirical research occurs to authorize this conception. The study suggested that leadership studies have normally failed to sufficiently address or embrace organizational context in prior study, as well its scrutinize the relationship between follower job performance and authentic leadership in two hypothetically extreme contexts likea military organization and police.

**Handa, Subash et al.** (2017)<sup>22</sup> done a research on “Authentic leadership and its impact on work outcomes the intervening role of psychological capital and autonomy”. The important objective of the study was to scrutinize the relation between specific employee work outcomes and authentic leadership, while investigating the interceding effect of psychological capital of employees and controlling effect of self-sufficiency on the relationship. The study was done within the healthcare sector which targeted nurses and their immediate directors in 45 small and medium sized hospitals and nursing homes in India. The sample of the study included 520 nurses and 163 directors. The study followed a conclusive research design. The results indicated that authentic leadership has positive link to work outcomes of followers. Psychological capital was found to arbitrate the relationship while autonomy represented as a moderator. The findings would help hospital management to understand the importance of behavioral and technical training of nursing and supervisors. As well the study draws the courtesy of hospital supervisors towards the need for articulating policies that are less constricting and allow for greater autonomy to the nursing staff. The study also highlights the significance of an effective authentic leadership in service sloping organizations such as healthcare institutions.

**Ali Hadian Nasab et al.** (2019)<sup>23</sup> in their study on, “Authentic leadership and employee performance: mediating role of organisational commitment.” investigated the consequence of authentic leadership on employee performance (EP) and also to scrutinize the mediating role of Organizational Commitment (OC). The sample of the study was collected from 216 employees working in tourism agencies of Guilan (Iran) with a questionnaire containing 19-items. A mediation model was bounded and tested with the help of structural equation modeling. The results of the study revealed that authentic leadership had a significant consequence on OC and EP. The further demonstration shows the significance of the relationship among OC and EP authorizing the mediating part of OC. The study suggested that managers could promote consequently EP and OC by adopting an authentic leadership style. In addition, the professional and theoretical practicalities generated by the study can be considered an explanation for improving EP.

**Deidre Dattoi** (2018)<sup>24</sup> “The impact of authentic leadership on employee performance” was done in an effort to withstand the leaders positions and flourish in an progressively demanding and challenging professional environment of employees.

From the study leader's role reflects how a they discover themselves in a team, or the professed expectations of those around them. On the other hand, the devastating body of study suggests that a crucial differentiating feature between those that 'lead' and those that is 'manage' authenticity. Different from the outdated management prototypes, the authentic leadership model is grounded upon the importance of a leader being true to themselves.

**Jeonggi Son et al.** (2018)<sup>25</sup> conducted a research on the topic, "A study on the effects of authentic leadership on job satisfaction and organisational citizenship behavior focus on military organization behaviour". The main aim was to understand the impact of the authentic leadership among military organization on the collective and personal level of efficiency and also to examine the influence of authentic leadership on job satisfaction and organizational citizenship behavior. The experimental tests are done using a survey method with a sample of 337 respondents those who are military officers in order to validate the hypothesis of the study. The results found to have partial positive impact of authentic leadership on job satisfaction. The job satisfaction had positive influence on organizational citizenship behavior. The results of the study stated that leaders must be sophisticated through personal learning in order to precise themselves honestly. The study suggests that education must be carried out so that they could improve potentials that can truly reward cerebral rewards for praise and good work.

**Bruce J. Avolio** (2005)<sup>26</sup> conducted a study on "Authentic leadership development: Getting to the root of positive forms of leadership". The study initiates by allowing for some of the organizational forces and environmental that might have prompted interest in relating and studying authentic leadership and its progress. As well it provides an outline of its contents, counting the diverse methodological and theoretical perspectives presented, followed by a argument of alternative theoretical foundations and descriptions for the concepts of authenticity, authentic leaders, and authentic leadership development. A comprehensive description of the constituents of authentic leadership theory is delivered next. The resemblances and significant features of authentic leadership theory in association to charismatic, transformational, spiritual and servant leadership perceptions are subsequently inspected. The study concluded by discussing the eminence of authentic leadership philosophy with respect to its resolution, historical foundations,

construct definitions, consideration of context, attention to levels of analysis and temporality, relational focus, along with a conversation of promising guidelines for future research.

**Jeewon Cho et al.** (2018)<sup>27</sup> done a research on “Ethical leadership and performance controlling for the full-range model and authentic leadership.” The study stated the ethical formations of the models. The findings of the study suggested that both normative and affective commitment mediate the connections among follower performance, ethical leadership, and turnover intents, even after monitoring for the full-range leadership exemplary and authentic leadership. Even though ethical leadership have been known to obligate valuable effects on subordinates’ work outcomes. In accumulation, scholarly efforts geared in the direction of recognizing the psychological processes manipulating the relationship between ethical leadership and supporters’ work outcomes remain negligible. Illustration on the group-value prototypical of social individuality theory and ethical leadership model, the two readings examine the reconciling effects of normative and affective commitment on the associations among job performance, ethical leadership, and turnover intents. The study also examines the exceptional effects of ethical leadership that drives above and elsewhere other closely correlated styles of leadership to explicate the incremental validity of ethical leadership.

