

Abstract

This research explores the relationship between organizational commitment and job satisfaction in the context of the UAE in distribution firms. The purpose of this study is to identify the main factors that influence the employee's commitment towards the organization and examine the correlation between organizational commitment components and job satisfaction factors.

Through a comprehensive review of literatures, two components of organizational commitment including affective and continuance and five facets of job satisfaction comprising pay, promotion opportunities, management style, nature of the job and coworker relationship were identified.

This research has used a quantitative approach, and a questionnaire was prepared and distributed to three distribution companies in Dubai and Jebel Ali free zone. Based on 217 responses the data was analyzed by statistical software (SPSS).

The results show that generally organizational commitment is significantly related to job satisfaction. In addition, statistical evidence revealed that affective commitment is positively related to all identified job satisfaction facets and continuance commitment has no significance relationship with job satisfaction.

Finally, some practical recommendations were suggested to increase the individual commitment toward their organizations to achieve their organizational target.

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Chapter 1

Introduction

Chapter 1: Introduction

Research subject, presenting the study drivers and demonstration of practiced methodology are the main concern of this chapter. Background of the research topic is discussed in the beginning followed by the study of problem section. Research aim and objectives have been identified and research rationale section is presented. Summary of the research chapter is described at the end.

1.1- Background of study

In today's challenging and rapidly changing work environment with economic fluctuation conditions in global business, employee retention and job satisfaction is one of the most sought after topics in Human Resource Management as employees are most valuable asset for every organization. No organization can achieve competitive edge without committed team members and employees.

Employee commitment to an organization and the level of satisfaction they experience in their job together with an understanding of the interrelation of these facets, are significant factors that contribute towards a business success. Providing opportunity for career growth coupled with monetary benefits helps to create a "brand loyalty" among the employees towards the organization.

Employees' commitment to the organization is the soul of an organization and is considered to be a vital factor and the key to gain the organization's goals, objectives and values. In fact, uncommitted employees reduce an organization's capabilities to face internal and external challenges of the organization. Moreover, the ability of an organization to achieve its aims depends on employees' efforts and commitment toward the organization. There has been a great deal of research over several decades, and view from a variety of perspectives has developed into a comprehensive body of knowledge on the definition and interpretation of organizational commitment.

Organizational Commitment has been defined as emotions, opinions and determinations which raise the desire to maintain membership in the organization (Hunt et al., 1985) and highlights the employees' sentiment for the organization he works for (Hunt & Morgan, 1994). In other words, it is the employees' firm belief in the organization's missions and values that contribute to his desire to display the

highest performance to achieve these goals and a strong willingness to maintain membership of the organization (Luthans, 2005).

While organizational commitment is delineated as the degree to which the employee shows sentiment the organization, Job satisfaction is defined as positive emotions toward a job (Price, 1997). As well as organizational commitment, job satisfaction has been an attraction for numerous researchers in the past decades to the extent that it has been called “the most intensively studied variable in organizational research” (Rainey, 1997, p. 244). Nevertheless, it is hard to find an integrated definition for job satisfaction and instead scholars have tried to define it as a mixture of employee feelings towards different work aspects like the job itself, pay, career growth opportunities, management style and workplace relations (Schermerhorn et al., 2005). It has been explained as general behavior, positive emotions and loyalty that an employee has for his job or simply refers to the degree that he likes his jobs.

Job satisfaction has also been a topic of interest for researchers in the managerial field as it has a strong relation with many organizational behaviors outcomes like job performance (Koys, 2001) and an inverse relation with turnover and turnover intention.

The correlation of organizational commitment and job satisfaction and their influence on each other has been the subject of many studies in literatures. Job satisfaction has been defined as determinative of organizational commitment and their extreme interrelation has been emphasized by Meyer et al. (2002). Their principal distinction is that organizational commitment is described as an employee reaction to his organization whereas job satisfaction is the employee’s reaction to his job. This means that, while an employee has favorable emotions for his organization, he still could be disappointed with his function and role in the organization.

One of the most widely studied effects of both organizational commitment and job satisfaction is turnover which has been proposed by scholars as a consequence of the low level of each variables. It is concluded that lack of job satisfaction and organizational commitment in an organization, will increase employees turnover intention as a major component influencing retention (Wong et al., 2001) while, high

commitment to organizational values and goals will decrease the employees' desire to leave the company.

This concept is also considered as a vital factor in the Middle East with its diverse cultural environment. Organizations try to decrease the rate of turnover or turnover intention, to prevent employees leaving current companies to go to others; especially rivals. In order to achieve the goals mentioned in competitive market and take advantages, organizations and managers need to pay more attention to job satisfaction factors and provide satisfying environment to have more proactive and efficient employees. That is the reason why satisfied employees are more motivated, productive and committed.

In addition to the above, most of the employees in developing countries are not lucky to find job satisfaction in all aspects. Getting a suitable job and staying there for a long time is very challenging in the UAE. In contrast, the advantage of working in the UAE is that employment opportunities are growing faster and rapidly since a number of multinational companies with diversified organizational cultures are increasing. The vast market potential of the UAE attracts foreign companies to invest in any business in this region, due to the tax incentives offered and Industry specific infrastructure. As a result, individuals try to add to their qualifications to increase their opportunity in the job market as well as finding job security in these organizations.

One of the significant challenges of Human Resource Management in the UAE has become to analyze the organizational outcomes like commitment and job satisfaction level which are extremely important to all members including managers, customers and employees. It is necessary that the highly committed employees will support an organization to achieve organizational targets that can be applied through providing satisfaction factors. In general, job satisfaction has different meanings for different people and they will be satisfied by various factors. Each employee expects to fulfill his/her requirements from the organization meanwhile the organization expects the employee to achieve set objectives. Both organization and employee are not able to meet their goals without meeting each other's expectations. To retain talented employees, an HR department should establish the policies and strategies for employee satisfaction to ensure that they stay for a longer period with the company.

This study looks into and determines the relationship between organizational commitment and job satisfaction in three sales and distribution based companies in the UAE as following chapters.

1.2 - The study problem

As mentioned earlier, looks over the relation between organizational commitment and job satisfaction has a history over a span of more than thirty years studied by several researchers. However, there were not enough empirical evidences that link to the significance of understanding the constituents of organizational commitment that contributes to employees' job satisfaction in their organizations. Hence, the focus on organizational commitment and its relationship with job satisfaction factors has been inadequate, and further studies are required.

The observed situation is more common in the Middle-east and especially in the GCC countries where frequently the leaving rate of talented employees is more than new joining. Based on an investigation of distribution firms in the UAE, these companies are facing similar difficulties described as lack of commitment to the organization. According to Blau and Boal (1987) employees with lower levels of commitment have higher levels of absenteeism and tardiness, turnover intention and actual turnover.

Additionally, the existing conflict among employees indicates that they are not satisfied with their current job and earlier studies have confirmed that when job satisfaction decreases, stress and depression will be shown as turbulence in people.

Therefore, a survey to identify the link between commitment and job satisfaction and recognize the reasons behind it would have great value for an organization.

1.3 - Aim and objectives

This study is to primarily examine the relationship between different dimensions of organizational commitment and job satisfaction In order to achieve the intentional results for this research, the following prerequisites would have to be met:

- Study the forms of organizational commitment in academic literature and review the characteristics of its constituents.
- Identifying the differing features of job satisfaction and highlight their characteristics through the review of the related literatures.
- Evaluating the relationship between organizational commitment and job satisfaction through a developed questionnaire as a research tool for quantitative research.
- Identifying main factors underlying commitment issues in sales and distribution companies through the use of deductive methodology on the recognized aspects.
- Presenting formulated applicable advices for the companies under study to boost organizational commitment as well as job satisfaction. Providing them with a guideline as to how to successfully increase organizational commitment and job satisfaction among their employees using the research findings, conclusions and recommendations.

In order to achieve research aim and objectives, a deductive methodology has been implemented based on described theoretical models to highlight the factors which are influencing organizational commitment and job satisfaction relationship. Quantitative research method has been used to study their relationship.

1.4 - Rationale of the research

During the past decades, researchers have been concerned to study the workplace factors that influence organizations such as motivation, job satisfaction, commitment, employees' turnover and productivity. Although these concepts have been studied particularly in most of the literatures, only a few of them throw light on the mutual correlations and linkages. Very few researches have shown interest on organizational commitment and its impact on job satisfaction in the organization. For this reason, more researches are required in this field to examine this linkage precisely.

Developing knowledge about the reasons for employee intention to resign from current job gives organizations the opportunity to reduce employees' turnover rate and at the same time provides the capacity to control the turnover process more effectively. This can happen if the workplace environmental factors improve, and retention strategies successfully perform. This research provides the benchmark that

measures organizations' ability to prevent employees' turnover decision by studying the relation among dimensions of commitment and job satisfaction.

Other reason to conduct the research is that most of the literatures about this subject were applied on companies outside the Middle Eastern countries. There are cultural differences between working in western companies, which researches were conducted, and the Middle East generally and United Arab Emirates particularly. Since 90% of the private sector man powers are non UAE nationals, companies have daily challenges with problems related to cultural differences among the employees. This describes the importance of this study since it focuses on the multinational cultural workplace challenges.

In short, an in depth study on the organizational commitments, job satisfaction and their reciprocal impact in employees, in cross-cultural organizations, has been the main concern of this research. The focused area will be an empirical assessment of several sales based and distributor companies in UAE.

1.5 - Structure of the research

First, related subjects and earlier literatures have been reviewed to furnish the hypothesis concept; statistical techniques have been utilized to survey the accuracy of collected data afterward and given hypothesis have been verified; followed by provided solutions to the research questions and therefore meet aims and objectives of the study. The research is separated into five chapters as below:

Chapter 1: is the “**Introduction**” which explains the research topic background and problem instruction. Moreover, aims and objectives of the research along with rationale of the study are presented in this section.

Chapter 2: is the “**Literature Review**” which discusses earlier literatures about two main topics (Commitment and job satisfaction) and identify their special characteristics. It presents the hypothesis used in this study.

Chapter 3: is the “**Research Methodology**” which describes devised strategies, used methodology, implemented techniques, measurements and study samples in details.

Chapter 4: is the “**Data Analysis, Results and Discussion**” which demonstrates a survey of collected data based on the planned research methodology while referring to the study questions and suggested hypothesis and using SPSS as statistical software and investigation instrument. It discusses on the research findings in relation to the suggested hypotheses and research questions at the end.

Chapter 5: is “**Recommendation and Conclusion**” which contains recommendations and implications to highlight research challenges and suggestion for future studies. General conclusion has given at the end of this chapter.

Chapter 2

Literature Review

Chapter 2: Literature Review

This chapter reviews the existing published literature and related research on components of organizational commitment (affective, continuance and normative) and job satisfaction along with their variables and measures before concentrating on their relationships. Accordingly hypothesis of this study have been introduced at the end.

2.1 - Organizational commitment

Employee attitude is not a new topic in the field of employee behavior and has a long and varied history. In the past, researches had focused mainly on job satisfaction enhancement till 1970 when attentions converged to the influence of organizational commitment on employee efficiency (Katzell & Austin, 1992). Porter et al. (1974) described commitment as faith in an organization's values and missions, a desire to show the highest performance on behalf of the organization to achieve these goals and a strong will to maintain membership in the organization and Mowday et al. (1982) provided the first extensive organizational theory based on this definition. Since then, organizational commitment has become a major attraction for behavioral scientists since its favorable outcomes enhance work variable indices such as employee performance, turnover intention and organizational citizenship behaviors (Jernigan, Beggs & Kohut, 2002; Noor, 2009, Morin et al., 2011). Enormous research endeavors has been dedicated to deducing the nature, development, measures and outcomes of organizational commitment (Mathieu & Zajac, 1990) which has made this topic one of the most prevalently scrutinized attitudes in organizational proficiency literature (Meyer et al., 2002).

An accumulation of research has defined various explanations for the notion of commitment. It is widely represented in the behavioral sciences and management literature as a significant promoter factor in individual-organization connection which directs the performance and productivity of both to a higher degree (Raju & Srivastava, 1994). Likewise, it is defined as a steady power which binds employees to organizations (Vandenberghe & Stinglhamber, 2005; Riketta, 2002) or the state of mind of an employee to set his aims and desires to preserve membership with the organization (Blau & Boal, 1987). Carrière and Bourque (2009) also highlight the psychological nature of commitment and illustrate it as a beneficial power that

attaches the employees to the organization's path and goals. Although commitment definitions are various (Meyer & Herscovitch, 2001), these distinctive meanings and criterions share the main idea that it can be regarded as a mental condition that characterizes the non-contractual relationship between employees and the organization and that leads them to maintain membership of the organization (Allen & Grisaffe, 2001).

There have been considerable efforts to develop the theories, concepts and models to anticipate commitment outcomes. Most of the theory advancements over the past two decades emphasize that commitment takes or develops into a variety of forms (Meyer & Allen, 1991; Becker et al., 1996; O'Reilly & Chatman, 1986; Jaros et al., 1993) and can be guided to different objects (Becker et al., 1996; Cohen-Charash & Spector, 2003; Reichers, 1985). Although these models are various and utilize different approaches, they have significant overlaps. Among them, the multidimensional three component model, developed by Meyer & Allen (1991) receives the greatest admiration and carries the greatest empirical examination. This model distinguishes the different levels of commitments to three mindsets which are affective (affective bond to the organization), continuance (concerned the disbursal of leaving the organization) and normative (perception of liability for the organization). These commitment's constituents are not mutually exclusive, and employees' commitment could be a contribution of them.

2.1.1 - Affective organizational commitment is described as an employee's emotional attachment to, involvement in, and identification with their employers (Mowday et al., 1979; O'Reily & Chatman, 1986; Meyer & Allen, 1993; Mowday et al., 1982). In other words, affective committed employees have a feeling of belonging for an organization along with raised readiness to strive for the organization's courses of actions and goals and have a willingness to continue with the organization (Meyer & Allen, 1991).

