

## EMPIRICAL EVIDENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENTS

Meisam Karami<sup>1 (\*)</sup>, Saif-Ur-Rehman Khan<sup>2</sup>, Hafiz Muhammad Ishaq<sup>3</sup>, Muhammad Siddique<sup>4</sup>,

<sup>1</sup>Faculty of Management and HRD (FPPSM), 81310 UTM Skudai, Johor, Malaysia

<sup>2</sup>Faculty of Management and HRD (FPPSM), 81310 UTM Skudai, Johor, Malaysia

<sup>3</sup>Department of Finance, King Abdulaziz University, Jeddah, KSA and La Trobe University, Melbourne, Australia.

E-mail: [i.bhatti@latrobe.edu.au](mailto:i.bhatti@latrobe.edu.au)

<sup>4</sup>Faculty of Management and HRD (FPPSM), 81310 UTM Skudai, Johor, Malaysia

\*Corresponding author E-mail: [ishaq74nk@yahoo.com](mailto:ishaq74nk@yahoo.com)

**ABSTRACT:** *The research objective is to look carefully at the effect of promotions, personal relationships and favorable conditions of work on organizational commitments. The 279 data are gathered from Malaysian workers. This research utilizes a questionnaire for gathering data to examining the hypotheses of the research. In this paper the regression is used for data analysis. The results point out that favorable conditions of work, personal relationships and promotions have a significant and positive effect on Organizational commitments. This study provides empirical evidence about the effect of promotions, personal relationships and favorable conditions of work on organizational commitments. The research issue is significant for academics and practitioners as well.*

**Keywords:** normative commitment, continuance commitment, affective commitment organizational commitment.

### 1. INTRODUCTION

Previously, organizational commitment has focused on the personals' productive connection to the company, although it has a mixture of aspects that impact business outcomes. In [1] authors recommend elements of commitment: effective (desire to remain with a company due to the "emotional connection to, recognition with and participation in the form" normative (perceive an ethical responsibility to stay with a firm) and continuation ("feeling stuck" and remaining due to the fact that it is excessively expensive to exit) can create originating in the way of Human Resource Management methods are known. Commitment is a build that looks to describe the firmness, including behavior values and actions and include behavioral options and indicates a being rejected of possible substitute action courses [2]. Accordingly, this firmness is often understood as behavioral options dedicated to the desire of a typical objective or objectives [2]. Through the growth of the commitment thought, a collaborated crucial literary work has developed [1,3-7].

Organizational commitment is analyzed substance in connection with its elements, antecedents, consequences, and correlates [4]. Others [8] discovered that organizational commitment includes effective, continuance, and normative commitment. Affective commitment reveals that which the personal recognizes with the company.

Normative commitment depicts the level to which a worker considers the person must be dedicated to a company and may be affected by standards of social. Continuance commitment explains you need to continue working for the company in accordance with the recognized expenses connected to leaving [8]. These measurements, recommend that individuals remain with their company due to the fact that they want to (affective commitment); due to the fact that they feel they need to (normative commitment); and due to the fact that they need to.

Elsewhere [1], they discovered commitment elements possibly practiced at the same time at different levels. Empirical evidence recommends as suitable that commitment stages can enhance [9] or reduce [10] with the

introduction of profession self-centering. In [4], authors recommend that variety in commitment stages can outcome from single variations. To state the matter differently, commitment to the company relies on people and the value they put on business promotions. For instance, profession possibilities provided by companies, like profession growth or opportunity for ongoing enhancement, if respected by people will improve their stages of commitment.

Organizational commitment is essential to maintain and entice competent employees. Recently, organizational commitment in educational institutions has turned into a main preoccupation during numerous nations. This has arrived to a significant enlarge in the number of community guidelines and programs aimed at dealing with the issues in addition to of such empirical studies. Some others [11] revealed that personal aspects such as sex, level of education, age, religion, length of service, and marital status affect impact the organizational commitment of information management employees in Nigerian state colleges. Research performed by Position, others [12,13] pointed out that an important association persisted amid organizational commitment and sex of employees in community industry firms; and also women were more committed to their companies rather than men.

In spite of that, [14] posted that there is no significant correlation between gender and organizational commitment aimed with employees in Malaysia. Individual factors of workers like gender, education, age, salary, job tenure, job status, marital status and are discovered with significance related to the organizational commitment of employees in commercial companies [15,16]. Job satisfaction of employee is a significant feature for companies that want their employees working in organizations [17]. Job satisfaction is possible to connect with organizational productivity, performance and other problem, such as turnover of employing. Nevertheless, disappointed workers are vulnerable to absenteeism and extreme turnover [18].