**Siti Nor Bayaah Ahmad et al.** (2012)<sup>28</sup> conducted a research on “Effect of authentic leadership on work engagement and employee turnover intention in Malaysia call centers”. The study was aimed to inspect the influence dimensions of authentic leadership on employees' turnover intention in call centres at Malaysia with work engagement as the mediating role. A sample of 389 employees working in call centres. The study was analyzed and inferred. The results designated that balanced processing of information and self-awareness had a significant relationship with work engagement. The past studies discovered that organisational commitment, affective commitment, job satisfaction, psychological capital, work environment and challenging customer behaviors were some of the subsidizing factors of takings. On the other hand, authentic leadership and the character work engagement as mediators required investigation for the service industry. In the case of work engagement it was expressively related to gross revenue intention. Work engagement subsidized as a mediator to selected variables

towards employees' gross revenue intention. And so leaders are stimulated to accomplish tasks and relational roles. Different leadership styles have their own strong point and restrictions which could impact the employees' engagement to the company

**Jung-A-Lee et al.** (2016)<sup>29</sup> done a research on the title, “The relationship among leader- Member Exchange(LMX), empowerment, job satisfaction, organizational commitment, and customer orientation-focused on juju-air”. The main purpose of the paper was to scrutinize the structural relationship between Leader-Member Exchange (LMX), job satisfaction, empowerment, customer orientation and organizational commitment, in a low-cost hauler industry. The data was collected through the questionnaire which was analyzed using structure equation model. The sample was used for the analysis is a total of 231 responses. The results summarized as LMX in a low-cost carrier had a significant effect on empowerment; job satisfaction, and customer orientation. Empowerment created significant impact on job satisfaction and organizational commitment. On the other hand, it is not expressively related to customer coordination, Organization Commitment had significant consequence on job satisfaction. The study contributed that it spread out the range of the academic research concerning.

**Chi min Lee et al.** (2018)<sup>30</sup> done a research on the topic, “A study on the effects of followership and leadership of flight attendant on job satisfaction and team commitment” The purpose of the study was to suggest useful suggestions by investigating causal effect relationship between quality of followership, superficial style of leadership, job satisfaction and team commitment in the aeronautics industry. Samples of 336 effective samples were analyzed using Structural Equation Modeling. The results shown the relationship between eminence of followership and independent thinking, perceived leadership styles, has a positive outcome out of the factors of transformational and transactional leadership as well active engagement has destructive influence on all 6 sub-factors of transactional and transformational leadership. The study concluded the characteristics of admirers and the types of leadership, it is essential to develop ways to progressteam commitment and job satisfaction of airline crews. Flight attendant acts as leaders and followers of each other contingent on their work appearances. Consequently, study suggested that it is necessary to understand the relationship between leadership and followership based on the results of the study to formulate new concept.

## **2.2 RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND PERFORMANCE OF FACULTIES**

**Anugamini Priya Srivastava and Deepakshi Jaiswal (2014)**<sup>31</sup> have done a Research on the topic, “Leaders positive expectations and subordinate performance: A Study of academic Professionals”. The study was attempted to examine the effect of authentic leadership and its dimensions on academic optimism. The survey of the study was done with the help of questionnaire from 131 survey forms from faculty members and the rest 33 forms from the head or in charges where collected. Descriptive correlation research design was employed to identify the extent of the relationship between authentic leadership, organisational commitment and academic optimism. The results of the study favoured the expectations for the relation and provided that leader’s authentic behaviour towards their faculty members resulted in creation of trust and academic optimism among their faculty members. The author has suggested the future researcher to test this model in different regions of country. As the study was done with private educational institutions, further attention can be given to other private and government universities.

**The Nicolas Copernicus University Faculty**, has done an article (2019)<sup>32</sup> on Organizational Citizenship Behaviors (OCBs) and the relationship between organisational commitment. The article organisational citizenship behavior is about activities which are intended to go beyond the formal requirements of workers, and significantly affect the competence of the entire institute. The literature of the article has dedicated a lot of consideration to them since the beginning right from 1980s. The nature of Organisational citizenship behavior has been studies separately as well their dimensions. A fairly significant gap is found in the research area employee’s commitment and citizenship behavior. The foremost objective is to recognize and evaluate the level of correlation among specific dimensions of Organizational Citizenship Behaviors and organizational commitment in public and private organizations of Poland. With 323 employees as respondents a quantitative study was conducted. The hypotheses were also verified. Over-all, there are comparable frequencies of OCB in the public and private sectors. In public organizations, OCBs in the interactive dimension are more



recurrent, while in private institutions they occur more commonly in the organizational dimension. Most positively correlated with OCBs is the emotional dimension of organizational commitment.

**Aysen Berberoglu** (2018)<sup>33</sup> has attempted to study the impact of organisational climate on organisational commitment. Foremost objective of this study was to determine the healthcare employees' discernments of organizational climate and hypothesis were tested with impact of organizational climate on organizational commitment and alleged organizational performance. The data from healthcare workers working in public hospitals were utilized by adopting quantitative approach. With the help of SPSS ANOVA and Linear Regression analyses were used to test the hypothesis. The result of the study said that the organizational climate was highly correlated by organizational commitment and perceived organizational performance; regression analysis suggested that organizational climate has an impact on forecasting organizational commitment and perceived organizational performance of the employees. The findings said, if the organizational climate scores of the staffs are high, organizational commitment scores of the staffs are high at the same time. In other views, if the staffs in public hospitals of North Cyprus recognize the organizational climate in an optimistic way, they will have higher levels of organizational commitment. Findings suggested that organizational climate tends to be important factor in healthcare settings.

**Kenneth R. Ferris** (2018)<sup>34</sup> has done a study on the commitment and performance of professional accountants. The concept of commitment to the organization has expected improved attention as a determinant of workers performance. Research on the association between these variables, has found to have a conflicting results. The study conveyed herein inspects the association between a group of antecedent variables and organizational commitment, and the relationship between commitment and workers performance. The study was carried out with a sample of 123 junior staff accountants and 43 staff accountants. It was found that work-related antecedent variables inclined commitment whereas there are bias in particular variables. In respect to the commitment-performance relationship, the results varied between the two samples. The senior- level

performance was found to be influenced by a desire to maintain membership in an organization, whereas the junior-level performance was found to be influenced by inclination to apply determination on behalf of the organization.