The personal characteristics and work experience that the employee brings to an organization are the antecedents of affective commitment and can predict employee commitment to the organization (Mowday et al., 1982). Age and time with an organization along with employee traits such as communication style, leadership and autonomy are the factors that can positively influence the employee's affective

commitment (Decottis & Summers, 1987; Allen & Meyer, 1993; Mathieu & Zajac, 1990).

Among the commitment components, affective is the most studied constituent since its outcomes (positive employee's affections and favorable emotions for the organization) are strongly predictive and enhance the parameters of organizational behavior (Solinger et al., 2008; Somers, 2010; Rifai, 2005; Lee & Allen, 2002). Moreover, It affects positively but modestly on attendance in the organizations (Mathieu & Zajac, 1990; Randall, 1990) and shows extremely weak to moderate impact on performance since other factors like time management skills and available resources influence the job performance as well (Meyer et al. 1989; Steers, 1977; Riketta, 2002). Likewise, positive affective commitment outcomes have an inverse relation with turnover and turnover intention (Morrison, 2004; Meyer et al. 2002; Guntur et al., 2012). However, affective commitment impact along with job satisfaction influence has to be considered in the turnover model as strong predictors (Howard & Homma, 2001).

2.1.2 - Continuance organizational commitment refers to an employee's need to stay with the organization due to his concern about the economic disadvantages of leaving the organization (Murray et al., 1991). Continuance committed employees in particular are afraid of losing their economic (like rewards, pension and profit sharing) and social (like colleague relationship and seniority) benefits, if they quit or change their job. Likewise, Reichers (1985) has compared these benefits as employees' nontransferable investments which are unique to the organization and stop them to resign their work.

Along with the employee's investments, alternatives along with Personal characteristics are the other antecedents of continuance commitment. Meyer and Allen (1997) support this notion and state that limited alternative job availability along with concern for the cost of leaving the organization are factors that influence the employees' continuance commitment positively. This means that employees with many job alternatives show lower continuance commitment than those with limited options. They conclude that employees who think their skills are less easily transferable to other organizations, show stronger continuance commitment for their current work but only if the employee be able to identify the alternatives.

Since the employee's primary connection to the organization is not emotional, there is no reason to look for an employee's strong willingness to contribute to the organization (Meyer & Allen, 1997). As a result, studies mostly show either insignificant or negative relation between continuance commitment outcomes and attendance, organizational citizenship behavior and performance which are job behavior parameters (Mathieu & Zajac, 1990; Meyer et al. 2002). However, Suliman and Iles (2000) propose that continuance commitment has a positive effect on the workplace and should be more supported since more attention and recognition can enhance the morale and devotion of continuance committed employees and attach them emotionally to the organization.

Like favorable affective commitment outcome, turnover and turnover intention have a negative correlation with positive continuance outcomes since highly continuance committed employees are economically and socially eager to maintain membership in an organization (Morrison, 2004; Meyer et al. 2002).

2.1.3 - Normative organizational commitment is an employee's perception of obligation and allegiance toward the organization to stay loyal and maintain membership since it is ethically right. In other words, the employee remains in the organization because he thinks it is a proper thing to do.

Personal characteristics, socialization experiences and organizational investments are considered as antecedents of this constituent of commitment. Wiener (1982) states that social forces like experiencing pressures from family and a culture that place a premium on loyalty (like being loyal to family, marriage, religion and organization) in early socialization or during socialization as a newcomer to the organization are the reasons that can make an individual normatively committed. Organizational investments like special trainings are the other reason to turn an employee into a normatively committed one since they develop a sense of obligation and find it difficult to return this favor back (Meyer & Allen, 1997).

According to Wiener, (1982) normative committed employees develop an emotional bond to the organization though not as strong as affectively committed ones. However individuals, who are highly normatively committed due to cultural, familial, and organizational morals, work productively, conduct appropriately, show better job

behaviors (attendance, organization citizenship behavior and performance) and have lower turnover and turnover intentions. As a result, although normative commitment is generally identified as one of the salient constituent of commitment, it is significantly interrelated to affective commitment (Meyer & Allen, 1997) and even some practical researches have not found a major distinction between their outcomes (Felfe et al., 2008). Therefore, normative commitment has been omitted in much research and only affective and continuance has been utilized to measure the commitment (Gautam et al., 2004). This trend has been used for this study and affective and continuance commitments are used to measure the commitment.

To summarize, Figure 2.1 shows graphically the components of a commitment model. Antecedents which are variables being involved in the development of commitment are shown on the left while consequences of commitment are the variables depicted on the right side. As discussed earlier in details, an important argument in development of the Three-Component Model is that despite the inverse relation of all commitment components with turnover, they have a different relationship with On-the-Job behavior indices (attendance, performance and organizational citizenship).

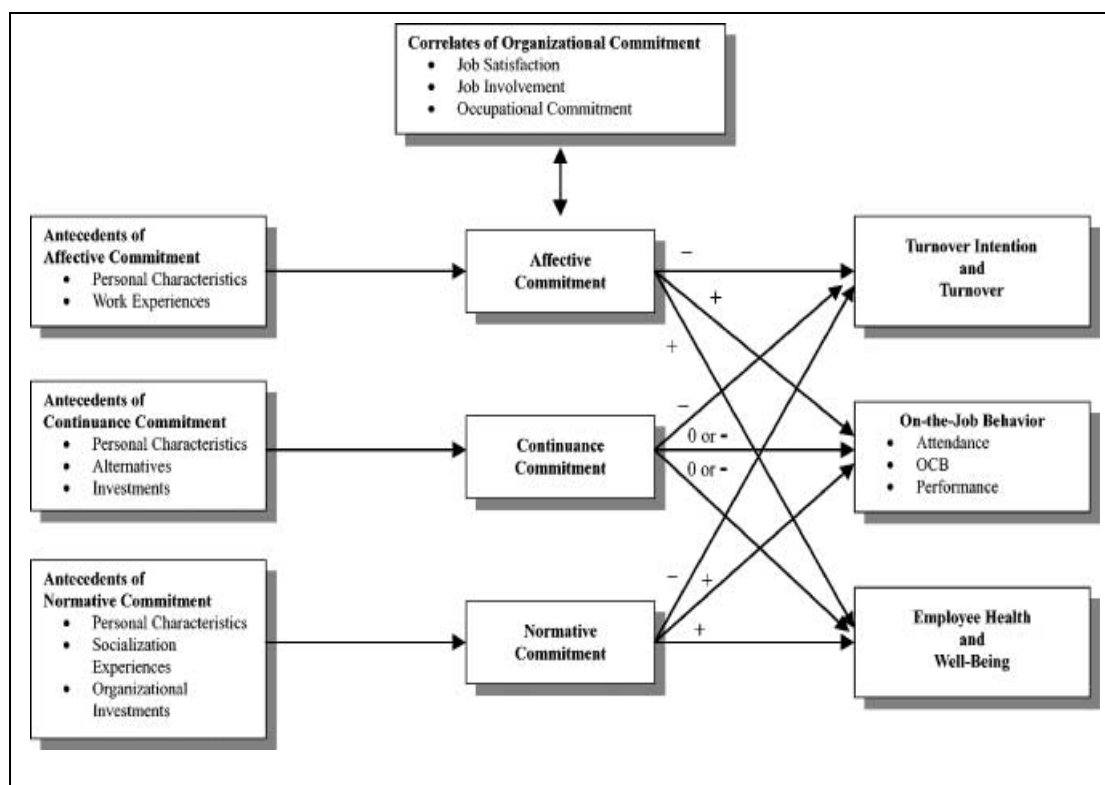


Figure 2.1 - A Three-Component Model of Organizational Commitment, (Meyer et al., 2002)

Employer-relevant outcomes of organizational commitment (Turnover and Job behavior) have been the main attention of developed theories and models. However, the commitment role in moderating the workplace stressors and work-family conflicts is observed and examined as an employee-relevant consequence of commitment over recent years. Hence, employee well being and health is included as a new outcome category in the three component model to cover this new field (Meyer et al., 2002).

How commitment, specially the affective component, relates to this new outcome variable has been a topic for disagreement among behavioral scientist since some believe that affective commitment performs as a shield against work stressors and protect employee health (Begley & Czajka, 1993; Schmidt, 2007) while rivals say highly committed employees feel more negative reactions to work stressors as compared to less committed personnel (Reilly, 1994; Glazer & Kruse, 2008).

2.2 - Job satisfaction

Employees' job satisfaction is one of the organizational theory evolutions (Moore et al. 2006) and the most widely researched concept in the history of organizational behavior, industrial/ organizational psychology and human resource management (Qudge & Church, 2000; Mulinge, 2000). Appropriate management can be accomplished by identification and elucidation of the factors that influence job satisfaction. In the organizational literature, it is always seen as a core in many theories and models of employees' attitudes and behaviors and has practical utilizations for the improvement of individual lives as well as organizational efficiency.

Research on job satisfaction has its roots in the early 1900's when Fredrick Taylor (1911) examined this topic and emphasized the relationship of the physical environment and employee productivity at the Bethlehem Steelworks. This followed by another significant finding by Elton Mayo (1924-1933) which was conducted at Hawthorne Company in Chicago when endeavors to examine the relationship of environment characteristics, working condition and employee efficiency, turned to a concentration on social factors and employee motivation (Roethlisberger & Dickson, 1939). The Hawthorne findings made the ground for researchers like Hoppock (1935) to address the human relations aspect besides the physical working conditions, work

environment and pay to define job satisfaction for the first time. The achievements of earlier studies eased the way to understand the nature and influential factors on job satisfaction and prepare a foundation for future studies.

Reviewing of the studies to define job satisfaction shows numerous approaches and theories for this matter however, there is still no integrated definition to describe the reason that actually makes individuals content with their work (Weissa et al. 1999, Jiang 2004). Prevalently, in the majority of the research, job satisfaction is illustrated as an “attitude with potential antecedent conditions leading to it (such as autonomy and pay), and potential consequences resulting from it (such as absenteeism and job performance)” (Peacock, 2004).

Job satisfaction can be simply defined as a favorable emotional mood that arises from the appraisal of an individual’s job or job experiences (Locke, 1976) or similarly, to the extent which individuals like or dislike their jobs (Spector, 1997). Based on this conceptualization, Landy (1989) and Thompson & Phua (2012) define job satisfaction as multidimensional psychological responses to one’s job to which that response has cognitive (beliefs or knowledge) and affective (emotions) components.

As revealed by Wang et al. (2012), usually researchers have come up with a series of factors that impact employee job satisfaction as a uniform or multifaceted concept. How scholars measure these facets and how they assimilate them to obtain an overall measure of job satisfaction, affects their definitions of this concept. For instance, Schermerhorn et al. (2005) delineated this subject as an aggregation of each job facet satisfaction and stated that the job satisfaction is total feeling towards the work environment and different work facets such as the job itself, pay, promotion opportunities, management style and colleague relations. Alternatively, differential perception between actual and expected value is another way to define job satisfaction and some researchers like Cranny et al., (1992) describe it as a contribution of affective and cognitive reactions to the differential perceptions of employee actual gain in contrast with what he or she desires to receive. Wanous and Lawler (1972) have listed nine different type of definitions of job satisfaction though even these definitions can change based on the individuals’ characters and even for each individual from time to time (Mullins, 2005; Ma et al. 2003; Manojlovich & Laschinger 2002;).

2.2.1 - Job satisfaction Measurement

There are two major approaches to measure employees' job satisfaction in organizations: Facet approach and the Global approach.

The facet approach concentrates on job related factors that contribute to job satisfaction and hence is a multifactorial approach. These factors are relatively similar and distinguishable (Ironson et al., 1989, p. 193) such as income, promotion opportunities and other workplace related issues that affect overall job satisfaction. In this approach, though employees have different feelings toward each aspect of the job, cumulative sum of satisfaction and dissatisfaction of each aspect would contribute to the individuals overall satisfaction. In fact, this approach focuses on cognitive part of job satisfaction and turns it to a multidimensional structure (Moorman, 1993). This makes it an efficient diagnostic tool for researchers to categorize job satisfaction in to the facets, evaluate them separately and find intelligent solutions to boost job satisfaction among the individuals (Russell et al., 2004).

In the global approach, job satisfaction is more than the combination of its facets and employees could be dissatisfied with certain facets of job satisfaction but still be satisfied as a whole. It is a unidimensional approach, and hence the fundamental risk in this approach is that since job satisfaction is observed only as an overall attitude, managers and scholars might miss seeing some has hidden key aspects while assessing an employee's overall satisfaction (Newstrom, 2011). However, McCormick and Ilgen (1985) stress the benefits of the global measures if the main concern is to examine a relationship. Additionally, similar researches have revealed that the global approach shows a higher correlation with variables like satisfaction with life off the job, satisfaction with occupational choice as well as satisfaction with career progress (Scarpello & Campbell, 1983).

In general, advantages of global or facet measures highly depends on the nature of the studies. However, multidimensionality and flexibility of the facet approach has proved it to be an analytical tool to verify the factors that effect and being effected by variations of job satisfaction in employees. It is a solution provider that raises the satisfaction levels and accordingly the job performance in organizations. McCormick and Ilgen (1985) recommend the utilization of the facet measures if notifying troublesome areas in the job setting is the aim of the study.

For the reason mentioned above, researchers have made a variety of scales to measure the job satisfaction facets. Job Description index (JDI) by Smith, et al. (1969) is considered the most sought after tool to measure job satisfaction in the industry today (Cranny, et al., 1992). This index focuses on five job facets which are nature of the job, promotion opportunities, pay, workplace relationship and supervision style. In line with this, various facets have been added with crucial importance to the list to improve evaluation of the subject including communication, operating procedures, rewards and benefits (Job Satisfaction Survey, JSS: Spector, 1985), and likewise physical work conditions, career progress and company identification (Index of Organizational Reactions, IOR: Dunham & Smith, 1979). This list continues and some scales have even reached to twenty facets to measure job satisfaction (Minnesota Satisfaction Questionnaire, MSQ: Weiss et al., 1967). However, significant facets vary in different organizations and affect the accuracy of the measures.