The main objective of the research is to analyze the relationship amid job satisfaction and organizational commitment. This research work is structured into five

segments such as the Introduction. The next part is provided the literary works and arranges the research hypothesis. And in follow the research methodology is explained and analysis and results. Finally, explain the conclusion of the research.

## 2. MATERIAL AND METHODS

### 2.1. Organizational commitment

The build of organizational commitment (OC) is designed in a wide range of styles. Many of research connected to organizational commitment possibly considered with regards to relational compared to behavior conceptualizations. Inn [19], researchers described organizational commitment as "the relative durability of your recognition with and participate in a particular organization [19,20] later utilized the term Affective Commitment to give an account of a worker's psychological connection to a company due to a perception and recognition with the company's objectives. The idea of OC is handled as an interesting variety in its own right and a wide range of explanations and actions is also suggested [5,21]. The idea has drawn more concentration lately from business researchers, possibly because of alters going on in career methods that is developed for the worldwide career industry and improved solutions for experienced workers within international economic system [22].

Organizational commitment has obtained significant amounts of interest from organizations behaviorists [23]. In advertising and marketing it is regarded as a significant main build in knowing sales rep actions [24]. By knowing commitment, experts are in fine condition to predict the result of a special plan or exercise on the company [8,25]. Organizational commitment is a very personal evaluate that catches workers' views of their identification with their firm's core values, their purpose to remain with their society, and their desire to apply more attempt than predicted by their society. Continued commitment represents the commitment workers' experiences in the direction of the company due to the expenses connect to making leave the company [26,4]. This commitment produces when workers realize that they are gathered investment strategies they will shorten if they not remaining the company or due to the fact that their answers are limited.

The distinction amid effective commitment and continuation commitment is that workers great in effective commitment remain with the company due to they want to, when workers greatly on the continued commitment remain due to they have to [27]. In [1] authors have recognized a thirdsizing of organizational commitment that they explain as normative commitment. This mode of commitment issues with a sense of responsibility to stay in the company. What these measurements have in shared is them have a level to which workers are desired to remain with a company. Organizational commitment is important in attaining this kind of complicated objectives [28] as these objectives need more attempt and generally have reduced the possibilities of prosperity than being comfortably objectives [29]. Organizational commitment is designed as an attitude that holds personals to an approach appropriate to one or more objectives, and a desire to continue to persist in an

approach [30]. Others [19] described commitment as a powerful perception in and approval of the firm objectives, the desire to apply significant effort on the part of the company and a willingness to sustain firms account. Commitment is distinctive from inspiration in that commitment impacts actions individually of other roles and conduct, and can arrive to determine to an approach even if these conflicts with the purposes [31,32]. Commitment element concern is based with regards to reward-cost notions that the focus is on the negotiating amid the personal and the company: the more beneficial the exchange, the greater the personal commitment to the company [33]. Interest in organizational commitment is triggered mostly through its present positive relationship to behavior of employee like low turnover, high creativeness, and job satisfaction [34], but the region is not performing sufficient research besides the European nations [35].

Authors in [36] described organizational commitment: the level that a worker recognizes with the purposes and principles of the company and is desirous to apply affords assist it is successful. The problem of organizational commitment in public and private industry companies is, obtained consequential research concentrate more than the past 25 years [8,37]. Organizational commitment is viewed as a mindset of connection to the company through a worker, which results in particular job-related actions like turnover intentions, organizational citizen behaviors, job satisfaction, work performance, work motivation and workplace absenteeism.

Organizational commitment is a return contract amid personals and the company [38]. Organizational commitment is an important factor of workers' that is recognized in the inspirational procedures of social exchange theory and the criterion of reciprocity. OC is significant interest to specialists due to the fact that it is powerful proof of hyperlinks amid high stages of commitment and positive organizational outcomes. It is a path of emotional understanding, which workers create in reaction to the advantages offered through the company [39].

### 2.2. Job satisfaction

The job satisfaction concept is broadly studied in literary works; because many scientists believe its styles may impact and affect work efficiency, turnover of employment and retention of employees. Satisfaction is categorized in: extrinsic, total, and intrinsic [40]. Elsewhere [41], the worker is basically pleased if he/she makes no obvious compensate exclude the activity itself, when external fulfillment is found as the contrast idea. As the impact of the value of this idea, it turns out that the primary job satisfaction antecedents are not ignored. Job satisfaction is an enjoyable psychological condition as a result of the evaluation of someone's job as accomplishing or assisting the accomplishment of someone's job principles. Job satisfaction is discovered to significantly influence absenteeism, psychological distress, job performance, and turnover [18,42]. In [43], they exposed that job discontentment is amid the best turnover predictors.