**Carolina Machoda Dias Ramalho Luz et al. (2019)**<sup>35</sup> has done a study titled “Organisational commitment, job satisfaction and their possible influences on intent to turnover”. The purpose of the study is to inspect the level to which the job satisfaction and organizational commitment influence intending to turnover. A quantitative data was collected with 172 respondents using survey forms, with 18 questions with a Likert scale questionnaire. Collected data were analyzed using SPSS software. A correlation was done between independent variables and dependent variables and descriptive statistics was also done for the same. The level of commitment and its dimensions were discussed. Job satisfaction in its own dimensions and the level of determined to turnover from the plaintiffs were inspected. Multiple regression analysis identified that the variables created impact on the turnover intention of affective commitment, normative commitment and satisfaction with wages. Findings of the study indicated that variables influence the performance of the respondents. The results of the study suggested that normative commitments and affective are satisfaction with pay, satisfaction with the nature of the work and satisfaction with promotions are correlated with the objective of negative turnover suggestively.

**Zachary A. Mercurio et al. (2012)**<sup>36</sup> has attempted a study titled “Affective commitment as a core essence of organisational commitment: an integrative study” was done to identify the core principle of organizational commitment. Many scholars has done a research on organizational commitment have not come to an agreement as to the nature of organizational commitment, and its developments. The research’ found that there is a difficult in a time when practitioners are considering toward organizational commitment intermediations to retain, attract, and develop talent and improve worker performance. With organizational commitment study remaining fragmented and confounding, further amplification of what commitment is and its development is important to direct future research and substantiation based practice. The study concluded that overlapping and competing organizational commitment hypothetical frameworks and

the pragmatic research on the magnitudes of affective commitment. This article advises a conceptual outline in which affective, or the demonstrative attachment to the institute, is a significant core principle of organizational commitment.

**Mark R. Testa et al.** (2010)<sup>37</sup> has investigated a study titled “Organisational commitment, job satisfaction and effort in the service environment.” The determination of this study was to determine how the variables interrelate in the service environment of employees. The sample persuaded with 425 employees as respondents in two service institutions, the author of the study tested the sample using two structural equation models. This related the causal association between job satisfaction and organizational commitment has generated conflicting findings. Quite few empirical researches have looked at the complex relationship in the framework of efforts by workers. The organizational commitment was tested by mediating between service and job satisfaction effort fitting healthier than a model with job satisfaction as moderator. Theoretical implications are suggested and discussed for future researches can be made.

**Giedre Geneviciute et al.** (2014)<sup>38</sup> has developed a study titled “Employees organisational commitment: its negative aspects for organizations” investigates the relationships between workers' suppression effort and organizational commitment, resistance to change, and burnout as negative features of organizational commitment. The study was conducted with the sample of 1053 Lithuanian workers working in various public and private sectors using a questionnaire containing Organizational commitment (Meyer et al., 1993), Maslach Burnout inventory (MBI-GS; Maslach, et al., 1996), Withholding effort scale (Kidwell, Robie, 2003), and socio-demographic questions were also used for collecting data. The multiple regression analysis revealed that affective commitment was the most positive element of organizational commitment; however continuance commitment had negative aspects for organization. The study concluded that various modules of organizational commitment have various implications for organization.

**Mathur, Garima and Megha** (2013)<sup>39</sup> have attempted to study “Organisational commitment and job satisfaction: A Study of manufacturing”. Where everyone has some traits and attributes within their personality, rarely some of them are loyal to their

institute as well the other few are either committed or loyal because they felt attached to the organization, same way job satisfaction is also most significant factors in the organization. If workers are satisfied with organization's policies then they would be more committed to the organisation. The results stated that job satisfaction and organizational commitment have strong contributors in an organization and many a times achievement of the organization depends on these two features. Even though frequent researchers have studied the relationship between job satisfaction and organizational commitment, no such study is still reported on the present context. The study research has been done on the workers of the manufacturing companies in Gwalior, which resulted in the predictable outcome stating that job satisfaction plays an important role in accomplishing a committed labor force.

**Shalini Srivastava** (2013)<sup>40</sup> has done a study titled "Job satisfaction and organisational commitment relationship : Effect of personality variables" to determine the relationship between Organizational Commitment and Job Satisfaction and also to examine the moderating effects of Belief and Locus of Control on the correlation between Organizational Commitment and Job Satisfaction. With the respondents of 247 middle level managers feel right to private organizations. Four authenticated instruments were used in the study. The collected data were analyzed with statistical tools like Factor Analysis, Descriptive Statistics, Hierarchical Regression Analysis and Pearson Correlation. The findings stated that Job satisfaction positively correlated to Organizational Commitment as well the relationship of Job satisfaction and Organizational Commitment is stated. The study assists the policy makers and administrator to comprehend the managerial effectiveness from the outlook of delicate traits. The study suggested that future academic accomplishments could make use of this study as a stepping-stone for auxiliary confirmatory and exploratory research towards a more complete knowledge of the satisfaction considerations in particular.

**Jelena Culibrk, Milan Delic** (2018)<sup>41</sup> have done a study titled on, "Job satisfaction, Organisational commitment and job involvement: The mediating role of job involvement". The study conducted an empirical study intended at ascertaining and enumerating the relationship between organizational commitment, job involvement, job satisfaction, work characteristics and organizational procedures and policies in the

changeover economy of Serbia. The counted within 566 workers as respondents of 8 companies, discovered that prevailing models of work motivation have to be adapted to fit the practical data, which resulted in a reviewed research model explained elaborately in the study. Various models were adopted and job involvement partly mediates the effect of organizational commitment on job satisfaction. Job satisfaction in Serbia is unnatural by work characteristics but then again, conflicting to many studies conducted in industrialized economies, organizational procedures and policies do not seem pointedly affect employee satisfaction which was suggested from the study.