2.2.2 - Job Satisfaction theories

Employee satisfaction has been explained via many theories. It can be judged by the levels of intrinsic (derivative from employees own effort like variety of tasks and work challenge) and extrinsic (derivative from the work environment like pay and benefits) outcomes and how the job holder views those outcomes. Individuals value these outcomes differently and hence it could measure to different levels of job satisfaction for the same task.

Amongst the developed theories, the Maslow's Need Hierarchy and Herzberg's Two-Factor theory are the content job satisfaction theories receive great admiration. Content theories predominantly focus on identifying and classifying sort of motives or needs leading to job satisfaction (Locke, 1976). Maslow's hierarchy of needs motivation is the fundamental and most widely mentioned theory of job satisfaction and motivation. He believed that an individual's motivation was primarily depended on their requirements to fulfill and become different by nurturing their personal skills as a hierarchy. As per Luthans (2005) argument, once each level is satisfied, the motivation should be created for the next level. This theory reveals that employees observe to satisfy five initial needs (Maslow, 1943) as follows:

1. Physiological needs: (Food, shelter, clothing)
2. Safety needs: (physical security and safety)
3. Social needs: (improve and develop peer affiliation)
4. Self-esteem needs: (develop a sense self worth)
5. Self-actualization: (develop his potential to the optimum)

Maslow's hierarchy of needs is commonly depicted in the shape of a pyramid which the needs with the largest and most essential levels are at the bottom, and the need for realizing one own potential is at the top. The “deficiency needs” or the “d-needs” as Maslow terms them are contained in the four basic layers of the pyramid. In short, the basic needs of an individual should be fulfilled to motivate him to focus on secondary or higher level needs. Eventually, self-actualization at the highest level may catch up when all the prerequisites are contended. Each person should be addressed according to the needs which are most demanding at that moment. Indeed, employees’ needs are affected by the importance of needs and the level that they completed these needs (Karimi, 2008). This pyramid has shown in Figure 2.2.

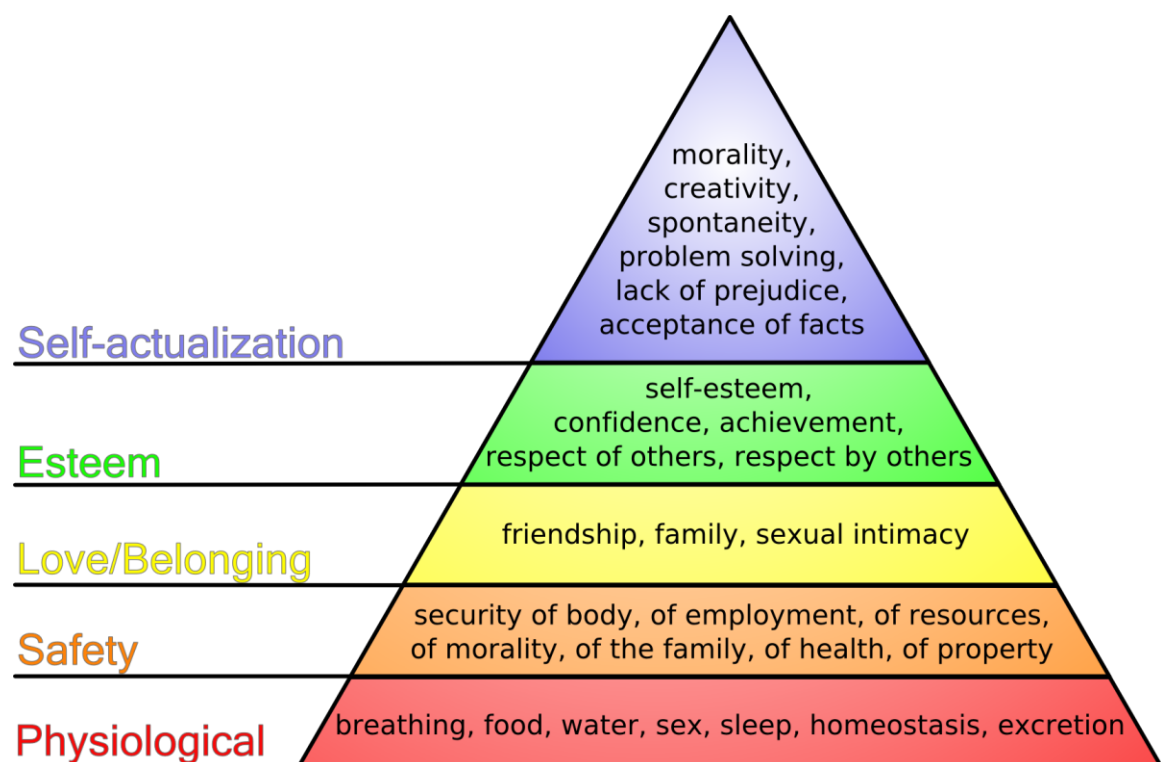


Figure 2.2 – Maslow’s hierarchy of needs Pyramid, (Finkelstein, 2006)

Herzberg Motivation-Hygiene theory is the most suitable model to understand job satisfaction concept (Kim, 2004), and has been believed as one of the most significant theories related to job satisfaction due to its practical and theoretical utilization (Manisera, 2005). Ean (2007, p15) mentioned Herzberg was “another theorist who uses the needs satisfaction to explain job satisfaction”.

His theory explains that job satisfaction and dissatisfaction are two distinctive continua which express individuals’ dual orientation to the job (McCormick & Ilgen, 1985), and they are determined by independent and various factors. Herzberg (1959) states employees who are satisfied in their work relate their contentment to the intrinsic conditions of the job and its content. Nature of the work, achievement, identification, opportunities for promotion and responsibility are the job contents conducive to employee satisfaction in their workplace. On the contrary, employees who are dissatisfied with their work relate their disappointment to extrinsic work environment issues such as incentives, workplace condition, management quality, organization policies, job safety and workplace relationship (Herzberg et al., 1959). Hence, Herzberg classified employees’ satisfaction factors to motivators and employees’ dissatisfaction factors to hygiene elements.

Porter et al., (2007) describe motivator factor as an internal force that encourages employees to meet organizational and personal goals; whereas, hygiene factors can only influence employees’ job dissatisfaction as reduction elements. As a result, management and organizations need to preserve hygiene factors to avoid dissatisfaction and produce motivator factors to be able to improve employees’ job satisfaction (Manisera, 2005).

2.2.3 - Job Satisfaction Outcomes

Skill retention, turnover minimization and productivity enhancement are the significant goals for human resource management that can positively influence by increasing the job satisfaction. Employees who are satisfied with the job believe that whatever is respected and has value for them has been provided in an acceptable level by employer. This produces positive attitudes in them and enhances their responses toward the job. As a result, it plays a central role in an organization and is a crucial attribute for the employees.

Job satisfaction influences various aspects of the job such as turnover intention, actual turnover, absenteeism, efficiency, participation on the job and productivity. Scott and Taylor (1985) have discovered a strong negative relationship between job satisfaction and absenteeism in a Meta-analysis. Likewise, a negative correlation between job satisfaction and turnover is found by Cotton and Tuttle (1986). In fact, satisfied employee is internally motivated, more engaged to perform the organizational tasks well and displays a sense of responsibility in his duties. As a result, he has fewer absenteeism and turnover (Martocchio & Harrison, 1993).

Moreover, the positive relationship between job satisfaction and organizational performance is noted by Aziri (2011). If employees feel satisfied in different factors of the job, they experience a greater sense of responsibility and higher performance efforts toward their job. It might not lead to improved individual performance but would lead to improvement in the department or organizations outcomes.

2.3 - Relationship between organizational commitment and Job satisfaction

Relationship between organizational commitment and job satisfaction has been an attractive subject for the industrial psychology researchers since both subjects have an influential effect on organizational behavior (Sempane et al., 2002), turnover and turnover intention (Hom & Griffeth, 1991; Tett & Meyer, 1993). Moreover, although these subjects have been widely examined, there is still some disputation about their interrelation (Armutlulu & Noyan, 2011). What makes the subjects complicated is multidimensional nature of antecedents involved in organizational commitment and job satisfaction. Therefore, to understand the mutual relationship of the subjects, researchers as well as organizational leaders have to focus on the nature of them.

High positive correlation of Job satisfaction and Organizational Commitment has been reported by many studies (Brown & Peterson, 1993; Wong et al., 2001); however, casual ordering and direction of their relation has been controversial and a subject of argument among the scholars. Some researchers state that employees' mind about the work forms prior to perception about the organization and consider job satisfaction as antecedent of commitment (Armutlulu & Noyan, 2011; Yucel & Betkas, 2012). On the contrary, other researchers maintain that sense of commitment

emerges immediately when employee decide to join the organization, before engage in the job and become satisfied, and consider organizational commitment as antecedent of job satisfaction (Coelho et al., 2005; Vilela et al., 2008). In other view, even job satisfaction has been observed as a component of organizational commitment (Kovach, 1977). As a result, Job satisfaction has defined as antecedent, component or outcome of organizational commitment which has provided a database of mix conclusions and results.

While positive casual interrelation between organizational commitment and job satisfaction are expected, their differences should not be ignored. Organizational commitment always demonstrates an employee's bond to the organization whereas, job satisfaction is a yardstick for attachment to a task and immediate job environment. In fact, an employee's emotional bond to an organization may breed a stronger personal commitment and enable the employee to develop a sense of membership (Meyer & Herscovitch, 2001). Therefore, organizational characteristics could be the best indicators of organizational commitment whereas; job characteristics are the best predictors of job satisfaction.

To survey the relationship between two concepts, a model is proposed in this study and assumes that organizational commitment is an antecedent of job satisfaction. This model proposes increasing the organizational commitment among the employees, results to developing and improving the job satisfaction among them. However, as discussed in previous sections, commitment is a multidimensional concept and researchers have to categorize it to its constituents through out the study, and survey constituents' effect on job satisfaction simultaneously.

Job satisfaction is expected to be mostly related to affective commitment since both are mainly emotional reaction to working and have a common nature (Meyer & Herscovitch, 2001). Therefore, it is expected that job satisfaction and affective commitment might have a similar impact on many favorable organizational outcomes and organizational behaviors like performance and reduction in absenteeism (Somers, 1995). On the other hand, while a majority of studies has reported negative or null relationship between continuance commitment and job satisfaction (Gunlu et al., 2010; Withey, 1988), some researchers observed moderate relation between two concepts. They concluded that satisfaction with nature of the job might be a reason

that makes leaving the organization costly and boost continuance commitment (Mathieu& Zajac, 1990). Finally, it is expected that normative commitment, which originates from employee's perception of obligation and allegiance toward the organization, does not affect the job satisfaction. Proposed model in this study, in line with similar researches, anticipates a strong positive relationship between affective commitment and job satisfaction, and an insignificant relationship between continuance commitment and job satisfaction. It shall be reminded that normative commitment has been erased from the scope of this study since has a similar nature with affective commitment.

Like the organizational commitment, job satisfaction should be observed as a multifaceted concept for notifying troublesome areas in the work. Thus, relations of job facets with components of commitment have to be examined simultaneously to determine the influential facets of the job in relation with organizational commitment. This study has selected five facets of job satisfaction, which contribute significantly in measuring job satisfaction (Cranny et al., 1992), to be studied in relation with organizational commitment.

To summarize, the research model applied in this study comprises of two components of organizational commitment (affective and continuance) as independent variable believed to be impacting job satisfaction as dependent variable in multinational sales and distribution based organizations. This study looks for relations between independent and dependent variables as per below hypotheses:

H1: There is a positive relationship between organizational commitment and job satisfaction.

H2: There is a positive relationship between affective commitment and job satisfaction facets.

H3: There is no significance relationship between the continuance commitment and job satisfaction.

Chapter 3

Research Methodology

Chapter 3: Research Methodology

This chapter illustrates the methods implemented to design the research hypotheses and develop devices to collect data to achieve the aims and objectives of the study. Moreover, advantages of selected method for conducting this research are explained in detail and described how the factors are measured and examined using the provided scale by researcher.

3.1 - Research Design

This research is designed to examine extensively the link between organizational commitment and job satisfaction which are considered variables in presented study. Although theories behind this relation are discussed comprehensively and antecedents and outcomes of each variable reviewed in the previous chapter, it was required to conduct practical survey and real data collection to authenticate the validity of the suggested research hypotheses.

The conceptual frame work (Figure 3.1) illustrates graphically the research variables and correlations proposed among them based on the hypotheses. As depicted, organizational commitment and job satisfaction are the components and the main concern of this article and researcher has examined them and their mutual relationships. Moreover, as shown, job satisfaction has been itemized into five sub variable facets for survey since it is a vague concept, and researcher has decided to select the multidimensional five facet approach to further study the relation between commitment components and job satisfaction. The sub variables are pay, promotion opportunities, management style, co-worker relationship and nature of the job. The above factors along with organizational commitment components are studied among staff of three multinational distribution firms with various job statuses in Dubai and Jebel Ali Free Zone, in 2012. Furthermore, personal characteristics are considered as antecedents for organizational commitment and their relationship has been partially studied. They have been categorized as demographic variable in the conceptual model of study. Besides, author has selected correlation research method to perform this study. In this approach, researcher taking a large number of cases; examines variables for each; relationship between variables test statistically and checks to see strength of the correlation.