Elsewhere [44], they discovered that worker benefits influence their job satisfaction. However, many job

satisfaction antecedents have analyzed over the years such as compensation, work environment, opportunity for advancement, leadership style, climate and organizational structure [45] job satisfaction in a filter perspective may be approved as: a general mind-set or feelings of the workers in regards to their jobs and the job elements like the workplace, working status, reasonable benefits, and interaction with the co-workers [46]. In [47], researchers described job satisfaction and discontentment as job satisfaction is the enjoyable psychological condition as a result of the evaluation of someone's job as achieving or assisting someone's job principles [48]. Job discontentment is "the un-enjoyable psychological condition as a result of the evaluation of someone's job as annoying or preventing the achievement of someone's values".

Job satisfaction is determined as "the level to which individuals such as satisfaction or hate dissatisfaction their jobs" [42]. This meaning indicates that Job satisfaction is a common or international productive response that personals keep about their occupation. However, others [47] described Job satisfaction as a beneficial psychological sensation, a consequence of someone's assessment in the direction of his job encounter through evaluating amid what he desires from his job and what he practically receives from it. In the past is recommended that an individual's job satisfaction comes from how he/she seems is more essential than the satisfaction or un-satisfaction of his/her needs [49]. Many factors of job satisfaction are recognized in previous studies, like power distribution, self esteem, organizational reward systems, individual differences, control locus etc.[50]. When workers are not pleased, they usually move and seek fulfillment somewhere else.

### 2.3. Organizational commitment and Job satisfaction

Some authors [51] analysed the job satisfaction effects on organizational commitment amid the cafe workers and the results shown that fulfillment level would estimate their commitment to the company. [52] analyzed the job satisfaction and organizational commitment determinants such as supervisory support, distributive justice, pay workload, promotional opportunities, etc.

There are many researches that handled job satisfaction as an independent variable and organizational commitment as a dependent variable [5,52,53,54]. As in [5], they recommend job satisfaction and loyalty can often be shown in many other ways. Job satisfaction is a type of reaction to a particular project or job-related problems; where, commitment is a more international reaction to a company. Hence, commitment must be more reliable than job satisfaction eventually and requires an extended period following one is pleased with his job [51]. Researchers elsewhere [51], examined the issues of job satisfaction on organizational commitment in the cafe workers and the results indicated that satisfaction stage would estimate their commitment to the company. In [52], authors examined the job satisfaction and organizational commitment factors as well.

Therefore, the following hypotheses are held:

**H1.** The job satisfaction is significantly and positively associated with organizational commitment components.

**H2.** The prosperous condition of employment is significantly and positively associated with organizational commitment components.

**H3.** The promotion is significantly and positively associated with organizational commitment components.

**H4.** The personal relations significantly and positively associated with organizational commitment components.

## 3. RESEARCH METHODOLOGY

### 3.1. Data collection and sample

The research utilizes questionnaires research strategy for collecting data for examining the hypotheses of the research. Dependent and independent variables need five-point Likert style reactions, which range from "strongly disagree" to "strongly agree". A research is performed on 279 Malaysians Workers in a Service company.

Data are analyzed utilizing major elements survey and associations are examined using linear regression.

### 3.2 Assessing reliability

The measurement of the reliability of the study was examined utilizing Cronbach's alpha ( $\alpha$ ). [55] indicate that 0.70 values and greater have been frequently "considered the requirements for inner reliable recognized elements. The Cronbach's alpha coefficients in parentheses showing measures the inner consistency, reliability in the six elements are the recommended 0.70 values [55].

## 4. RESULTS AND DISCUSSION

The research is an effort to grasp the significance of the connections between organizational commitments and job satisfaction. Table-1 shows the Standard Deviations and Means of job satisfaction and organizational commitment elements, Table-2 show the correlations of job satisfaction and organizational commitment elements. Table-3 provides regression analysis results regarding as well.