**Naser Valaei, Sajad Rezaei** (2016)<sup>42</sup> has conducted a study on “Job satisfaction and organisational commitment: An empirical investigation among ICT-SMES” with the aim to examine the structural relationship between organizational commitment facets, Specter’s nine job satisfaction and the effect of employees’ years of experience on commitment and satisfaction relationships. With the sample of 256 respondents were collected with the help of questionnaires among employees of IT Small and Medium Enterprises. The findings states that promotion, payment, co-worker, operating procedures, fringe benefits, nature of the work and communication are absolutely related with affective commitment. Besides, fringe benefits, promotion, supervision, payment, operating procedures, nature of the work and contingent rewards have a positive association with normative commitment. This study stated that workers’ affective and normative commitments are definitely accompanying and their continuance commitment is dependent upon their affective commitment, but not with normative commitment.

**Iihami Yucel** (2015)<sup>43</sup> has investigated a paper titled “Job satisfaction, Organisational commitment and Demographic Characteristics among teachers in Turkey: younger is better” Shows the relationship between organizational commitment and job satisfaction of teachers which evaluates whether teachers’ age subdues the relationship between their organizational commitment and job satisfaction in Turkey. All the hypotheses were measured using apparatuses sourced from the existing literature and the questionnaire of the study is designed to scrutinize the relationships between organizational commitment, job satisfaction and age between teachers. The study targeted teachers working in secondary schools. And so in total 432 respondents were tested with the questionnaire; 192 were omitted because the data’s were inadequate. The results of

the study have some significant implications for school teachers and managers. Organizational commitment completely correlated with the factor job satisfaction. The study suggests that age creates differences among teachers with moderating effect on associations between their organizational commitment and job satisfaction and these relationships are nonlinear. The age has a higher relationship between organizational commitment and job satisfaction has worth exploring further. The findings highlighted the need of considering differences of teachers' age and school authorities which need to develop approaches to deal with the desires of those teachers who experience less commitment and job satisfaction.

**Lincoln Jisuvei Sungr** (2019)<sup>44</sup> done a study titled “Organisational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership” address about the relationship between job performance and organizational commitment. The propose of mediating occupational commitment and transformational leadership was separately and interactively. Data of the study was collected from 398 employees. By analyzing the data, affective commitment were more strongly associated with the performance of workers with high commitment, when a leader's transformational leadership was high. Prominently, by mediation relationship, the study found the outcome of transformational leadership within the relationship between affective commitment and job performance of workers with high occupational commitment was conflicting to its consequence on workers with low occupational commitment. The significant roles of both commitments suggested considering these influences during the assessment and assortment of personnel and role obligation.

**Waluya Winaja et al.** (2018)<sup>45</sup> has done a study titled on, “The effect of organisational commitment and Job pressure to job performance through the job satisfaction in employees directorate transformation technology communication and information Indonesia”. The main objective of the study was to determine the consequence of organizational commitment and the Pressure of Job Performance partly determine the effect of commitment, the performance of employees through job satisfaction variables and decide the effect of exertion stress on job performance done job satisfaction. The sampling of the study was determined using saturated samples which

involved 83 workers. The collected data was analyzed using path analysis. The influence of the Job Performance to organization's commitment through Satisfaction was 0.390, 0.189. Since, the direct effect is found to be greater than the indirect effect of the variables satisfaction. In the case of direct effect of work stress on Performance was found to be 0.365. Similarly, the direct effect was greater than the indirect effect that variables satisfaction as an intervening variable. The study resulted that variables job stress and organizational commitment distress the performance of workers concurrent variables partially affects organizational commitment to Job Performance. Job Pressure partially distresses the performance of employees. The performance of workers in the organization's commitment to partial Job Performance gets affected by satisfaction variables. The study conducted that the workers of the Directorate of transport, information technology and communications.

**Ladebo** (2003)<sup>46</sup> in his study investigated the relationship between the job performance and organizational commitment of faculty involved in agricultural preparation and this took place in Nigerian Universities. Organizational commitment was multidimensional that comprising an affective commitment that the workers emotional attachment, and contribution in the organization. Continuance commitment, that cost an employee associates with parting the organization, whereas the normative commitment refers to the workers feelings of obligation to endure with the organization. To frame a questionnaire an independent variable commitment scale were adapted and 18-item scale was primarily subjected to Principal Component analysis (PC) which helps to find the dimensions. The result of Principal module analysis disclosed that the commitment of the respondents was characterized by three facets, namely peer group, orientation toward the profession, and employing institution. The commitment has no direct influence on the efficiency of the respondents. Though, the three variables of commitments do not influence directly on the performance of the faculty, but indirectly influence as the faculty stays longer on the job and spreads through the grades. The results of such exploration are likely to be less appropriate to the indigenous farm conditions.