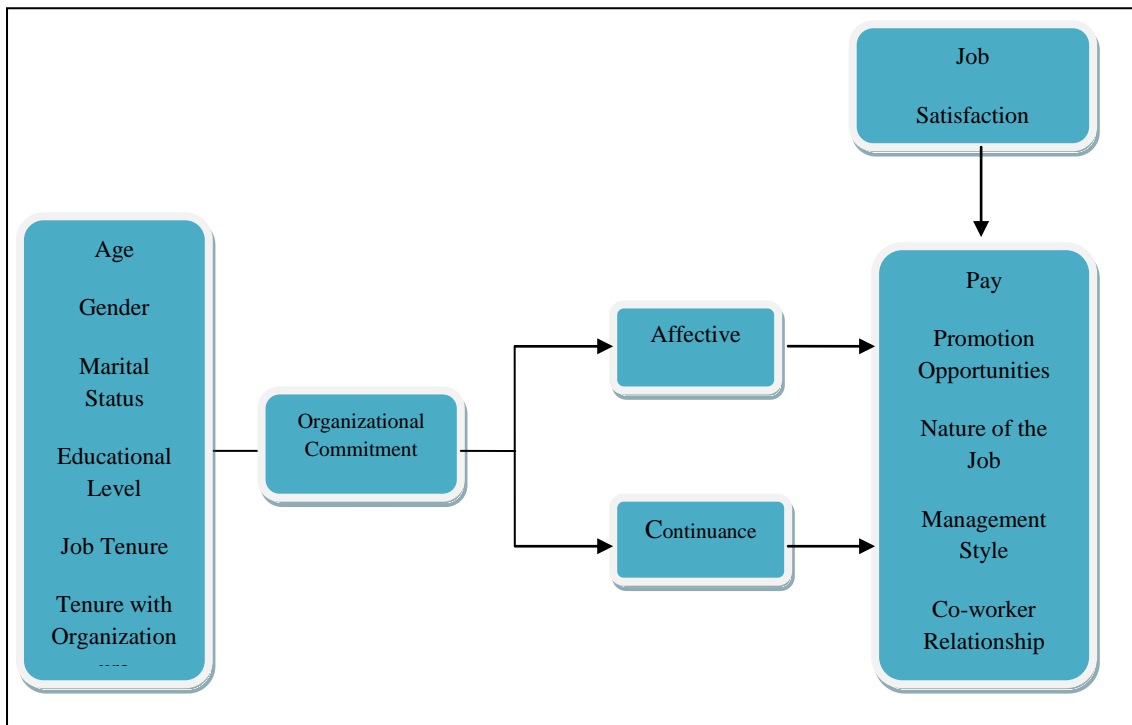


Figure 3.1 - Conceptual Model of the Study

3.2 – Research Hypotheses

In this research, two main variables are organizational commitment components and job satisfaction as can be seen in the diagram. Job satisfaction is considered as dependent variable while organizational commitment is assumed as an independent variable. To develop this relationship, it is assumed that organizational commitment and affective commitment have a positive influence on job satisfaction, whereas continuance organizational commitment and job satisfaction have insignificant correlation. Therefore, research hypotheses have defined as below:

H1: There is a positive relationship between organizational commitment and job satisfaction.

H2: There is a positive relationship between affective commitment and job satisfaction factors.

H3: There is no significant relationship between the continuance commitment and job satisfaction factors.

The main hypotheses show organizational commitment and its components as independent variables and job satisfaction as a dependent variable. However, as discussed earlier, the impact of organizational commitment components on job satisfaction facets should be studied further for an exhaustive research. Thus, five facets of job satisfaction, which are pay, Promotion opportunities, Management style, Co-worker relationship and nature of the job, are selected to study the subject in detail. Cranny et al. (1992) have reported that these five facets contribute significantly in measuring of job satisfaction. Therefore, sub-hypotheses are developed to survey this impact in detail as below and show that commitment components are the independent variables while job satisfaction facets are the dependent variables.

H2a: There is a strong positive relationship between affective commitment and job satisfaction with pay.

H2b: There is a strong positive relationship between affective commitment and job satisfaction with promotion opportunity.

H2c: There is a positive relationship between affective commitment and job satisfaction with management style.

H2d: There is a positive relationship between affective commitment and job satisfaction with co-worker relationships.

H2e: There is a strong positive relationship between affective commitment and job satisfaction with nature of the job.

H3a: There is no significant relationship between continuance commitment and job satisfaction with pay.

H3b: There is no significant relationship between continuance commitment and job satisfaction with promotion opportunity.

H3c: There is no significant relationship between continuance commitment and job satisfaction with management style.

H3d: There is no significant relationship between continuance commitment and job satisfaction with co-worker relationships.

H3e: There is no significant relationship between continuance commitment and job satisfaction with nature of the job.

3.3 – Method of research

This study used quantitative method and developed a questionnaire as a tool for collecting, measuring and analyzing data to determine the authenticity of the discussed hypotheses. Quantitative research is about asking individuals for their opinions in a structured way to obtain evidential facts and statistics to direct the researcher. To gather reliable statistical results, it is essential to survey individuals in fairly large numbers and make certain they are a representative sample of targeted business. In contrast to qualitative method, quantitative approach benefits could be summarized as below:

1. Quantitative approach provides more accurate results since the data is collected from a large number of people. The larger the targeted group researched, the results are presumed to be more statistically accurate.
2. Gathering data by filling up a questionnaire is easier and assure high rate of participation by the individuals. The results can only be obtained in this method due to the shorter time required for data collection in comparison to time consuming interviews of qualitative approach, which limits the number of respondents. Moreover, individuals may not share accurate information in qualitative approach due to the fear of being misinterpreted which in turn may negatively affect their job security.
3. New software developments in statistic fields simplify quantitative analysis of collected data and facilitate finding producing for researchers.
4. Gauging the correlations among variables, testing the validity of the hypotheses and accumulating more reliable details are advantages of a quantitative approach whereas qualitative approach is a valuable tool in theory development, based on participants' perceptions.

3.4 - Study Variables and Measurements

The questionnaire consists of a set of 36 questions which are equally graded, and are divided into three sections as below:

- The first section was about general and employees' demographic information comprising of gender, the marital status and nationality that were measured using two options; Job status three options; educational level and tenure with organization (years of experience in the current organization) four options; age and job tenure (year experience in the job) five options.
- The second section includes the job satisfaction facets (pay, promotion opportunities, management style, co-worker relationship and nature of the job) and comprises of 21 questions including:
 - 5 questions related to “pay” for instance: My salary commensurate to my job.
 - 4 questions related to “promotion opportunities” for instance: Company offers me sufficient career growth opportunity.
 - 4 questions related to “management styles” for instance: My manager is not competent to handle tasks.
 - 4 questions related to “work place relationship” for instance: My co-workers are very supportive and reliable.
 - 4 questions related to “nature of the job” for instance: My job is very stressful and demanding.
- The third section was about organizational commitment components (affective and continuance) and comprised of 15 questions including:
 - 8 questions related to “affective commitment” for example: My organization's problem is my problem.
 - 7 questions related to “continuance commitment” for example: Staying with the current organization is a matter of necessity.

Responses in second and third sections were made on a closed-ended 5-point Likert-type rating scale and averaged to yield composite scores in every section for each participant. In this scale, responses were ranged from “strongly disagree” to “strongly

agree” with five total answer options which each option was attributed a score or weighting from 1 for “strongly disagree” to 5 for “strongly agree”. These scores were used as response analysis in this research.

3.5 - Sample of the Study

The selection of the sample is vital in the assessment of level of the success which can be gained through the data collection procedure. In addition, it can affect the integrity of the study. For this study, full time employees at all levels of three multinational distribution firms in Dubai and Jebel Ali Free Zone were surveyed in 2012.

Firstly, research proposal and questionnaire were presented to the dissertation supervisor and once approved the research was continued. Then, authorizations to conduct the research were requested from the management of participating companies in order to meet ethical procedures. Random sampling technique was employed to select the participants, and through email requests they were invited to participate in a survey which takes approximately 20 minutes for data entry.

Moreover, the purpose of the study was clarified in the mail and employees who volunteered to participate, calendar booked in groups of twenty to complete the questionnaire. After the orientation session, the hard copy of the questionnaire in English language was distributed among them. It was communicated through email, verbally and in the cover page that the material is study objective, and results shall be utilized for research purposes only. Participants were also assured that their anonymity and confidentiality shall be preserved. An example of the cover page and questionnaire is shown in Appendix A.

From 354 invites sent to the employees, 260 accepted the invitations and were calendar booked for the test. This represented a total response rate of 73.4%. However after scrutiny and discarding the incomplete questionnaires, 217 were found legible and analyzed by using SPSS. This gave an overall response rate of 83.5% of total distributed questionnaires.

3.6 - Data Analysis

The collected data was then transferred to IBM SPSS 20 software (Statistical package for social survey) for further analysis. SPSS is a comprehensive, quantitative analysis software that can perform many data management and statistical analysis tasks. For this survey, SPSS has used for descriptive and inferential statistics.

Spearman's rank correlation was employed to test the relation between commitment components and its antecedents. Moreover, Pearson's Product-Moment bivariate correlation was used to assess the relation of normally-distributed variables and was considered as a vital key to identify the strength and direction of the relationship between variables. Thereafter, regression analysis implemented to test the proposed hypotheses of research empirically and determine if the predicted relation between organizational commitment components (including affective and continuance) and job satisfaction facets (including pay, promotion opportunities, management style, co-worker relationship and nature of the job) are valid. In this analysis, scoring a P-Value below 5 percent was an indication of a significant linear relationship between variables being analyzed and the value of the adjusted R^2 was used to determine the percentage of the total variance of dependent variable related to independent variable.

3.7 - Reliability and Scales

Since the accuracy and reliability of any research determines its employment in the field to address the issues raised in the research, or else, its role as a reference for future literature written and research done in the same area, it is important to clarify the outreach of the accuracy of the study in hand. In this case, the accuracy is directly proportional to the significance of the research approach to research objectives.

The significance of accuracy was practically applied in understanding the 'unstable character of the study environment'. It also brought about a need of revision through the previous literature and acquiring an understanding of the relative principal data. The random selection method of the study also helped to improve the accuracy of it and possible error discretion.

Eventually, the reliability of the whole body of research was maintained to achieve the study objectives of the literature and address an issue of concern to the public.

Chapter 4

Data Analysis, Results and Discussion

Chapter 4: Data Analysis, Results and Discussion

This chapter aims to verify and analyze the collected data through the distributed questionnaires and represents a comprehensive analysis of the outcomes statistically. For this purpose, demographic findings of the sample have been described in detail in the first step and validity and integrity of collected data has been verified. In the second step, correlation and regression analysis for assessing the suggested hypotheses has been implemented. Discussion on the research findings is presented in the last section. This chapter is categorized into the following sections:

- Descriptive statistics
- Reliability statistics
- Correlation analysis
- Regression analysis
- Discussion of research findings

4.1 - Descriptive statistics

Table 4.1 displays the frequency distribution of demographic characteristics of the sample study. As shown, among 217 employees who formed the sample size, 39 were females and 178 males, 122 married and 95 single and 35 UAE nationals while the remaining 182 were non-UAE nationals.

Table 4.1 - Demographic Characteristics of the sample

Demographic Variables	Gender	Age	Marital Status	Educational Level	Tenure with Organization	Job Tenure	Job Status	Nationality
Male	178							
Female	39							
Less than 25		31						
25-30		79						
31-36		71						
37-42		29						
43 and above		7						
Single			95					
Married			122					
Diploma				90				
Higher Diploma				58				
Bachelor Degree				45				
Masters or above				24				
Less than two years					37			
2-5					133			
6-9					40			
10 or above					7			
Less than two years						16		
2-6						121		
7-11						56		
12-16						17		
17 or above						7		
Operation							105	
Executive							86	
Management							26	
UAE								35
Non-UAE								182
Total	217	217	217	217	217	217	217	217

Table 4.2 and Figure 4.1 present the gender distribution of 217 respondents in the sample study. Majority of the population is male (82%) while females are only 39 people (18%).

Table 4.2 - Gender distribution of respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	178	82.0	82.0	82.0
Female	39	18.0	18.0	100.0
Total	217	100.0	100.0	

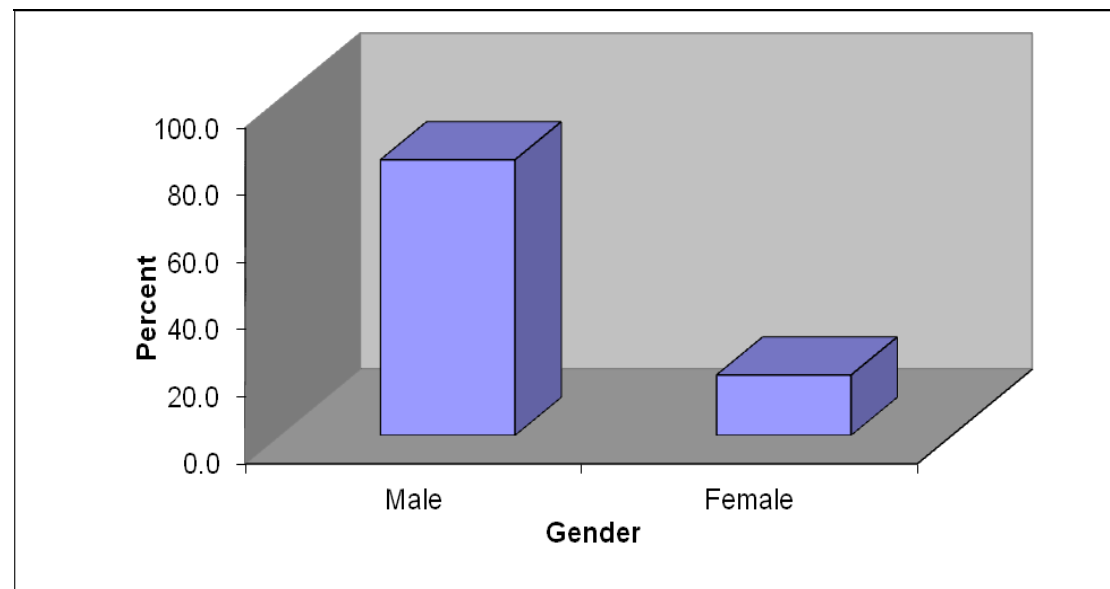


Figure 4.1 - Gender distribution of respondents

Table 4.3 and Figure 4.2 present the age statistics of 217 respondents in the sample study. Employees' ages ranged between 20 and 55 while most of them (79 people) are between 25-30 years old (36.4%).