Therefore, the outcomes reasonably support H1 is indicating that all elements of job satisfaction such as personal relationships, favorable conditions of work and promotions have significant and positive relationship on all components of organizational commitment such as the affective commitment, normative commitment and continuance commitment ( $p < 0.05$ ,  $p < 0.01$  and  $p < 0.05$  respectively). The result point out that employee may obtain a normative commitment to a higher level if the arrangement is increased in quality favorable conditions of employment, promotions and personal relationships. And also, the results state that Workers would obtain an advanced level of normative commitment if the house is well-enhanced personal relationships, promotions and favorable conditions of employment. And the results point out that worker would get an advanced affective commitment level as well. Hence, the outcomes somewhat supports H2, is arguing that the favorable conditions of work have a significant and positive relationship on affective commitment, normative commitment and continuance commitment, which are components of organizational commitments ( $p < 0.01$ ,  $p < 0.01$ , and  $p < 0.01$ , respectively). These outcomes states that workers may obtain an advanced stage of Continuance commitment if the organization is

well- improved promotions, personal relationships and favorable conditions of employment. Thus, the findings support the Hypotheses. Hence, the finding somewhat supports *H3* indicating that the job satisfaction element (promotion) have a significant and positive relationship on organizational commitment elements. And also the *H4* is indicating that the job satisfaction element (personal relationship) has a significant and positive relationship on organizational commitment elements. In conclusion, the affective commitment, normative commitment and continuance commitment are predicted signs and are

significant effects on organizational commitment as well. Hence, the outcomes support all four Hypotheses.

**Table-1** Standard Deviations and Means of job satisfaction and organizational commitment elements

	Variables	S.D.	Mean
1	Favorable conditions of work	1.09	4.39
2	Promotions	0.89	4.27
3	Personal relationships	0.78	4.78
4	Affective commitment	0.58	5.09
5	Normative commitment	0.67	4.26
6	Continuance commitment	0.79	5.26

**Table-2** Correlations of job satisfaction and organizational commitment elements

	Variables						
1	Favorable conditions of work	1					
2	Personal relationships	0.23*	1				
3	Promotions	0.26*	0.18*	1			
4	Affective commitment	0.55**	0.54**	0.21*	1		
5	Normative commitment	0.46**	0.53**	0.44**	0.17*	1	
6	Continuance commitment	0.20*	0.20*	0.55**	0.23*	0.39**	1

\*\* p < 0.01; \* p < 0.05

**Table-3** Results of regression analyses of organizational commitments

Variables	Organizational commitments		
	Normative commitment	Continuance commitment	Affective commitment
Favorable conditions of work	0.22*	0.42**	0.43**
Promotions	0.19*	0.24*	0.54**
Personal relationships	0.46**	0.51**	0.42**
<i>F</i>	11.20**	13.44**	15.67**
<i>R</i> <sup>2</sup>	0.46	0.34	0.41

Standardized coefficients are reported. \*\* p < 0.01; \* p < 0.05 (Two-tailed test).

**5. CONCLUSION**

In this research investigates the job satisfaction role on organizational commitments. The results point out that amid job satisfaction and organizational commitments there are significant and positive effects. This result underscores the critical component roles of job satisfaction in organizational commitments. And outcomes also suggest that supervisors required to definitely develop their company's job satisfaction for workers can obtain an advanced level of organizational commitments. In addition to, studies recommend suitable investment strategies in job satisfaction may increase organizational commitments.

In this analysis, there are limitations. The first one is the responses variety acquired in the study is small. May be more responses can generate a more precise result, upcoming study can use for this analysis, which may be more workers have applied organizational commitments. On top of that, this analysis only researches Malaysians workers, hence, the conclusions and findings attracted from this study are associate of the Malaysians workers, and the results would not make generalizations to other geographical areas or societies. Future research can analyze the proposed relationships in other countries as well.

**6. Limitation and future indication**

Job satisfaction and organizational commitment are considered as important factors in the performance of the organization. Researchers can analyze these factors in other sectors to obtain more accurate results. The effects of time and bias of the respondents are the main limitations of this study.

**REFERENCE**

[1] Meyer J.P. and Allen N.J. 1991. A three-component conceptualization of organizational commitment. *Human Resources Management Review*. 1(1): 61-89.

[2] Hulin C. 1991. Adaptation, persistence, and commitment in organizations. In Dunnette, M.D. and Hough, L.M. (Eds), *Handbook of Industrial and Organizational Psychology*, Vol. 2, Consulting Psychologists Press, Palo Alto, CA.

[3] Griffin R.W. and Bateman T.S. 1986. Job satisfaction and organizational commitment. In Cooper, C.L. and Robertson, I. (Eds), *International Review of Industrial and Organizational Psychology*, Wiley, New York, NY. pp. 157-88.

