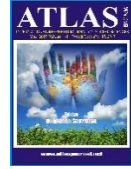




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## THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENTS OF PUBLIC SECTOR OFFICE WORKERS: A FIELD STUDY

KAMU KESİMİ BÜRO ÇALIŞANLARININ İŞ DOYUMU İLE ÖRGÜTSEL  
BAĞLILIKLARI ARASINDAKİ İLİŞKİ: BİR ALAN ARAŞTIRMASI

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### ÖZET

Job satisfaction and organizational commitment have gained more and more importance in current work lives. Responsibility for consequences without participation in processes is considered to be one of the obstacles in getting job satisfaction. Industrialization has replaced traditional ties with work and workplace rules, with competence-based social statuses leading to a greater degree of individualization of personal skills and alienation – not only of the individual to social values but also of the society to itself, with the individual becoming more and more autonomous and lonely.

Job satisfaction is a pleasurable and positive emotion resulting from the evaluation of an individual's work and work experiences. Developments in dependence emphasize a sense of loyalty based on job satisfaction if circumstances beyond traditional practices are realized. Today's prominent situation is also related to the desire of office workers to get a job satisfaction from their work.

In order to contribute to the discussion process, the relationship between job satisfaction and organizational commitment of public sector office workers is examined in this study. It is hoped that this study will contribute to the researchers, the practitioners and the theoretical studies in the area.

**Keywords:** Office workers, office, job satisfaction, organizational commitment.

### ABSTRACT

Günümüz iş yaşamında, iş doyumunu ile örgütsel bağlılık konusu giderek önem kazanmaya başlamıştır. İşin sonuçlarından sorumlu tutulup, süreçlerine katılmama iş doyumunun önündeki en önemli engellerden biri olarak görülmektedir. Sanayileşme dönemiyle birlikte geleneksel bağların yerini işe ve işyerine ilişkin kurallar almaya başlamış, kişinin yetenekleri ölçüsünde toplumda yer edinmesi, kişinin yeteneklerinin bireyselleşmesine ve çevresinden kopuk bir yabancılaşma sürecine girmesine neden olmuştur.

İş doyumunu, bireyin işlerinin ve iş deneyimlerinin değerlendirilmesinden kaynaklanan haz verici veya olumlu bir duygu durumu olarak karşımıza gelmektedir. Bağlılık konusundaki gelişmeler, geleneksel uygulamaların ötesinde koşulların gerçekleşmesi durumunda, iş doyumunu da esas alan bir bağlılık anlayışını öne çıkarmaktadır. Günümüzde öne çıkan bu durum, büro çalışanlarının belirli bir işyerine bağlanma istekleri arasında, yaptığı işten doyum duygusu elde etmesine de bağlı bulunmaktadır.

Tartışma sürecine katkı sağlamak amacıyla bu çalışmada, kamu kesimi büro çalışanlarının iş doyumunu ile örgütsel bağlılıkları arasındaki ilişkiler incelenmiş bulunmaktadır. Söz konusu araştırmanın, uygulayıcılara ve alandaki teorik çalışmalara katkı sağlayacağı umulmaktadır.

**Anahtar Kelimeler:** Büro çalışanları, büro, iş doyumunu, örgütsel bağlılık

## 1. INTRODUCTION

Employees enter workplaces in order to attain certain targets. Such fulfilment and attainment of targets yields job satisfaction whereas the opposite conditions lower job satisfaction and organizational commitment.

There are certain means that raise workers' commitment to their organizations. These are management styles such as participatory management, taking responsibility, using discretion, and employee empowerment. To this end, an environment needs to be set up where the workers of an organization are allowed to take responsibility, their successful performances are rewarded, and they feel confident of their future.

In order for workers to have their organizational needs met, and to enjoy satisfaction at work, certain measures need to be taken such as job security, adequate remuneration, opportunities for promotion, and organizational justice (Chang *et al.* 2010: 883). Organizational commitment is a psychological state that shapes a worker's relation to an organization, ensures their desire to work on, and raises job satisfaction.

## 2. CONCEPT OF JOB SATISFACTION

Job satisfaction is a pleasurable or positive emotional state regarding the assessment of one's work or work experiences (Brief, 1998: 32). A number of theories have been developed in relation to job satisfaction looking at the individual and organizational factors affecting job satisfaction from various perspectives. These theories are generally classified as *Traditional Theories* and *Modern Theories*.