**Uygur and Kilic** (2009)<sup>47</sup> has investigated study titled “A Study into Organizational Commitment and Job Involvement: An Application Towards the Personnel in the Central Organization for Ministry of Health in Turkey” with the purpose

to determine the level of organizational commitment and the job involvement of the workers at Central Organization of Ministry. Organizational commitment is clear as the overall strength of an worker's documentation and participation in an organization. The research took place with a survey questionnaire as the main tool to get the data of 210 respondents, selected randomly. The study has discovered that there is a moderate optimistic correlation between the job involvement and organizational commitment of those working for the Central Organization of Ministry. The respondents tend to respond positively to most of the question. The analysis resulted that the way for workers to be gratified with the organization in which the work can be alleged to be as decisive as providing goods and services. The study showed the positive effects of commitment. Organizational commitment has turn out to be an issue of great reputation to be dealt with, since it helps to increase worker performance and supports to minimize absenteeism, turning up late to work, and reliving. Job involvement was connected with the work motivation that an individual has with a job.

**Sharma and Bajpai** (2009)<sup>48</sup> in their study on “Organizational Commitment and its Impact on Job Satisfaction of Employees: A Comparative Study in Public and Private Sector in India” analyzed organizational commitment and job satisfaction of employees and their influence on these factors. Sampling was done using simple random sampling and a total of 250 respondents were randomly selected from each organization. Organizational commitment score is found to be high for public sector as associated to private sector organization. It was found to be so due to factors like job security and status of workers show higher level of commitment. Moreover private sector organizations were not able to offer this kind of psychological security to workers. The result of the study showed that the workers always feel anxious about their status and they are in the mode of changing the job. The regression results revealed a significantly positive linear correlation between organizational commitment and job satisfaction.

**Karim** (2010)<sup>49</sup> conducted a research study on the topic, “The impact of work related variables on librarians organizational commitment and job satisfaction Malaysian universities”. The study endeavored to assess the impact of demographic variables on job satisfaction and organizational commitment. As well, the study was carried out to find whether the variables together had an impact on both organizational commitment and job



satisfaction, more importantly the impact would be greater for organizational commitment than job satisfaction or may be vice versa. The population of the study 222 respondents working as university librarians. The study found that the five work variables created impact on organizational commitment among university librarians in the other three found to correlate. The work related variable predicts variation in both job satisfaction and organizational commitment appears to be role intelligibility. The findings of the study viewed carefully due to numerous methodological limitations. The problems faced in the cross-sectional survey investigators are that of social popularity. Longitudinal and investigational studies need to be accompanied to provide sturdier causal indication of how a set of work related variables could affect the variation in organizational commitment and job satisfaction which was suggested to the future scholars.

**Gunlu, Aksarayli and Percin** (2010)<sup>50</sup> have conducted a study on the topic on, “Job satisfaction and organizational commitment of hotel managers in Turkey” The main objective of the study was to identify the effects of organizational commitment on job satisfaction of managers in large-scale hotels. It must be noted that job satisfaction was a key factor to maintaining high performance and efficient service, which would directly increase the efficiency of the organization. The data was collected with the help of structured questionnaires. The analysis was done using SPSS tools, with those the regression analysis suggest that the components of job satisfaction, intrinsic, extrinsic and general, have a significant relationship with affective and normative organizational commitment. The study found that, normative commitment prevents affective commitment by the effect of occasion. Managers working in hotels felt affective commitment more when compared with the others. The study suggests that the research could be conducted in the tourism industry. In accumulation, cross-cultural researches comparing organizational commitment and job satisfaction of managers in different tourism destinations would be encouraged.

**Zhen Xiong Chen** (2003)<sup>51</sup>, in his study on “The relationship between the three components of commitment and employee performance in China” scrutinized the relationship of the three components of organizational commitment and performance. The participants of this study were workers of a large pharmaceutical manufacturer were

chosen. The sample was segregated as 253 subordinates and 102 supervisors constituted and remained for this study. To test the proposed hypotheses, hierarchical moderated regression processes were used. The study also provides little evidence regarding the dimensionality of the three mechanisms of commitment. The results of the study suggested that the two dimensions of commitment such as low perceived alternatives and high personal sacrifice are not distinguishable. Results suggest that manager can improve employee performance by empathetic and managing the nature of workers commitment to the organization. The results stated that, the cross-sectional nature of the collected data suggested that cause-effect relations among the three apparatuses of commitment and performance. The research further shows that use of longitudinal strategy will be particularly useful in establishing the causal order of the relationships described in the study. The study suggested the future research to carry on single culture that could be applied on general public.

**Li Yueh Chen** (2004)<sup>52</sup> in his study on, “Examining the Consequence of Organization Culture and Leadership Behaviors on Organizational Commitment, Job Satisfaction, and Job Performance at Small and Middle-sized Firms of Taiwan” examines specific employee behaviors accompanying with transactional and transformational leadership and how far they mediate and as well the mediating effects of organizational commitment and culture. The sample of the study was distributed among 84 Taiwanese manufacturing and service organizations with a total of 1,451 employees. A structured questionnaire combining demographic and instruments questions has been industrialized specifically for this study. This questionnaire has been transferred to citizens of the China. It consists of few parts job satisfaction leadership behavior, organizational commitment, organizational culture, job performance and demographic questions. The results found to have significantly positive correlations between organizational culture, organizational commitment and job satisfaction, but there was no significant correlation with job performance, and the other organizational culture of job satisfaction. The research suggested the future scholars to look at specific HR behaviors associated with the transformational and transactional leadership models as both mediating and moderating effects of organizational culture and commitment respectively.

**Fernando Jaramillo** (2005)<sup>53</sup> done a research on the topic, “A meta-analysis of the relationship between organizational commitment.” The article explores the relationship between job performance and organizational commitment which has positive and stronger for sales workers than for non-sales workers, a meta-analysis that comprise studies directed across 14 countries over the past 25 years. Meta-analysis was an arithmetical method that allows a organized amalgamation of quantitative empirical substantiation of research studies and is capable of finding effects or relationships between constructs. Meta-analysis is based on six suitability criteria like time frame, size, linguistic range, measures, and sample origin and publication type. This meta-analysis shows the relationship between job performance and organizational commitment seems stronger for non-sales employees compared to sales employees. It found that the relationship between job performance and organizational commitment was stronger for groups than individualistic principles. The results showed redoubling of effort toward future research to categorize other variables that may clarify job performance. Also, this meta-analysis originates a positive correlation between organizational commitment and job performance of the study no claim of causality between the two variables was presented.