[4] Mathieu J. and Zajac D. 1990. Review and meta-analysis of the antecedents, correlates and consequences of

- organisational commitment. *Psychological Bulletin*. 108: 171-94.
- [5] Mowday R., Porter L. and Steers R. 1982. *Employee organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*, Academic Press, New York, NY.
- [6] Salancik G.R. 1977. Commitment and the control of organizational behavior and belief. In Staw, B.M. and Salancik, G.R. (Eds), *New Directions in Organizational*
- [7] Staw B.M. 1977. Two sides of commitment. Paper presented at the National Meeting of the Academy of Management, Orlando, FL, August 15.
- [8] Meyer J and Allen N (1997), "Commitment in the Workplace: Theory, Research, and Application", Sage Publications.
- [9] Sturges J., Conway N., Guest D. and Liefoghe A. 2005. Managing the career deal: the psychological contract as a framework for understanding career management, organizational commitment and work behavior. *Journal of Organizational Behavior*. 26(7): 821-38.
- [10] Bambacas M. and Bordia P. 2009. Predicting different commitment components: the relative effects of how career development HRM practices are perceived. *Journal of Management and Organization*. 15(2): 224-40.
- [11] Popoola S.O. 2006. Personal factors affecting organizational commitment of records management personnel in Nigerian State Universities. *Ife Psychologia*. 14(1): 183-97.
- [12] Angle H.L. and Perry J. 1981. An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*. 26: 1-13.
- [13] Opayemi A.S. 2004. Personal attributes and organizational commitment among Nigerian police officers. *African Journal for the Psychological Study of Social Issues*. 7(2): 251-63.
- [14] Ahmad K.Z. and Abubakar R. 2003. The association between training and organizational commitment among white workers in Malaysia. *International Journal of Training and Development*. 7(3): 166-85.
- [15] Hunt S.D. and Morgan R.M. 1994. Organizational commitment: one of many commitments or key mediating constructs? *Academy of Management Journal*. 37(6): 1568-87.
- [16] Ellemers N., Gilder D. and Hevel H. 1998. Career-oriented versus team-oriented commitment and behavior at work. *Journal of Applied Psychology*. 33(5): 717-30.
- [17] Oshagbemi T. 2003. Personal correlates of job satisfaction: empirical evidence from UK universities. *International Journal of Social Economics*. 30(12): 1210-32.
- [18] Chen S.H., Yang C.C., Shiao J.Y. and Wang H.H. 2006. The development of an employee satisfaction model for higher education. *The TQM Magazine*. 18(5): 484-500.
- [19] Porter L.W., Steers R.M., Mowday R.T. and Boulian P.V. 1974. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*. 59(5): 603-9.
- [20] Meyer J.P. and Allen N.J. 1984. Testing the 'side-bet' theory of organizational commitment: some methodological considerations. *Journal of Applied Psychology*. 69: 372-8.
- [21] Meyer J.P., Irving P.G. and Allen N.J. 1998. Examination of the combined effects of work values and early work experiences on organizational commitment. *Journal of Organizational Behavior*. 19(1): 29-52.
- [22] Sullivan S.E. and Arthur M.B. 2006. The evolution of the boundary less career concept: examining physical and psychological mobility. *Journal of Vocational Behavior*. 69(1): 19-29.
- [23] Allen N. and Meyer J. 1990. The measurement and antecedents of affirmative, continuance and normative commitment to the organization. *Journal of Occupational Psychology*. (63): 1-18.
- [24] Singh J., Verbeke W. and Rhoads G.K. 1996. Do organizational practices matter in role stress processes? A study of direct and moderating effects for market-oriented boundary spanners. *Journal of Marketing*. 60(3): 69-76.
- [25] Bergmann T.J., Lester S.W., De Meuse K.P. and Grahn J.L. 2000. Integrating the three domains of employee commitment: an exploratory study. *Journal of Applied Business Research*. 16(4): 15-26.
- [26] Dipboye R.L., Smith C.S. and Howell W.C. 1994. *Understanding an Industrial and Integrated Organizational Approach Psychology*, Harcourt Brace College Publishers, Fort Worth, TX.
- [27] Meyer J.P., Allen N.J. and Gellatly I.R. 1990. Affective and continuance commitment to the organization: evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*. 6: 710-20.
- [28] Klein H., Wesson M., Hollenbeck J. and Alge B. 1999. Goal commitment and the goal-setting process: conceptual clarification and empirical synthesis. *Journal of Applied Psychology*. 84: 885-96.
- [29] Latham G.P. 2007. *Work Motivation: History, Theory, Research, and Practice*, Sage, Thousand Oaks, CA.
- [30] Cooper-Hakim A. and Viswesvaran C. 2005. The construct of work commitment: testing an integrative framework. *Psychological Bulletin*. 131(2): 241-59.
- [31] Meyer J.P., Becker T.E. and Vandenberghe C. 2004. Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of Applied Psychology*. 89(6): 991-1007.
- [32] Meyer J.P. and Herscovitch L. 2001. Commitment in the workplace: toward a general model. *Human Resource Management Review*. 11(3): 299-326.
- [33] Becker H.S. 1960. Notes on the concept of commitment. *American Journal of Sociology*. 66(1): 32-40.