The traditional approaches to job satisfaction are classified under two headings: 'need theories' and 'value (expectation) theories'. Need theory takes individual needs as its starting point (Brief, 1998: 41). Standing out among the value (expectation) theories is the *Cornell Model* developed by Smith, Kendall, and Hulin (1969: 53).

One of the most important modern approaches to job satisfaction is Salancik and Pfeffer's Social Information Processing Approach (1978: 231). The Social Information Processing Approach studies work attitudes in comparison to need and expectation theories.

Another modern approach is Motowidlo's theory of Individual Differences in Job Satisfaction which claims that job satisfaction is an individual perception of the extent to which a work environment keeps one happy. Based on this perception, the worker seeks to establish a link between their work experiences and personal characteristics, and this link determines their job satisfaction (Brief, 1998: 53).

### 2.1. Job Satisfaction Factors

In light of the theories and studies on job satisfaction, it is possible to group the factors leading to job satisfaction under two main headings. The first are the factors relating to the work environment and the work itself and the second relate to individuals' personal characteristics and life styles. The variables in these two groups interact with one another and affect job satisfaction (Spector, 1997: 54). These variables can be called environmental and personal factors.

#### 2.1.1. Environmental Factors

The environmental factors leading to job satisfaction are work-related and can be summarized as follows:

**a. Remuneration:** People join organizations to meet their material, social, and psychological needs. For this reason, remuneration is an important means of job satisfaction meeting people's material needs.

**b. Promotion:** Another factor leading to job satisfaction is the availability of opportunities for promotion. This is a factor that meets an individual's emotional/psychological needs.

**c. Control:** An individual's freedom to control work processes and consequences contributes to job satisfaction and different practices may result in alienation.

**d. Relations with Superiors and Colleagues:** Relations in the workplace are a significant factor affecting workers' job satisfaction levels. Effective relations with superiors and co-workers will result in job satisfaction.

**e. Communication:** Organizational communication takes place between individuals in the internal and external settings of the organization. This communication and interaction is an important determiner of job satisfaction depending on the individuals' self-expression.

**f. Organizational Reputation and Work Conditions:** The reputation and image of an organization are directly reflected upon its employees, who find job satisfaction as long as they perceive this image and reputation as positive.

## 2.2. Individual Factors

The individual factors for job satisfaction include individuals' needs for autonomy and personal development. The motivating effect of a job is an important factor for job satisfaction for individuals with strong needs for personal development. Those who prefer challenging and interesting tasks feel more motivated and happier when given complex tasks.

## 3. ORGANIZATIONAL COMMITMENT

Organizational commitment is defined as employees' wish and efforts to keep working at the organization, and their adoption of its values and objectives (Morrow, 1983: 491; Randall and Cote 1991: 198). In another definition, organizational commitment is the desire to stay on at the organization and identification with its values and objectives, free from primarily material concerns (Gaertner and Nollen, 1989: 975).

Measuring organizational commitment and keeping employees has been a concept very much focused on in recent years. It is thought that those with a strong commitment to their organization are the ones the least expected to quit. For this reason, organizational commitment is a psychological state that shapes employees' relation to their workplace and keeps them working on (Wieselsberger, 2004: 17). The nature of this psychological state may point to a distinction between emotional, continuity, and normative commitment; however, these should be seen as components of the same fact rather than different kinds of organizational commitment (Allen and Meyer, 1990: 1-18).

Emotional commitment is an individual's identification with, participation in, emotional connection to, and target-orientation towards an organization, which has an enormous significance for the employee, with the whole team continuing their membership of the organization and feeling happy about it (Allen and Meyer, 1990: 2).

Continuity commitment has been found to be related to age, number of years in service, opportunities for promotion, satisfaction with the remuneration, desire to quit, transfer of business, and marriage. Another element that it is thought to affect is the work alternatives available to the employee. Those who think that many alternatives are available to them seem to show less commitment (Çakar and Ceylan, 2005: 56).

Normative commitment is, beyond an emotional commitment in a positive sense, a moral duty. For this reason, those with a high level of normative commitment want to keep working for their organization and seem to think that it is the right thing to do (Wieselsberger, 2004: 17).

Research shows that employees with high levels of job satisfaction and emotional commitment appear to make more positive and meaningful contributions compared to those with continuity commitment.