Table 4.3 - Age distribution of respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25	31	14.3	14.3	14.3
25-30	79	36.4	36.4	50.7
31-36	71	32.7	32.7	83.4
37-42	29	13.4	13.4	96.8
43 and above	7	3.2	3.2	100.0
Total	217	100.0	100.0	

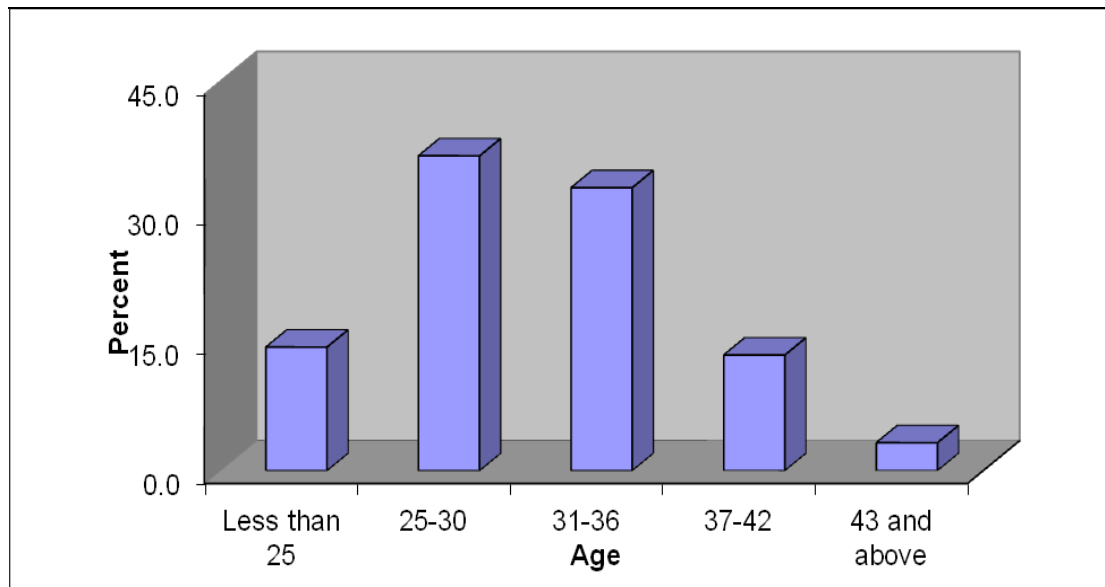


Figure 4.2 - Age distribution of respondents

Table 4.4 and Figure 4.3 express the marital status distribution of 217 respondents in the sample study. Majority of employees (122) are already married (56.2%) while the rest are (95) single (43.8%).

Table 4.4 - Marital Status distribution of respondents

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	95	43.8	43.8	44
Married	122	56.2	56.2	100
Total	217	100.0	100.0	

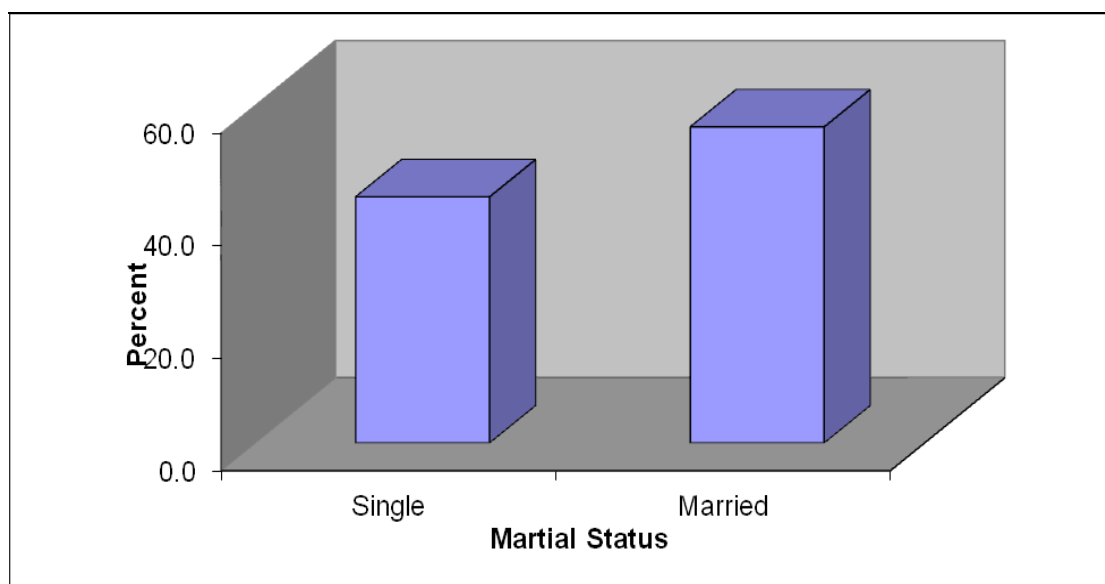


Figure 4.3 - Marital Status distribution of respondents

Table 4.5 and Figure 4.4 present the academic level distribution of 217 respondents in the sample study. Majority of the participants (90) have diploma (41.5%) compared with minority (24) who have master degree or above with 11.1%.

Table 4.5 - Educational Level distribution of respondents

Educational Level	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	90	41.5	41.5	41.5
Higher Diploma	58	26.7	26.7	68.2
Bachelor Degree	45	20.7	20.7	88.9
Masters or above	24	11.1	11.1	100.0
Total	217	100.0	100.0	

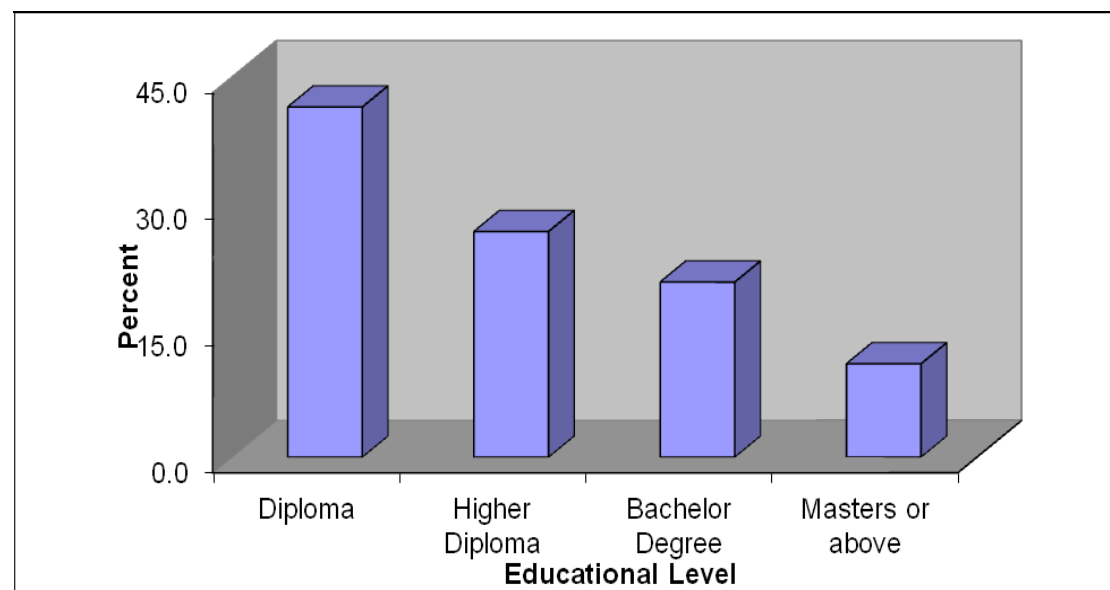


Figure 4.4 - Educational Level distribution of respondents

Table 4.6 and Figure 4.5 demonstrate the tenure with organization distribution of 217 participants in the sample study. Although these three companies are established around 14 years ago, most of the employees (133) have worked in current organizations only between 2-5 years (61.3%). In contrast, just 7 employees (3.2%) have 10 years or above working experiences in surveyed companies.

Table 4.6 – Tenure with Organization distribution of respondents

Tenure with Organization	Frequency	Percent	Valid Percent	Cumulative Percent
Less than two years	37	17.1	17.1	17.1
2-5	133	61.3	61.3	78.3
6-9	40	18.4	18.4	96.8
10 or above	7	3.2	3.2	100.0
Total	217	100.0	100.0	

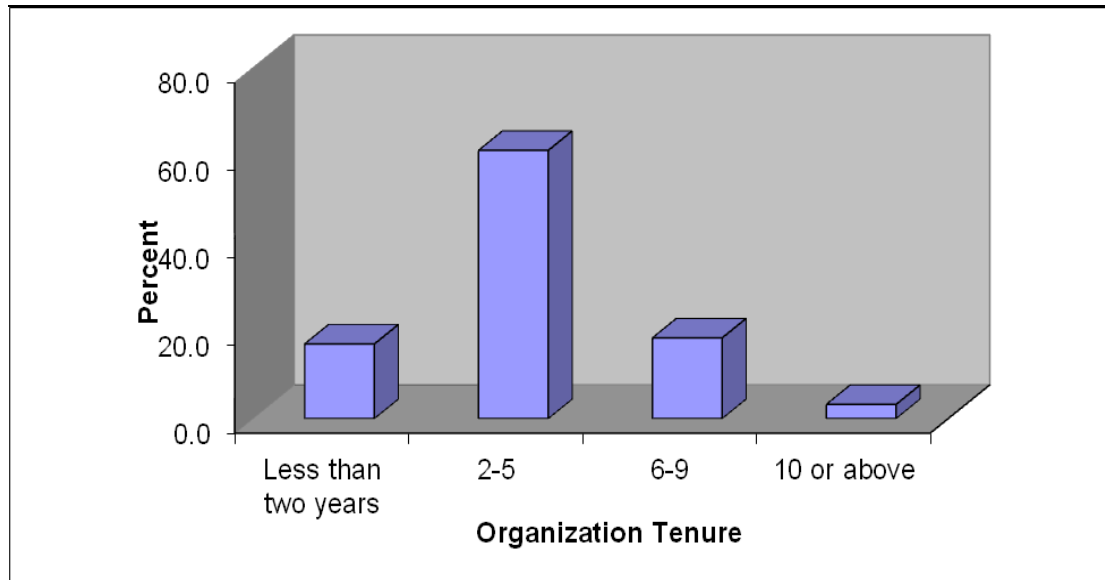
**Figure 4.5 – Tenure with Organization distribution of respondents**

Table 4.7 and Figure 4.6 illustrate the job tenure of 217 respondents in the sample study. Majority of employees (121) have between 2-6 years total work experiences (55.8%), whereas, just 7 employees (3.2%) worked more than 16 years.

Table 4.7 - Job Tenure distribution of respondents

Job Tenure	Frequency	Percent	Valid Percent	Cumulative Percent
Less than two years	16	7.4	7.4	7.4
2-6	121	55.8	55.8	63.1
7-11	56	25.8	25.8	88.9
12-16	17	7.8	7.8	96.8
17 or above	7	3.2	3.2	100.0
Total	217	100.0	100.0	

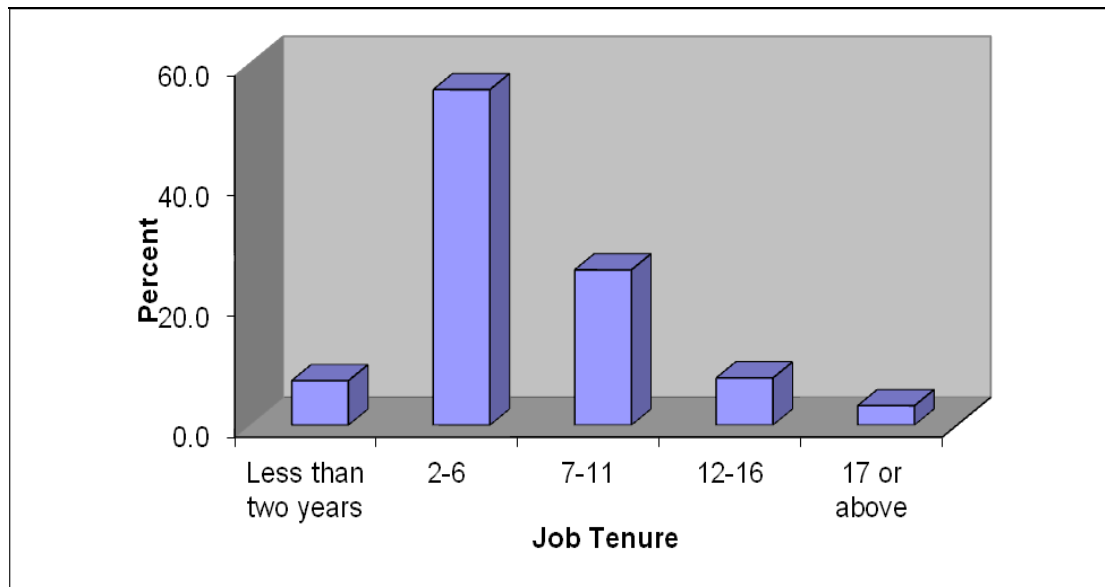


Figure 4.6 - Job Tenure distribution of respondents

Table 4.8 and Figure 4.7 show the job status distribution of 217 respondents in the sample study. As it is shown, most of the respondents (105) are in operation level (48.4%).