- [34] Cohen A. 2003. Multiple Commitments in the Workplace: An Integrative Approach, Lawrence Erlbaum Associates, Mahwah, NJ.
- [35] Lee K., Allen N.J., Meyer J.P. and Rhee K.-Y. 2001. The three-component model of organizational commitment: an application to South Korea. *Applied Psychology: An International Review*. 50(4): 596-614.
- [36] Herscovitch L. and Meyer J.P. 2002. Commitment to organizational change: extension of a three-component model. *Journal of Applied Psychology*. 87: 474-87.
- [37] Hope K.R. 2003. Employee perception of leadership and performance management in Botswana public service. *Public Personnel Management*. 32: 301-13.
- [38] Coopey J. 1995. Managerial culture and the stillbirth of organizational commitment. *Human Resource Management Journal*. 5(3): 56-76.
- [39] Angle H. and Perry J. 1983. Organizational commitment: individual and organizational influences. *Work and Occupation*. 10(1983): 123-46.
- [40] Weiss D.J., Dawis R.V., England G.W. and Lofquist L.H. 1967. *Manual for the Minnesota Satisfaction Questionnaire (Minnesota Studies in Vocational Rehabilitation No. 22)*, Industrial Relations Center, University of Minnesota, Minneapolis, MN.
- [41] Rose M. 2001. Disparate measures in the workplace quantifying overall job satisfaction. Paper presented at the 2001 BHPS Research Conference, Colchester.
- [42] Spector P. 1997. *Job Satisfaction*, Sage Publications, Thousand Oaks, CA.
- [43] Lee T. 1988. How job dissatisfaction leads to turnover. *Journal of Business and Psychology*. 2: 263-71.
- [44] Williams M.L. 1995. Antecedents of employee benefit level satisfaction: a test of a model. *Journal of Management*. 21: 1097-128.
- [45] Testa M.R. 1999. Satisfaction with organizational vision, job satisfaction and service efforts: an empirical investigation. *Leadership and Organization Development Journal*. 20(3): 154-61.
- [46] Kim W.G., Leong J.K. and Lee Y. 2005. Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *Hospitality Management*. 24: 171-93.
- [47] Locke E.A. 1969. What is job satisfaction? *Organizational Behaviour and Human Performance*. 4: 309-36.
- [48] Behavior, St Press, Chicago, IL. Schwepker C.H. 2001. Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the sales force. *Journal of Business Research*. 54: 39-52.
- [49] Locke E.A. 1976. The nature and causes of job satisfaction. In Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL. pp. 1297-349.
- [50] Chen J.C. and Silverthorne C. 2008. The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership and Organization Development Journal*. 29(7): 572-82.
- [51] Feinstein A.H. and Vondrasek D. 2001. A study of relationships between job satisfaction and organizational commitment among restaurant employees. *Journal of Hospitality, Tourism, and Leisure Science*, available at: <http://hotel.unlv.edu/pdf/jobSatisfaction.pdf> (accessed April 15, 2007).
- [52] Gaertner S. 1999. Structural determinants of job satisfaction and organizational commitment in turnover models. *Human Resource Management Review*. 9(4): 479- 93.
- [53] Jernigan I.E., Beggs J.M. and Kohut G.F. 2002. Dimensions of work satisfaction as predictors of commitment type. *Journal of Managerial Psychology*. 17(7): 564-79.
- [54] Lok P. and Crawford J. 2001. Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*. 16(8): 594-613.
- [55] Hair J.F., Anderson R.E., Tatham R.L. and Black W.C. 1998. *Multivariate Data Analysis*, Prentice-Hall, Englewood Cliffs, NJ.