## 4. RESEARCH AND METHODOLOGY

### 4.1. Universe and Sample

The population related to research area is a public institution with administrative and fiscal autonomy operating in Ankara. The office workers of this institution were asked to take part in the survey and sent questionnaire forms to be filled in at their convenience considering their workload. It was thought that all of the workers could be reached, so no need arose for a sample representative of the universe. Of the 230 questionnaire forms sent out, 212 were returned and 200 were taken into evaluation.

### 4.2. Data Collection

The research data was collected by means of a survey. The data collection instrument used was the organizational commitment and job satisfaction scale. In line with the research goals, information on the gender, marital status, age, education, and service length was elicited from the participants in the subject information form at the top of the questionnaires.

Meyer, Allen, and Smith's (1993) 18-item question forms were used for the collection of organizational commitment data. Of the dimensions of organizational commitment, the scale contained emotional commitment, continuity commitment, and normative commitment, with six questions for each dimension. In the questionnaire, items no. 1, 2, 3, 15, 16, 17 concern emotional commitment, items no. 4, 5, 6, 7, 8, 9 concern continuity commitment, and items no. 10, 11, 12, 13, 14, 18 concern normative commitment. As for the collection of job satisfaction data, Hackman and Oldham's (1975) 14-item scale was used.

The reliability of the scales used in the study was measured by means of the Cronbach Alpha coefficient. The calculations yielded  $\alpha = 0,83$  for organizational commitment, and  $\alpha = 0,91$  for job satisfaction. As for the calculations regarding the sub-dimensions of organizational commitment, the values calculated were  $\alpha = 0,78$  for emotional commitment,  $\alpha = 0,74$  for continuity commitment, and  $\alpha = 0,75$  for normative commitment. Cronbach Alpha ( $\alpha$ ) seeks to uncover whether a question in the scale forms part of a whole of a homogenous nature. Based on the alpha coefficient, the reliability of the scale is interpreted as follows:  $-0,00 \leq \alpha < 0,40$  means that the scale is unreliable,  $- 0,40 \leq \alpha < 0,60$  means low reliability,  $- 0,60 \leq \alpha < 0,80$  means adequate reliability, and  $- 0,80 \leq \alpha < 1,00$  means high reliability (Kalaycı, 2008: 405). The Cronbach Alpha values of the present study show that it is at a quite reliable and acceptable level.

### 4.3. Data Analysis

The percentage distributions regarding the research participants' individual characteristics are presented in tables. The existence of a significant link between the demographics and organizational commitment / job satisfaction was looked into using SPSS 21 (Statistical Package for the Social Sciences). However, as the research data did not show a normal distribution, further nonparametric tests were needed.

#### 4.4. Findings and Interpretations

##### 4.4.1. Findings on the Research Sample

Table 1. Table of Descriptive Statistics on Personal Particulars

Personal Particulars		f	%	Personal Particulars		f	%
Gender	Female	91	45,5	Marital Status	Married	82	41,0
	Male	109	54,5		Single	118	59,0
Age	24 or below	51	25,5	No of Years in Service	Less than a year	81	40,5
	25-29	67	33,5		1-5 years	36	18,0
	30-34	31	15,5		6-10 years	49	24,5
	35-39	21	10,5		11-15 years	16	8,0
	40-44	13	6,5		16-20 years	10	5,0
	45 or over	17	8,5		21 +	8	4,0
Education	Primary	6	3,0				
	Secondary	45	22,5				
	Foundation	56	28,0				
	Bachelor's	75	37,5				
	Graduate	18	9,0				

The research participants' personal particulars are presented in Table 1. Of the participants, 45,5% are female and 54,5% are male; 25,5% are 24 years of age or below 33,5% are 25-29, 15,5% are 30-34, 10,5% are 35-39, 6,5% are 40-44, and 8,5% are over 45. 41% of them are married and 59% are single. 3% left primary school, 22,5% left secondary school, 28% hold a foundation degree, 37,5% hold a bachelor's degree, and 9% hold a postgraduate degree. 40,5% have been in service for less than a year, 18% for 1-5 years, 24,5% for 6-10 years, 8% for 11-15 years, 5% for 16-20 years, and 4% for over 21 years.

##### 4.4.2. Findings on Organizational Commitment and Perceptions of Job Satisfaction

Table 2. Arithmetic Means and Standard Deviation for Organizational Commitment and the Perceptions of Job Satisfaction

	$\bar{x}$	Sd
Organizational Commitment	3,02	0,66
Job Satisfaction	2,81	0,84

Table 2 shows that the mean for organizational commitment is 3,02 and the mean for job satisfaction is 2,81. This data suggests that the workers' organizational commitment and perceptions of job satisfaction are not very high.