**Khan, Ziauddin, Jam and Ramay** (2010)<sup>54</sup> in their study on, “The Impacts of Organizational Commitment on Employee Job Performance.” investigated the impact of Organizational Commitment on worker job performance from public and private sector workers of gas and oil sector. Total sample of 230 questionnaires were collected by distributing and the collected data was personally administered among workers of OGDCL and OMV in Pakistan. The scale used to qualify organizational commitment was in terms of normative, effectiveness and continuance which was developed by Allen and Meyer (1991). In the case of job performance has been measured using tool developed by Anderson and Willams (1991) the four items proceeding a five point scale. The results of the data are reliable with previous literature. All the types of commitments showed positive association with employee job performance. Managers working in worldwide should pay special attention to background of organizational commitment. The factors which encourage employee commitment must also be considered. Lot of the organizations are facing productivity problem that should get solution of increased employee performance by inspiring commitment.

**Anisa** (2012) carry out a research on, “Relationship between Organizational Commitment and Organizational Citizenship Behavior”. The main objectives of the study, a draft questionnaire were established based on wide-ranging reviews of the extensive nonfiction. The total sample of the employees was 725 which was the total population of the study. Sample was selected with simple random sampling method. SEM approach was used to progress model. The hypotheses of the study were examining the size, direction and significance of the trails from dependent variables to independent variables. The results of the study showed by developed and tested a structural model relating affective commitment, normative commitment and continuance commitment to Organizational Citizenship Behavior. Excluding affective commitment to Organizational Citizenship Behavior, all other trails were found to be significant. The study provided insights into different types of organisational commitment and their differential consequence on OCB. The sample size in the study was small and it might have prohibited an exact assessment of the association among variables. The institute that participated in the study was a public sector organization and similarly the study could be progressed with the other organizations.

### **2.3 REVIEWS RELATED TO PERFORMANCE APPRAISAL**

**Patrik Kampkötter** (2017)<sup>56</sup> conducted a research on, “Performance appraisals and job satisfaction” The study focused on prescribed performance appraisals. The study investigates the consequence of performance appraisal on workers’ overall job satisfaction. The study was able to discriminate between appraisals that are accompanying to monetary outcomes, such as bonus payments and appraisals, promotions that have no economic consequences. The outcomes of the study reveal that performance appraisal was associated to regulatory outcomes, which are a influential HR management apparatus that was valued by workers. Additionally, the study explores the moderating possessions of personality traits on the relationship between job satisfaction and performance assessment. The results of the study showed that if tangible assistances cannot be provided or might not be tied to the assessment procedure, the practice of appraisals with no budgetary consequences could be detrimental for open-minded and self-determined workers, and since appraisals could then possibly raise expectations that are not contented. Practical and theoretical implications of these results are also delivered.

**Albert Bayo-Moriones et al.** (2018)<sup>57</sup> has done a study on, “Performance appraisal : dimensions and determination”. The study was done using a sample of Spanish instituting in the industrialized sector, the study analyses the elements of dimensions of performance assessment. The dimensions scrutinized the performance measures, who estimate frequency and performance. The consequence shows that the degree of sovereignty of the workforce affects positively the use of independent criteria. It is also more to be expected that performance appraisal is supported by the supervisor in the existence of teams and internal promotions. The frequency was explained; as well teams affect negatively the dimension of performance appraisal.

**Bard Kuvaas et al.** (2006)<sup>58</sup> carry out a research on “Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation.” The study was to discover alternative relationships between employee outcomes and performance appraisal satisfaction in the form of self-reported affective organizational commitment, work performance and turnover intention. The study was done with cross-sectional survey with the respondents of 593 employees which showed that appraisal satisfaction was openly related to affective commitment and gross revenue intention. The relationship between appraisal satisfaction and work performance, conversely, was both moderated and mediated by workers' inherent work motivation. The procedure of the reasonableness revealed a negative relationship for workers with low essential motivation and a positive relationship for those with high intrinsic motivation. Suggestions for practice and directions for future research with various streams must be taken for wider knowledge.

**Haiying Kang** (2016)<sup>59</sup> carry out a study on, “International performance appraisal practices and approaches of south Koreans MNES in china.” The study undertook the international appraisal practices, comprising methods and procedures, and feedback, of South Korean in China and the extent to which these performs are restricted. The analysis of the study results by the in-depth consultations with local and emigrant managers show South Korean MNEs incline to adopt an ethnocentric approach to dealing performance appraisals for expatriates and an integrative approach for multitude country-nationals by relocating their home appraisal live out to their Chinese subsidiaries. The approaches can be accredited to relative strength effects, were the relative economic strong suit and

appropriate differences between China and South Korea. The study added to the knowledge base of how MNEs accomplish performance appraisals in their external subsidiaries.

**Lawrence Nurse** (2007)<sup>60</sup> in his study on, “Performance appraisal, employee development and organisational justice; exploring the linkages” analyzed performance appraisal in the process that is politically driven, its primary dedications was said to be the development of the individual worker. The studies scrutiny of a cross-section of employees' perceptions of this progression was hence motivated by the need to regulate whether they believed that they qualified fair outcomes from performance appraisal. The result of the study states that there would not be any substantial difference in integrity discernments between union member and non-union member. Conflicting to the hypothesis, non-union faulted expressed less unfavorable perceptions about the interactional essentials than their trade-union complements. The results showed that the hypothesis that employees who understood that performers where not treated fairly. There was a significant, nevertheless relatively sensible relationship between discernments about treatment of performers and their potentials about career progression.