Table 4.8 - Job Status distribution of respondents

Job Status	Frequency	Percent	Valid Percent	Cumulative Percent
Operation	105	48.4	48.4	48.4
Executive	86	39.6	39.6	88.0
Management	26	12.0	12.0	100.0
Total	217	100.0	100.0	

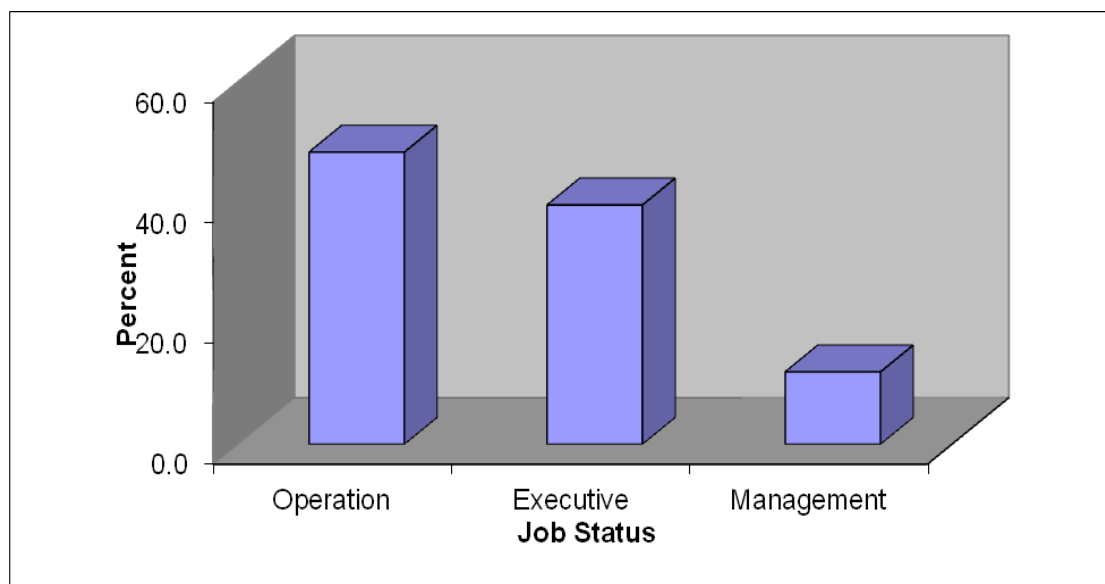


Figure 4.7 - Job Status distribution of respondents

Table 4.9 and Figure 4.8 present the nationality distribution of 217 respondents in the sample study. 182 Non-UAE (83.9%) and 35 (16.1) UAE nationalities filled up the distributed questionnaires.

Table 4.9 - Nationality distribution of respondents

Nationality	Frequency	Percent	Valid Percent	Cumulative Percent
UAE	35	16.1	16.1	16.1
Non-UAE	182	83.9	83.9	100.0
Total	217	100.0	100.0	

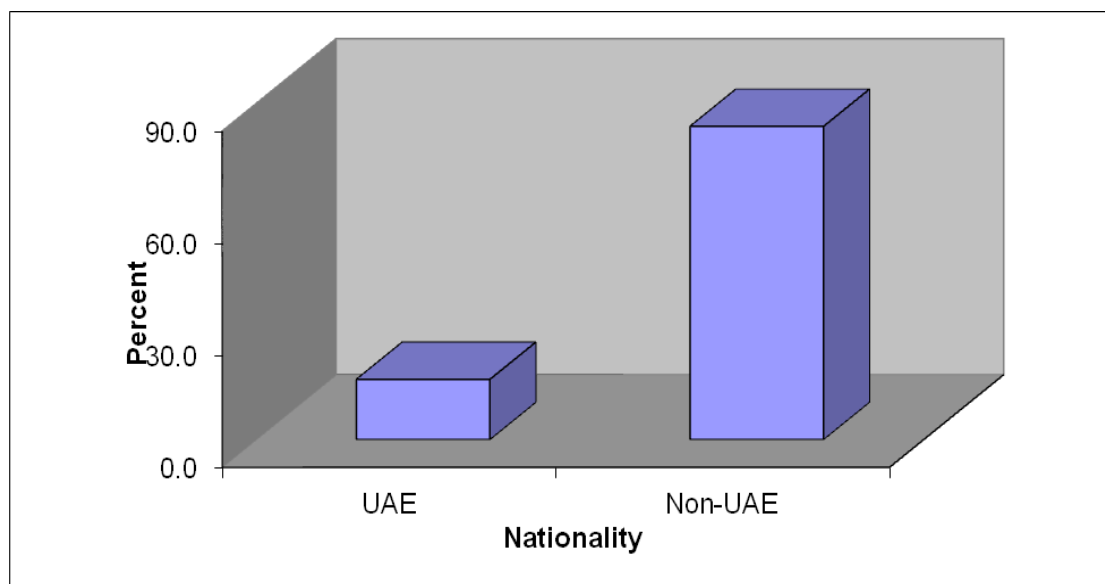


Figure 4.8 - Nationality distribution of respondents

4.2 - Reliability Statistics

Reliability of accumulated data has to be verified prior to conducting any relationship analysis between the independent (organizational commitment) and dependent (job satisfaction) variables. This test assures inter-correlations and internal consistency in sample data and guaranties its fit for modeling and analysing (correlation and regression). For this purpose, Cronbach's Alpha coefficient as an estimation of reliabilities has been calculated, and a minimum of 0.7 has been considered as the acceptance limit. The reliability statistics is presented in Table 4.10, and it is noteworthy that all of the 36 questions variables are acceptable since the values of Cronbach's Alpha are more than 0.7.

Table 4.10 - Reliability test of the sample of study

Variables	Cronbach's Alpha	Number of Questions
Job Satisfaction	0.84	21
Job Satisfaction with Pay	0.75	5
Job Satisfaction with Promotion Opportunity	0.73	4
Job Satisfaction with Management style	0.71	4
Job Satisfaction with Coworker Relationship	0.70	4
Job Satisfaction with Nature of Job	0.71	4
Organizational Commitment	0.72	15
Affective Organizational Commitment	0.73	8
Coninuanance Organizational Commitment	0.77	7

In conclusion, all of the results indicate that the applied scales in this research are reliable. Therefore, performing the correlation and the regression analysis to test the research hypotheses is acceptable.

4.3 - Correlation analysis

Correlation statistics examine the relationship between variables and determine the significance of it. Table 4.11 shows the result of the correlation test conducted to verify the first hypothesis. It indicates that there is a significant positive relationship between organizational commitment and job satisfaction. The significant value is accounted for .00 which means that job satisfaction is significantly related to organizational commitment at 0.01 levels.

Table 4.11 - Correlation between Job Satisfaction and Organizational Commitment of the sample of study

Variables	Organizational Commitment
Pearson Correlation	.456**
Job Satisfaction Sig. (2-tailed)	.000
N	217

** . Correlation is significant at the 0.01 level (2-tailed).

Moreover, the results of correlation test among commitment components and job satisfaction facets are presented in Table 4.12. It shows that there is a significant positive relationship between affective commitment and job satisfaction and its facets. Since all the significant values for variables are accounted for .00, therefore, the variables are significant at 0.01. In other words, 99% of the same correlation would take place if the research was performed again. All the job satisfaction facets are significant at 0.05 as they are correlated with affective commitment by .00 significant values. This means that all the job satisfaction factors are significantly related to affective commitment at 0.01 levels.

Table 4.12 - Correlation between Job Satisfaction facets and Organizational Commitment of the sample of study

Variables		Affective Organizational Commitment	Continuance Organizational Commitment
Job Satisfaction	Pearson Correlation	.640**	0.01
	Sig. (2-tailed)	0.00	0.91
	N	217	217
Job Satisfaction with Pay	Pearson Correlation	.524**	-.012
	Sig. (2-tailed)	.000	.857
	N	217	217
Job Satisfaction with Promotion Opportunity	Pearson Correlation	.412**	.013
	Sig. (2-tailed)	.000	.853
	N	217	217
Job Satisfaction with Management Style	Pearson Correlation	.369**	-.022
	Sig. (2-tailed)	.000	.742
	N	217	217
Job Satisfaction with Co-worker Relationship	Pearson Correlation	.351**	.022
	Sig. (2-tailed)	.000	.747
	N	217	217
Job Satisfaction with Nature of Job	Pearson Correlation	.453**	.029
	Sig. (2-tailed)	.000	.670
	N	217	217

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

On the contrary, continuance commitment is not showing any significant correlation with job satisfaction and its facets as the significant values accounted for 0.912 for job satisfaction, 0.85 for pay and promotion opportunity, 0.74 for management style and co-worker relationship and 0.67 for nature of the job respectively. As a result, there is

no significant relationship between continuance commitment and job satisfaction facets and employees' job satisfaction is a drive that makes employees only emotionally attached to the organization. Other sources like cost related to leaving the organization or lack of alternatives are the reasons for continually committed employees to stay with the organization. Therefore, finding of this research supports that continuance commitment and job satisfaction factors are not correlated, and H3, H3a, H3b, H3c, H3.d, H3e are acceptable.

Table 4.13 - Correlation among demographic characteristics and organizational commitment of the sample of study

Variables		Affective Organizational Commitment	Continuance Organizational Commitment
Gender	Spearman Correlation	.313**	-.046
	Sig. (2-tailed)	.000	.501
	N	217	217
Age (Years)	Spearman Correlation	-.034	.239**
	Sig. (2-tailed)	.618	.000
	N	217	217
Marital Status	Spearman Correlation	.045	.247**
	Sig. (2-tailed)	.509	.000
	N	217	217
Educational Level	Spearman Correlation	-.237**	-.176**
	Sig. (2-tailed)	.000	.009
	N	217	217
Tenure with Organization	Spearman Correlation	.133*	.385**
	Sig. (2-tailed)	.050	.000
	N	217	217
Job Tenure	Spearman Correlation	.088	.387**
	Sig. (2-tailed)	.195	.000
	N	217	217
Job Status	Spearman Correlation	-.120	.128
	Sig. (2-tailed)	.079	.059
	N	217	217

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Also, Table 4.13 shows the existing correlation between demographic characteristics and organizational commitment components. It is remarkable that, among the demographic characteristics, Age (0.99), Marital Status (0.43), Job Tenure (0.15),

Tenure with Organization (0.52) and Job status (0.24) do not show any significant correlation whereas, Educational Level and Gender show significance at 0.01 levels.

On the other hand, except Gender that shows insignificant correlation (0.51), Age, Marital Status, Educational Level, Tenure with Organization, Job Tenure show significance at 0.01 levels while Job status show significance at 0.05.

4.4 - Regression analysis

Regression analysis is a statistical method for estimation of any connection among one or several independent variable with one dependent variable. Particularly, regression analysis assists researchers to conclude how the value of the dependent variable varies when any one of the independent variables is altered while other independent variables are kept fixed. In this survey linear regression analysis has been used to verify empirically that proposed hypotheses are either approved or rejected.

As determined in the last chapter, it is proposed that affective commitment component and facets of job satisfaction have a positive relationship. In order to confirm them, the meaningful value in regression test should range between 0.01 (high significant value) and 0.05 (low significant value). This section presents these discussions for each of the hypotheses.

H1. There is a positive relationship between organizational commitment and job satisfaction.

Table 4.14 demonstrates the result of regression test between organizational commitment and job satisfaction. The Adjusted R Square is .20 which means that 20% of the variance in job satisfaction is explained by the organizational commitment. This table also points that factors other than job satisfaction ($\beta=0.46$, $t=7.51$) can influence organizational commitment by 80%. In addition, it is shown that the significant value for the relationship between organizational commitment and job satisfaction is .00 which supports that there is a highly significant relationship between two variables.

The regression statistics demonstrates that organizational commitment and job satisfaction are positively related together. Therefore, H1 is supported by empirical research in this study.

Table 4.14 - Regression Test for job satisfaction and Organizational commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.46 ^a	.21	.20	.41

a. Predictors: (Constant), Organizational Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.41	1	9.41	56.37	.00 ^b
	Residual	35.89	215	.17		
	Total	45.30	216			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.09	.19		11.00	.00
	Organizational Commitment	.42	.06	.46	7.51	.00

H2. There is a positive relationship between affective commitment and job satisfaction.

Table 4.15 demonstrates the result of regression test between affective commitment and job satisfaction. The Adjusted R Square is .41 which means that 41% of the variance in job satisfaction is explained by the affective commitment. This table also points that other factors other than job satisfaction ($\beta=0.64$, $t=12.21$) can impact

affective commitment by 59%. In addition, it is illustrated that the significant value for the relationship between affective commitment and job satisfaction is .00 which proves that relationship between the two variables is significantly high.

The regression statistics reveals that managers require to pay keen attention to employees' job satisfaction level. This would enhance the affective commitment as it has a high influence on the employees' effectiveness and commitment towards the organization. Thus, H2 is supported by empirical research in this study.

Table 4.15 - Regression Test for total job satisfaction and affective commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.64 ^a	.41	.41	.35

a. Predictors: (Constant), Affective Commitment

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18.55	1	18.55	149.03	.00 ^b
Residual	26.76	215	.12		
Total	45.30	216			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Affective Commitment

Coefficients					
Model	Unstan dardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.93	.13		14.80	.00
Affective Organizational Commitment	.45	.04	.64	12.21	.00

H2a. There is a positive relationship between affective commitment and job satisfaction with pay.

Table 4.16 shows the result of regression test between affective commitment and job satisfaction with pay. The Adjusted R Square is .27 which means that 27% of the variance in job satisfaction with pay is explained by the affective commitment component. This table also indicates that facets other than pay ($\beta=0.52$, $t=9$) can influence affective commitment by 63%. Moreover, it is shown that the significant value for the relationship between affective commitment and pay is .00 which proves that the existing relationship between two variables is highly significant. The regression statistics presented the evidence and proof that detailed attention on fair pay policy would increase the affective commitment, and it has high impression on employees' commitment toward the organization. Thus, H2a is acceptable.