##### 4.4.3. Comparison of Participants' Personal Particulars with their Organizational Commitment and Perceptions of Job Satisfaction

At a significance level of 0,05, the employees' organizational commitment and perceptions of job satisfaction were looked into for any differences depending on age, education, and number of years in service by means of the Kruskal-Wallis H test, and depending on gender and marital status by means of the Mann-Whitney U test.

Table 3. Kruskal-Wallis H Test for Differences in Participants' Organizational Commitment and Job Satisfaction Perceptions Depending on Age

	Age	n	$\bar{x}$	$X^2$	Df	p
<b>Organizational Commitment</b>	24 or below	51	90,94	6,690	5	<b>0,245</b>
	25-29	67	93,96			
	30-34	31	118,00			
	35-39	21	105,14			
	40-44	13	119,81			
	45 or over	17	102,53			
<b>Perceptions of Job Satisfaction</b>	24 or below	51	100,65	17,007	5	<b>0,004</b>
	25-29	67	96,79			
	30-34	31	71,39			
	35-39	21	113,50			
	40-44	13	123,23			
	45 or over	17	134,32			

Table 3 shows the results of the Kruskal-Wallis H test for differences in participants' organizational commitment and job satisfaction perceptions depending on age. At a significance level of 0,05, Table 3 shows  $\chi^2=6,690$ ,  $p=0,245$  between organizational commitment and the age groups, and  $\chi^2=17,007$ ,  $p=0,004$  between job satisfaction and the age groups. Therefore, no significant difference exists between organizational commitment and age, but a significant difference does exist between job satisfaction and age. Further analyses suggest that organizational commitment averages gradually rise up until age 35 and then drop, while job satisfaction drops up until age 35 and then starts to rise.

Table 4. Mann-Whitney U Test for Differences in Participants' Organizational Commitment and Job Satisfaction Perceptions Depending on Marital Status

	Marital Status	n	$\bar{x}$	Z	Mann-Whitney U	p
<b>Organizational Commitment</b>	Married	82	112,21	-2,387	3877,5	<b>0,017</b>
	Single	118	92,36			
<b>Perceptions of Job Satisfaction</b>	Married	82	97,36	-0,640	4580,5	<b>0,522</b>
	Single	118	102,68			

Table 4 shows the results of the Mann-Whitney U Test for differences in participants' organizational commitment and job satisfaction perceptions depending on marital status. At a significance level of 0,05,  $Z=-2,387$ ,  $p=0,017$  between organizational commitment and marital status, and  $Z=-0,640$ ,  $p=0,522$  between job satisfaction and marital status, which suggests that, while organizational commitment shows significant differences depending on marital status, job satisfaction does not. According to the arithmetic means, married employees show more organizational commitment than single employees, who in turn get more job satisfaction than married employees.

Table 5. Mann-Whitney U Test for Differences in Participants' Organizational Commitment and Job Satisfaction Perceptions Depending on Gender

	Gender	n	$\bar{x}$	Z	Mann-Whitney U	p
<b>Organizational Commitment</b>	Female	91	93,79	-1,499	4349,0	<b>0,134</b>
	Male	109	106,10			
<b>Perceptions of Job Satisfaction</b>	Female	91	95,87	-1,033	4538,5	<b>0,301</b>
	Male	109	104,36			

Table 5 shows the results of the Mann-Whitney U Test for differences in participants' organizational commitment and job satisfaction perceptions depending on gender. At a significance level of 0,05, organizational commitment shows no significant difference ( $p=0,134$ ) in relation to gender while job satisfaction does ( $p=0,301$ ). According to the arithmetic means, however, male employees show more organizational commitment and job satisfaction than female employees.