**Brindha** (2019)<sup>61</sup> in his study on “Appraisal Evaluation tools for college staff.” The characteristic of the performance appraisal of the worker was scheduled to take part in the Managerial Performance Appraisal progression or the process was warranted as a result of the Performance Development Plan, or the staff’s job portrayal has transformed significantly. Throughout the course of the calculation cycle, strengths and capacities of growth will be recognized and transferred to staff. The assessment tool used for supervise contains measures like specific behavior’s, presentation skills, knowledge, that pertain to all staff. The study analyzed the performance of the subordinates with the academics and the other performance in the inter relationship with students were also determined.

**Austrlian Journals** (2015)<sup>62</sup> in his article on, “Teacher performance appraisal: more about performance or development” the study was about the teacher appraisal which can be a significant lever for cumulative the attention on teaching quality and many reorganizations in the past have failed, an empathetic of the several aspects of effective performance appraisal is essential. The study discusses some of the key research

associated with teacher performance appraisal, including characteristics and consequences and points to the requirement for a better understanding of how they are associated to bigger ideas. Emphasizing the importance of an enhanced understanding of performance appraisal as a conversational approach to building teaching excellence, the study identifies origins that need further exploration with the implications of performance appraisal.

**Prabhakar Waghodekar** (2016)<sup>63</sup> done a research on “Performance appraisal analysis of employees in technical institutes: A case study”. The study was presented with a performance appraisal case study based on self-appraisal with 410 teachers working staffs and 90 non-teaching faculty. It affords fascinating and useful strategies for designing performance appraisal formats appropriate to academic culture of organisation. The results are showed to be reassuring. Nevertheless, faculty was the foremost performer in the drama of academic theater, for a institution could run in the absenteeism of the Librarian or Principal, but it originates to a halt, if teacher is not existent. Faculty's job is well described with its accompanying nature of obligations and responsibilities may be characterized as faculty's Job Evaluation. Attempts are actuality made for appraising the performance of a faculty on the profession. The study was done with, a quantitative approach for faculty performance appraisal is proposed where the other approaches could be adopted in the future studies.

**Bairagi** (2018)<sup>64</sup> on his study on “Performance based appraisal system for technical education: challenges” assessing the performance and progress of an worker on a given job and his prospective for forthcoming development. It includes of all approved procedures used in the occupied organizations to calculate personalities, influences and potentials of employees. At present scenario, the Performance Management Systems are usually predictable in the administrations, for driving strong business consequences. Technical education is spinal column of development functioning of every nation. The teachers are dynamic part of any education system. And so the human resource strategies are also equally appropriate to teachers. In view of the importance of the topic Performance Appraisal Systems, the AICTE and UGC has introduced Performance Based Appraisal System for college teachers. The study was focused on trials of PBAS in Development of Quality of Technical Education.

**Chawla Vivek** (2010)<sup>65</sup> in his article on, “Performance appraisal: A key to HR assessment and development” the study stated that performance appraisal is the progression of evaluating the performance and evolution of an underling on a assumed job and probable for future improvement. It comprises of all prescribed procedures used in the working administrations to estimate personalities, potentials and offerings of employees. At present the Performance Management Systems are approximately recognized in the organizations, for driving durable business results.

**Ranjeev Sharma et al.** (2016)<sup>66</sup> carry out a research study on, “Impact of self-assessment by students on their learning”. The most important objective of the study was to investigate the influence of self-assessment by undergraduate medical students on the subsequent academic performance. The study was grounded on the evaluation of two theory tests consisting of both essay type and short questions, administered with the sample of 89. They performance self-assessed their recital after 3 days of the first test monitored by marking of feedback and faculty. A non identical scheme test on the same topic with the same exertion level was conducted after 7 days and assessed by the faculty. The opinion about the discernment of students and faculty about this involvement was obtained. Significant upgrading in the academic performance after the progression of self-assessment was observed. There was a significantly positive correlation between teacher marking and student. Both faculty and students supposed it to be cooperative for developing self-directed culture skills. Self-assessment can intensification the motivation level and interest of students for the themes leading to enhanced learning and better hypothetical performance, helping them in expansion of critical skills for analysis of their own work.

**John Sizer et al.** (1992)<sup>67</sup> has done research h on the topic on, “The effects of performance-based assessment criteria on students’ performance and self-assessment skills”. The study arises from the involvements in five countries in emergent and using performance signs in government-institutional associations. The *role* of performance pointers in higher education hinge on the political culture, the educational capital system and the quality assessment processes that regulate the optimal sharing out of resources in a particular country. The political philosophy of education can be geared, besides, to correspondence in the establishment of educational occasions and, to variety in the



educational system. The funding system could be differential or incremental. Quality assessment could aim at excellence across the system or at comparative quality judgments. Ten lessons for intermediate funding agencies and government are drawn, which are believed to simplify the debate on the development and the use of displays in government-institutional relatives.