Table 4.16 - Regression Test for Satisfaction with Pay

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.52 ^a	.28	.27	.59

a. Predictors: (Constant), Affective Commitment

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.29	1	28.29	81.55	.00 ^b
Residual	74.58	215	.35		
Total	102.86	216			

a. Dependent Variable: Pay

b. Predictors: (Constant), Affective Commitment

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.62	.22		7.43	.00
	Affective Organizational Commitment	.55	.06	.52	9.03	.00

H2b. There is a positive relationship between affective commitment and job satisfaction with promotion opportunity.

Table 4.17 indicates the result of regression test between affective commitment and job satisfaction in case of a promotion opportunity. The Adjusted R Square is .17 which means that 17% of the variance in job satisfaction with promotion opportunities is explained by the affective commitment component. This table also shows that other facets rather than promotion opportunity can influence affective commitment by 83%. It also reminds that the significant value of the relationship between affective commitment and promotion opportunity ($\beta=0.41$, $t=6.6$) is .00 which tells that there is a highly significant relationship between two variables. The regression statistics explains the evidence that providing chances for promotion increase the affective commitment since it has high impact on commitment of employees toward the organization. Therefore, H2b is acceptable.

Table 4.17 - Regression Test for Job satisfaction with Promotion Opportunity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.41 ^a	.17	.17	.66

a. Predictors: (Constant), Affective Commitment

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.83	1	18.83	43.86	.00 ^b
	Residual	92.29	215	.43		
	Total	111.12	216			

a. Dependent Variable: Promotion Opportunity

b. Predictors: (Constant), Affective Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.79	.24		7.37	.00
	Affective Organizational Commitment	.45	.07	.41	6.62	.00

H2c. There is a positive relationship between affective commitment and job satisfaction with management style.

Table 4.18 presents the outcomes of regression test between affective commitment and job satisfaction with management style ($\beta=0.37$, $t=5.8$). The Adjusted R Square is .13 which means that 13% of the variance in job satisfaction with management style is explained by the affective commitment component. This table also indicates that other facets rather than management style can influence affective commitment by 87%. It also shows that the significant value for the relationship between affective commitment and management style is .00 which shows that there is positive (not highly significant) relationship between two variables. The regression statistics provides evidence that style of leadership, and the manner of efficient managers influence affective commitment positively toward the organization. Therefore, H2c is acceptable.

Table 4.18 – Regression Test for Job satisfaction with Management Style

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.37 ^a	.14	.13	.62

a. Predictors: (Constant), Affective Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.82	1	12.82	33.92	.00 ^b
	Residual	81.28	215	.38		
	Total	94.11	216			

a. Dependent Variable: Management Style

b. Predictors: (Constant), Affective Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.44	.23		10.72	.00
	Affective Organizational Commitment	.37	.06	.37	5.82	.00

H2d. There is a positive relationship between affective commitment and job satisfaction with co-worker relationship.

Table 4.19 indicates the result of regression test between affective commitment and satisfaction with co-worker relationship ($\beta=0.35$, $t=5.5$). The Adjusted R Square is .12 which means that 12% of the variance in job satisfaction with co-worker relationship is explained by the affective commitment component. This table also presents that other facets apart from the co-worker relationship influence affective commitment by 88%. It also reminds that the significant value for the relationship between affective commitment and co-worker relationship is .00. This tells that there is a positive relationship between two variables. The regression statistics shows that creating a conducive relationship among the employees strengthen the affective commitment as it has a significant impact on commitment of employees toward the organization. Therefore, H2d is acceptable.

Table 4.19 - Regression Test for Job satisfaction with co-worker relationship

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.35 ^a	.12	.12	.69

a. Predictors: (Constant), Affective Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.25	1	14.25	30.18	.00 ^b
	Residual	101.51	215	.47		
	Total	115.75	216			

a. Dependent Variable: Co-worker Relationship

b. Predictors: (Constant), Affective Commitment

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.92	.25		7.55	.00
	Affective Organizational Commitment	.39	.07	.35	5.49	.00

H2e. There is a positive relationship between affective commitment and job satisfaction with nature of the job.

Table 4.20 indicates the result of regression test between affective commitment and satisfaction with nature of the job. The Adjusted R Square is .20 which means that 20% of the variance in job satisfaction with nature of the job is explained by the affective commitment component ($\beta=0.45$, $t=7.4$). This table also shows that other factors other than job nature can influence affective commitment by 80%. It also shows that the significant value for the relationship between affective commitment and nature of the job is .00. This tells that there is highly significant relationship between two variables. The regression statistics explains the evidence that providing challenging and meaningful work will increase the affective commitment as it has high impact on commitment of employees toward the organization. Therefore, H2e is acceptable.

Table 4.20 - Regression Test for Job satisfaction with Nature of the Job

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.45 ^a	.21	.20	.57

a. Predictors: (Constant), Affective Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.21	1	18.21	55.44	.00 ^b
	Residual	70.62	215	.33		
	Total	88.83	216			

a. Dependent Variable: Nature of Job

b. Predictors: (Constant), Affective Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.97	.21		9.29	.00
	Affective Organizational Commitment	.44	.06	.45	7.45	.00

4.4.1 – Summary of the Findings

Data analyses have revealed the positive relationship between organizational commitment and job satisfaction and demonstrate significant influences of independent variables (organizational commitment) on dependent variables (Job satisfaction).

Moreover, the strong relationship between affective commitment and job satisfaction and its facets was found. In summary, the correlation table showed a positive strong relationship between affective commitment and job satisfaction facets and demonstrated an insignificant relationship between continuance commitment and job satisfaction factors.

To verify the correlation analysis findings, regression analysis was performed between independent variable (organizational commitment including affective commitment) and dependent variables (Job satisfaction facets comprising pay, promotion opportunities, nature of the job, management style and co-worker relation) and found correlation analysis findings valid.

Data analysis results demonstrate that all the suggested hypotheses H1, H2, H2a, H2b, H2c, H2d, H2e, H3, H3a, H3b, H3c, H3d and H3e are valid and affective organizational commitment is related to employees' job satisfaction, whereas continuance organizational commitment is not.

4.5 - Discussion of the research findings

Literature review chapter had presented lots of researches that were conducted to find and interpret the significance of organizational commitment and its relations with job satisfaction. However, most of the studies were focused on the concepts of organizational commitment and job satisfaction independently and only few studies drew attention to the correlation and mutual impact of these two concepts. Moreover, majority of these research studies were conducted in the west with dissimilar working cultures compared to Middle Eastern countries.

The main objective of this chapter is to provide a discussion based on the research findings. Surprisingly, these findings are supported by most of the previous researches

on organizational commitment components and job satisfaction facets interaction. Thus, the implemented research theoretical model for relationship between organizational commitment and job satisfaction has proved its validity at multinational distribution firms in the UAE.

Below literature discusses, the results deducted from analysis of the data and the comparisons conducted between the reviewed literatures, in order to meet aims and objectives of the study.

4.5.1 - Organizational commitment and job satisfaction

In previous researches, the overall job satisfaction was observed positively related to organizational commitment. Likewise, the empirical research in this study shows that the positive relationship between these two variables exists. According to Mobley et al., (1979) satisfied employees are the people who stay in their job and do not leave their organization.

As discussed in review of the literatures, while positive casual interrelation between organizational commitment and job satisfaction are expected, their differences should not be ignored. Whatever is the nature of the relation, it is crucial for managers to understand the existing relationship between organizational commitment and job satisfaction to maintain turnover rate, prevent absenteeism and increase employee retention. It is noteworthy that organizational commitment always demonstrates an employee's bond to the organization whereas, job satisfaction is a yardstick for attachment to a task and immediate job environment. As a result, emotional attachment to an organization leads to a stronger employees' commitment and enables them to feel a sense of membership. In summary, the hypothesis H1 is supported in this research.

4.5.2 - Affective commitment and job satisfaction facets

The results of the study indicate that the relationship between job satisfaction facets and affective commitment is significant. Furthermore, considering the multifaceted concept of job satisfaction, this correlation has become more complicated than found by older researches in sales and marketing personnel. This study suggests that different factors of job satisfaction have various relations with a salesman's affective commitment toward the organization. Affective commitment is influenced by factors

like remuneration and benefits, promotion opportunities, career achievement, nature of the work, autonomy in job involvement and social relationship (Riggio, 2009).

Employees who are satisfied with pay, promotion opportunities and nature of the job feel more emotionally attached to and involved in their respective organization and this support H2, H2a, H2b, H2c hypotheses. In fact, the level of satisfaction with these variables was more influential in terms of predicting their whole commitment toward the organization. Pay, promotion opportunity and nature of the job are related to the behavior that assigns employees' career motivation and the decision to stay with an organization. These findings are in line with Sepector (2008) report who emphasizes on positive and strong relation between job satisfaction and affective commitment and attribute both of the subjects to individual's attitude on their job. The impact of each facet of job satisfaction on affective commitment is explained as below:

- **Pay:** Fairness and justice in pay is a yardstick with which employees rate the organization and encourage them to become competitive. It increases their motivation to intensify their efforts in order to achieve organizational goals and create positive feelings of well being among them. In fact, pay satisfaction is a motivator that inspires employees to return it by enhancing their commitment to the organization. Similarly, Spector (1997) resembles pay satisfaction to an extrinsic drive and states that pay dissatisfaction will decrease employees' motivation. Fair compensation is the elementary incentive and attraction for professionals and provides proper opportunity to feel security and self-worth that consequently improve the affective commitment (Dockel et al., 2006). Also, Meyer and Allen (1997) underline that perception of fairness in pay policies directly impacts affective commitment. As a result, there is strong positive relation between pay and affective commitment which is one of the findings of this study.

- **Promotion Opportunity:** It provides chances to improve individuals' skills; involve them in more responsibilities and develop their social status. As a result, it provides employees with a feeling of being a valuable part of the organization and their efforts influence organizational successfulness. Likewise, Spector (1997) states that it is a sense of instrumental goal achievements or "status asserting" and is a motivation for feeling attachment to the organization as affective commitment.

Results of this study also have supported this relationship and states that satisfaction with promotion opportunities has a strong positive correlation with affective commitment in sales and marketing people.

- **Nature of the job:** Job characteristics are a combination of challenge with different aspects of the job, identification of tasks, feeling of independence, job concept and level of skills used by individual. Spector (1997) classifies this subject as an intrinsic motivator for individuals and explains how meaningful their job is, engages them and produces a sense of pride, which is a measure for their job satisfaction. An employee's involvement in his job or task leads to an emotional attachment to the organization. Westlund and Hannon (2008) have pointed out that satisfaction with nature of the job is strongly related to employee's desire to stay and continue with current organization. Moreover, Meyer and Allen (1997) believe that affective commitment is significantly related to the nature of the job which is in line with findings of this study.

Also, other facets of job satisfaction such as the co-worker relationship and management style influence the affective commitment, but comparatively less than above discussed facets. These facets are described as follow:

- **Co-worker relation:** Working with others plays a vital role to achieve the social needs. However, employee's requirements and objectives are merged with organizational needs and objectives and whatever influences an employee's motivation, affects organizational culture. Acceptance in a group of co-workers and having friendship with them provides employees a sense of belonging to organizational culture and impacts their job satisfaction level (Ghazzawi, 2008). The finding of this research is in line with the above and shows a positive relationship between affective commitment and co-worker relationship, but does not indicate a strong direct relation.

- **Management style:** Managers' behavior can be an influential factor on employees' job satisfaction. Managers, who are capable to understand employees, listen to their opinions, behave in a friendly manner and show personal attention to them, increase employees' satisfaction on the job (Spector, 1997). As a result, their commitment would be positively enhanced. This is inline with this study finding, though their correlation is not strong.

Examining of these relations can be useful for organizations and managers to understand their employees and how their affective commitment might influence on various aspects of the job. Identification of sales and marketing people satisfaction with different facets of job satisfaction can provide organizations an opportunity to contrive a deeper behavioral forecast rather than they currently consider.

4.5.3 - Continuance commitment and job satisfaction facets

The absence of a significant relationship between continuance commitment and job satisfaction facets is observed in this study. As a result, employees' satisfaction with intrinsic and extrinsic motivational factors, (pay, promotion opportunities, management style, co-worker relation and nature of the job) is because of their strong feelings of attachment (affective commitment) and might be the reason of their decision to stay with their respective employer rather than the cost associated with leaving the company (continuance commitment). These findings are inline with research conducted by Meyer et al., (1993) which states that job satisfaction is significantly and positively related to affective commitment and insignificantly to continuance commitment. Therefore, H3 (There is no significant relationship between continuance commitment and job satisfaction factors.) is confirmed in this research.

4.5.4 – Impact of demographic Variables on organizational commitment

The impact of demographic variables including age, education and gender on job satisfaction is presented as below. Although demographic variables relationship with organizational commitment and job satisfaction was not included in hypotheses, study of their relation gives a wide perspective of the subject to analyze the hypotheses.

- **Age:** Although age has a positive relation with organizational commitment, this relation is insignificant with affective commitment and is a result of continuance commitment in the employees. When people become older, their alternative opportunities decrease, and their current job would be more attractive for them (Mathieu & Zajac, 1990). It is noteworthy that, young employees' commitment are more related to income and promotion opportunities since they choose their job based on pay and career prospects, whereas elder employees, with more experiences and job tenure, have already achieved their career advancement and are highly continually committed. In contrast, friendship with co-workers are valued more by older

employees since they feel an emotional support from the organization and accordingly their satisfaction on social needs will be achieved (Balfour & Weschsler, 1996). Similarly, Maslow (1970) suggests that older employees with longer job tenure work to accomplish their social needs while, on the other hand, economic security has priority for younger employees. The findings of the research also show that age of employees is not related to their affective commitment.

- **Job Tenure and Tenure with organization:** The result of the current study shows that job tenure and tenure with organizational, which are personal investments of the employee in the organizations have a positive relation with continuance commitment. This outcome is supported by Lin (2009) that a positive relationship between these two variables exists. The reasons are that alternative opportunities for older employees become limited and also they have already made investments in the organization such as incentives, promotion, designation and workplace relationships. As a result, their intentions to leave the organization decrease and hence their continuance commitment increase.