Table 6. Kruskal-Wallis H Test for Differences in Participants' Organizational Commitment and Job Satisfaction Perceptions Depending on Education

	Education	n	$\bar{x}$	$X^2$	Df	p
<b>Organizational Commitment</b>	Primary	6	172,5	14,701	4	<b>0,005</b>
	Secondary	45	86,6			
	Foundation	56	91,7			
	Bachelor's	75	107,1			
	Graduate	18	110,6			
<b>Perceptions of Job Satisfaction</b>	Primary	6	133,0	44,824	4	<b>0,000</b>
	Secondary	45	148,6			
	Foundation	56	88,9			
	Bachelor's	75	81,2			
	Graduate	18	85,7			

Table 6 shows the results of the Kruskal-Wallis H Test for differences in participants' organizational commitment and job satisfaction perceptions depending on education at a significance level of 0,05.  $\chi^2=14,701$ ,  $p=0,005$  was detected between organizational commitment and education, and  $\chi^2=44,824$ ,  $p=0,000$  was detected between job satisfaction perceptions and education. Organizational commitment and job satisfaction perceptions show a significant difference in relation to education. According to the arithmetic means, primary and secondary school leavers have more organizational commitment and job satisfaction compared to foundation, bachelor's, and postgraduate degree holders.

Table 7. Kruskal-Wallis H Test for Differences in Participants' Organizational Commitment and Job Satisfaction Perceptions Depending on No. of Years in Service

	No. of Years in Service	n	$\bar{x}$	$X^2$	Df	p
<b>Organizational Commitment</b>	Less than a year	81	85,40	17,638	5	<b>0,003</b>
	1-5 years	36	121,03			
	6-10 years	49	95,69			
	11-15 years	16	117,84			
	16-20 years	10	105,55			
	21 +	8	149,44			
<b>Perceptions of Job Satisfaction</b>	Less than a year	81	106,80	9,698	5	<b>0,084</b>
	1-5 years	36	86,78			
	6-10 years	49	91,52			
	11-15 years	16	96,88			
	16-20 years	10	111,80			
	21 +	8	146,63			

Table 7 shows the results of the Kruskal-Wallis H Test for differences in participants' organizational commitment and job satisfaction perceptions depending on their number of years in service at a significance level of 0,05.  $\chi^2=17,638$ ,  $p=0,003$  is detected between organizational commitment and service length and  $\chi^2=9,698$ ,  $p=0,084$  between job satisfaction and service

length. Organizational commitment shows a significant difference in relation to service length while job satisfaction does not. The arithmetic means suggest that, in general, more years in service result in more organizational commitment.

#### 4.4.4. Correlation Analysis Results on Organizational Commitment and Job Satisfaction

Table 8. Correlate-Bivariate Spearman's Table of Analysis of Participants' Organizational Commitment and Job Satisfaction Perceptions

	Spearman's Correlation (r)	Organizational Commitment	Perceptions of Job Satisfaction
Organizational Commitment	P	1,000	0,269 (**)
	r	-	0,000
Perceptions of Job Satisfaction	P	0,269 (**)	1,000
	r	0,000	-

(\*\*)  $p < 0.05$

A statistical link between organizational commitment and job satisfaction was searched for at a significance level of 0,05 by means of Spearman's correlation analysis, according to which the link in question – the primary objective of the study – was found to be  $r=0,269$  and  $p=0,000$ . This is indication of a weak, positive link between organizational commitment and job satisfaction. A weak, positive link was also detected between the sub-dimensions of organizational commitment and job satisfaction. Following the correlation analysis, the regression coefficient was also detected:  $F=14,680$ ,  $p=0,000$ ,  $R^2=0,069$  between organizational commitment and job satisfaction.

## 5. CONCLUSION

In the public institution where the study was conducted, the employees' organizational commitment was found to be not very high, and their job satisfaction was mediocre.

A significant difference exists between job satisfaction and age. Job satisfaction varies according to employees' ages, and tends to rise especially from 35 years of age on. For this reason, measures are needed to raise job satisfaction in young employees in particular. Marital status is not a factor affecting employees' organizational commitment or job satisfaction. Lower levels of education tend to yield more commitment and satisfaction, while higher levels of education create the opposite effect. In this case, the expectations of better educated employees need to be met so that their commitment and satisfaction levels can go up. A significant link also exists between employees' service length and organizational commitment: employees' levels of commitment rise in line with the length of their service. Job satisfaction, however, shows no difference in relation to the number of years in service.

The link between organizational commitment and job satisfaction – one of the main goals of the study – was looked into by means of Spearman's correlation analysis, and a weak, positive link was found to exist between organizational commitment and job satisfaction. It can therefore be assumed that more job satisfaction means more organizational commitment. Raising employees' happiness with their work and meeting their expectations will in return make them more willing to fulfil the objectives of their organization.

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