**Greet Mia Jos Fastre et al.** (2010)<sup>68</sup> in his study on, “The effect of performance-based assessment criteria on student performance and self-assessment skills” investigates the effect of performance-based against competence-based assessment criteria on assignment performance and self-assessment skills among 39 apprentice secondary vocational education students in the territory of nursing and attention. In a performance-based valuation group students are delivered with a preset list of performance-based assessment criteria, which describes what students should do, for the chore at hand. The performance-based group is compared with competence-based assessment group in which pupils receive a preset list of competence-based calculation criteria, describing what students must be able to do. The test phase discovered that the performance-based group outstripped the competence-based group on experiment task performance. In accumulation, higher performance of the performance-based group was stretched with lower testified mental effort during training, indicating a higher instructional efficiency for apprentice students

**Sabiha** (2010)<sup>69</sup> in his study on, “Teachers knowledge and practices of performance assessment” scrutinized Biology teachers’ practices and knowledge of performance assessment presented with the recent prospectus reform in Turkey. Data for the study was composed through an inquiry form and in depth interviews were done with 22 Biology teachers employed at secondary schools from both rural and urban areas of Trabzon. The findings stated the changes introduced concerning the assessment scheme with the new prospectus have not entered the lecture hall yet, mostly because of the lack of knowledge and skills of tutors. Suggestions were better furnish teachers with the necessities of the changes, through providing of appropriate experiences and training for conceptual change.

**Jao Casanova de Almedia** (2017)<sup>70</sup> carry out a study on the topic, “Teacher Performance Evaluation: The importance of performance standards” The foremost aim of the study was to help reflect on the key prominence of performance standards, considering the limpidity and the minimization of subjectivity which are proposed to exist on the assessment of teacher performance. Envisaging management valuation from the point of observation of professional development, it would be taken into deliberation the relationship between teacher autonomy and assessment as well as the contemplative, apprenticeship and consequent change of each educator. In harmony with this proposal the study addressed an indispensable element for the absolutely necessary transparency in the teacher performance evaluation process, the teacher enactment standards, in a supervisory context was stated.

**Colley, Kabba** (2008)<sup>71</sup> “Performance based assesment” Assessment and Teaching go hand in hand. In the lecture hall, teaching cannot be truly in effect if it is not linked to some form of authentic assessment. Similarly, assessment is useless if it is not founded on what has been, or was to be, educated. As well, teachers sometimes forget the close connection between the two Performance-based assessment needs students to validate their understanding and learning by performing an act or a sequences of acts. The type of assessment used in the study was appropriate to use in a problem-based, project-based, or inquiry-based science lecture hallsince it is consistent with the technique students learn--by inspecting a problem or question using materials and tools. Since students in a project-based lecture hall learn by constructing a product or carrying out an act, it is only suitable for them to be assessed using methods parallel to those used to teach them--thus, bring into line assessment with instruction. This study provides two common specimens of performance-based assessments that science teachers can use in their classrooms and a discussion of their strengths and boundaries.

**Yassir M. Mahgoub** (2014)<sup>72</sup> in his article titled on, “Development of teacher performance and its impact on enhancing the quality of the educational process” analyzed the teacher performance and its influence on the quality of educational process. The descriptive analytical and investigational methods are used in the study. The results were expected to be valuable for the development of teacher routine planners in the Ministry of Education in preparation effective strategies belong to the quality of the

educational process. The sample of the study consists of 30 Students, There are themes of development of teacher performance were prepared contingent on teaching plan. And the design included time table module. The researchers suggested the lecturers should be advised to use the necessary teaching aids that help wisdom such as management of discussion and simulations, communication skills, motivation, dialogue, puzzles, exercises, field observation, problem solving, discovery, brainstorming, self-learning, cooperative learning and role playing, using three-dimensional teaching aids.

**Abd.Hamid et al.** (2012)<sup>73</sup> the research carry out on the topic on, “Teaching quality and performance among experienced teachers in Malaysia” The background of this enquiry measured the instructor’s reasoning ability skills of evaluation and assessment, IT skills, and co-curricular information and the teacher’s disposition or interpersonal skills. The respondents are experienced teachers working in Malaysia. A set of questionnaires with 120 questions were assembled by the researchers and were managed among 2000 school teachers from different schools. On the other hand, only 1366 completed questionnaires were evaluated while 634 responses were uninvolved due to incomplete data. Exploiting Structural Equation Model (SEM), the study struggled to ascertain the legitimacy of the structural model of which lecturer’s cognitive abilities and qualities envisage teacher’s performances. The consequences revealed a model fit in cooperation with cognitive capabilities and personality predicting lecture hall management

**Sanjay Sing et al.** (2014)<sup>74</sup> done a study on, “Status of Academic Performance Indicator (API) for college teachers of Madya Pradesh” The study deals with the status of academic performance indicator and Performance Based Appraisal System (PBAS) in Madhya Pradesh, which has been functional in higher educational institutes in India then 2010. Academic performance sign was quantitative approach to extent the quality of teaching staff. The API was acquainting with as an attempt to link promotions and teachers selection according to their academic performance and also as methods for maintenance of standards in the higher education. In India at all higher educational societies academic performance indicator is pragmatic for the CAS of teachers.

At present the three categories of PBAS are well applied, but in view of experiences from the college teachers of M.P., maximum score known in category II was 25, which inadequate and could be increased.

**Ekta Sharma et al. (2015)**<sup>75</sup> in their study on “Status of academic performance indicators for college teachers of Uttar Pradesh: A review” covers the status of academic performance indicator and Performance based appraisal system in Uttar Pradesh, which has been pragmatic in higher educational institutes in India. Academic performance indicator is measurable approach to measure the quality of staffs in school. The API was announced as an endeavor to link teacher’s assortment and their elevations according to their academic performance and also as procedures for preservation of standards in the higher education. All institutions academic performance indicator was applied for the career advancement pattern (CAS) of teachers. Uttar Pradesh state higher education department have also implemented this API and PBAS during 2010. At Present the three categories of PBAS are well implemented, where as in the view of experiences from the teachers of Uttar Pradesh, maximum score specified in category II was 25 seems to be insufficient and could be increased

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