- **Education:** Professional and educated employees stay in an organization for different reasons in comparison with low educated personnel. In fact, education is an investment for employees to improve their skills, knowledge and experiences to increase their chances in the job market. Therefore, well-educated employees have high investment in their academic background which makes them more committed to their profession and occupation than organization, and simultaneously enables them to obtain alternative opportunities in the market. These together lessen their affective and continuance commitment toward the organization compared to less-educated or non-educated people and as a result, a negative relationship between academic level, and affective and continuance commitment exists (Beck, & Wilson, 2000; Lambert et al., 2001). The result of finding in this study also shows that there is a significant negative correlation between organizational commitment components and academic level, as well.

- **Gender:** It is also found that males and females show different attitudes towards the affective commitment, and job satisfaction facets have different value for them which are compatible with previous studies in this field (Boles et al., 2003). Females are more affectively committed to the job and organization rather than males.

Moreover, satisfaction with promotion opportunity has a higher value for men since they have a tendency to follow their goals. It is considerable for an organization that promotion opportunity plays a pivotal role to decide on the employee's position in the organization. Thus, if a firm tries to retain a high performed young man in sales and marketing department, it is essential to provide him promotion opportunities since his affective commitment is highly influenced by promotion.

In addition, pay satisfaction is more crucial to males than females, whereas satisfaction with co-worker has more value for females contrasted to males. This is mainly because males are more competitive with other co-workers and assume their earning as a factor of success level. On the other hand, co-worker relation has an additional value for females since they are more relationship oriented than males. This is beneficial for organizations and managers to consider this fact in the socialization process. Providing a supportive network of co-workers and positive experiences as a value will increase the female's satisfaction and organizational commitment in a long term (Pullins, et al., 1996).

Therefore, scholars in previous studies indicated that pay and promotion are more notable for males, compared with co-worker relationship has more significant value for females while management style and nature of the job has the same worth for both that achieved in current research, as well.

Marital status: It is a crucial factor that affects employees' attitude on organizational commitment. Married employees have higher continuance commitment compare with singles since they have serious financial responsibilities toward families to support their expenses. Thus, they prefer to stay with the employer and maintain their stable benefits, rewards and income (Chang, 2002). This is in line with the finding of the current study.

Chapter 5

Recommendations and Conclusion

Chapter 5: Recommendations and Conclusion

The purpose of this chapter is to recommend solutions for identified challenges in this survey; suggest view points for future research and conclude the study.

5.1 - Recommendations

In this section, recognized challenges in the researched field of the business are addressed to furnish the research aim and objectives. As per the summary of literature review and findings of this article, numbers of recommendations for distribution based firms have been provided.

Commitment is like a two-way street in the business. If committed employee is a demand of employer, there must be a committed employer, as well. While organizations seek their employees to be proud of their organizations and stay with them for a long time, they need to recognize their desire and key aspects that influencing their commitment.

Result of this study indicates that incentives, promotion opportunities and nature of the work are the most influential job satisfaction facets for sales and marketing people and have a strong positive correlation with affective commitment toward the organization. Thus, organizations must concern how these factors can be adjusted to enhance employees' satisfaction and commitment in these fields. It is noteworthy that, beyond improving current efficiency, organizations' efforts to fulfill these facets of job satisfaction will assure their future outcomes since commitment has proven its value in sales and marketing staff researches due to its relationship with turnover intention and actual turnover (Brown & Peterson, 1993). Therefore, following solutions are highly recommended to organizations for developing the commitment in their employees:

5.1.1 – Implementing Incentive, Promotion Opportunity and Job Characteristics Practices

Some general advices about the above mentioned practices, their values in the organizations and HRM roles in implementation of them are given and more practical recommendations will be provided in the next sections.

- Pay practices, including salary, benefits and rewards, are one of the most delicate practices of human resource management and is a factor to attract and keep high quality employees from competitors and market; however, it might increase overall labor costs. In fact, HR needs to provide fair pay strategies based on seniority and performance of employees which motivate them in their tasks and increase their efficiency and productivity. These strategies, like goal setting, enable HR to attract employees who apply for the job in recruitment and retain current employees' high performance and work quality since they afraid they might lose their jobs (Noe et al., 2006).

- It is proposed that high performance HR practices have to be involved of non-monetary and promotion opportunities. These strategies enable human resource management to increase job satisfaction among the employees and retain talented people. Moreover, this approach is promising especially in recession and non-profit situations when job satisfaction with pay cannot be fulfilled and might be a beneficial solution for both employer and employees since maintains job satisfaction level as per requirement and avoid excess costs. Employee empowerment, job rotation and employee involvement are among this practices that provide a win-win method for both parties and enhance affective organizational commitment at the end.

Based on the investigations on gender differences, looking at delicate discrepancies would prepare organizations for a deeper recognition of employees' behavior to increase job satisfaction and cultivate the fairness culture among employees. Although pay and promotion opportunities are more salient factors for men compared with women, it is not suggested that female should be paid less than male and not required to promote; both facets should be based on performance appraisal and justice policy.

- Job characteristic is known as the type of the work done by employees. Based on job characteristics model, it is included of five factors, which are skill variety, task identity, task meaningfulness, autonomy and feedback on performance (Hackman & Oldham, 1980). If HRM desire to increase job satisfaction and commitment in the organization, they should plan for redefining and revising of current job descriptions in the organizations, value practices that improve above factors, and encourage self-motivation and responsibility. As a result, mentally challenging opportunities would be generated for employees, enables them to employ their knowledge, abilities and

skills, provide a variety of tasks along with the sense of freedom. Moreover, it is important for HR to make sure that employee qualification and personality is fitted to the nature of the job.

5.1.2 - Goal setting for Employees

Distribution organizations use goal setting as an employees' motivator to increase their sales rate and their share in the market. This HRM practice draws attention of employees toward goal-related activities and away from irrelevant margins; serve as a motivator to drive more efforts to achieve the goals; boost employees' self-efficacy, and diligence to perform the task while resources are limited; activate cognitive strategies that help employees to manage the situations at work. As a result, it is a practice that affects all five surveyed facets of job satisfaction and has an ability to boost the commitment. In fact, it is a pay practice that improves sales and marketing job characteristics, encourages workplace relationship, provides promotion opportunities and can satisfy employees with supervisor roles.

- **Pay strategy:** HRM has a delicate role to perform since wrong implementation of this practice can demoralize employees and reduce the satisfaction and commitment. In fact, goal should be formulated realistically based on business financial needs, sales and marketing team incentive grades, level of their abilities and experiences, and with the cooperation of sales managers and HRM. These goals have to be reviewed and revised regularly by the feedbacks. It is essential to devise realistic, measureable and fair goals, not higher than the abilities to discourage and not lower than achievable to maintain job satisfaction and commitment in the organization.

- **Boosting employee engagement and optimism:** Although goal setting plays a pivotal role in satisfaction with incentives, it can induce other facets of job satisfaction in personnel- satisfaction with management style, workplace relationship, job characteristics and promotion opportunities- which all result to employees' commitment. The main initiative in this approach view is employee engagement, which is an organizational behavior that can be spread by goal setting, (Knight et al., 2001) and defines as employee emotional attachment that encourage an individual to perform more than his/ her manager expectations and job requirements.

Engaged employees are optimistic and committed to the organization and their job; their output would be satisfying in each circumstance since their thinking and

attitudes are positive. The reason is that only optimist employees believe that they are able to perform every assignment with the best achievable outcome in any situation. Optimism is also correlated with self-efficacy which defines as employees' belief to accomplish their tasks in the best way to be successful. As a result, goal setting encourage employee engagement, promote optimism behavior among employees and strongly influence organizational commitment.

Similarly, Ashraf et al. (2012) have suggested a model to highlight goal setting significance which is shown in Figure 5.1. They model goal setting as the first step of a sequential process that activates, employee engagement, workplace optimism and organizational commitment respectively. They stress supervisory role value in each process and mention that defining proper and achievable milestones in the given tasks activate subsequent levels (employee engagement and workplace optimism) of the model in employees, and consequently boost organizational commitment in them.



Figure 5.1 – Goal setting and Commitment model (Ashraf et al., 2012)

5.1.3 - Creating Trustable Environment

Reliable environment is another essential factor that influences organizational commitment and boost satisfaction with workplace relationships and management style; organizations must develop a trustworthy relationship among the employees and employer. In order to enhance and maintain trust, employers should be consistent on what they plan and promise to employees, be a sample model of behavior to encourage employees in making decisions for high productivity, broadcast the culture among employees to learn from mistakes without fear and derision, appreciate employees' suggestions and listen to employees' voice.

Managers can play a pivotal role in employees' perception about organization's supportiveness. Bragg (2002) emphasizes on managers' role as a builder and developer of employee commitment. Particularly, high quality and capable managers are not only one of the principal reasons to retain high performance employees, but

also they are able to select talented candidates, train and develop them, evaluate their performance and reward them with trustworthy behavior. Thus, efficient managers inspire loyalty, trust and admiration in organization environment.

It is noteworthy to remind that workplace relationships have more value for females, to satisfy them with their job and encourage them to stay with organization; it is recommended that organizations note this value in the socialization process. Creation of a supportive network of employees can be a convenience option for females to satisfy them with their job, which influence on their commitment in the long term.

5.1.4 - Employees Concerns

Employee should be treated and respected as a human and not as an instrument for working. Therefore, employer is obliged to provide job security and create a work-life balance for employees. This highlights human resource management role in the organization to invest in practices which impact the relationship between organizational support and organizational commitment (Whitener, 2001). It is shown, based on social exchange theory, employees' commitment toward the organization originates from their perception of employer support. It means that contribution of organization for creating the social exchange relationship encourages employees to work with high quality and become committed.

Hence, human resource management needs to separate control and commitment practices to achieve this role in the organizations. The control approach is including effectiveness enhancement, labor cost reduction, believing rules and procedures, whereas commitment approach is a combination of productivity enhancement and employees motivation to contribute in goal achievement and fulfill assignments. MacDuffi (1995) summarized commitment strategy as employees' selection, training and development, performance appraisal and competitive compensation. He states that though making strategic investment on employees looks costly in the first view, it is beneficial for the organization since enhances commitment and performance among the employees and return the costs.

5.1.5 - Employee Empowerment

Sales and marketing staff often deal with plenty of marketing works which might require their prompt responses. Therefore, employee empowerment is an essential strategy to assist the sales personnel to make the correct decision on the right time. This strategy is based on providing employee authority and skills for effective negotiation with vendors and customers, and motivation to become responsible on his actions in making decisions. As a result, empowered employee is self-motivated, able to perform at a high level of efforts and capable to solve problems since he can manage his own job. This practice simplifies achieving organizational aim and objectives and boost employees' satisfaction with nature of the work, promotion opportunity, and management style and thus, adds to organizational commitment. It is reported that empowered employees are more satisfied on their job (Snipes et al., 2005).

5.1.6 - Job Rotation

Particularly, sales and marketing personnel become proficient in one or some limited products and make an effort to broaden their marketing strategy and techniques and their knowledge in that direction merely. This is observed that employees who had a chance to transfer to promote another product even for a short time, show higher level of satisfaction with their job characteristics, supervision and promotion opportunities. This fact reminds HR to implement practices for job rotation, as a learning mechanism, among the employees in similar departments and provide a chance for them to transfer among different tasks, positions and places to work for a period.

This practice enables sales employees to improve their marketing skills, extend their market knowledge, understand different steps and procedures in details, gain experience in new sales strategies and construct a wider viewpoint in the business. Moreover, it decreases the amount of exhaustion and tedium experienced by employees who work in a position for a long period. The outcomes of job rotation are giving employees a sense of membership and belonging to organization, raising motivation and increasing job satisfaction (Syed & Yan, 2012).

5.1.7 - Employee Involvement

Sales and marketing is an obscure business that requires the full participation of staff from early stages of negotiation with vendors and receives the products, to the final stage of contracting, finance and delivery to the end customer. Therefore, distribution

organizations should implement practices to involve employees in all related tasks to make them understand end customer expectation, vendor requirements and organization limitations and accordingly devise an appropriate sales and marketing strategy.

This practice engage sales and marketing employees at all levels in the organization to examine the difficulties, share ideas and be aware of the unsought problems, find an integrated solution to minimize process difficulty, improve current sales and marketing strategies and make the best final decisions. Furthermore, involvement in decision-making positively influence on self-actualization and motivation toward the job. Therefore, employees' performance will increase; absenteeism will decrease and job satisfaction enhances (Luthans, 2005).

Employees need to identify what satisfies them, negotiate it with direct manager, improve their skills and performances to accomplish those responsibilities, ask for more input in order to enhance their output and set a career goal for self-motivation.

5.2 - Conclusion

The current study was designed to examine the organizational commitment and job satisfaction concepts in distribution based firms and determine the impact of commitment components on job satisfaction facets. This was initiated by reviewing available literatures in commitment and job satisfaction fields which had published earlier in various perspectives to understand the studied subject comprehensively. Thereafter, Questionnaires were distributed in three multinational distribution companies, in private sectors, in UAE, by random sampling technique. The empirical research supported the reviewed literatures and produced valuable findings that can be useful for future researches.

It observed in the findings that employees with highly emotional attachment to the organization are more satisfied with their job and less likely to leave the organization. Moreover, it was noteworthy that pay, promotion opportunities and nature of the job are the most significant influential facets of job satisfaction on affective commitment. Therefore, the result recommends that for creating a workplace that motivates employees to continue with an organization, a review in pay and compensation

practices is required to offer fair pay, build a challenging work design and encourage workplace relationship.

Although affective commitment showed a strong correlation with job satisfaction and its facets, this study did not find any significance relationship, which is inline with previous studies. This was mainly due to the prospect of continually committed employees that lack of alternative options and their investment are their main attraction to the organization, and not feeling a desire to support the company to achieve its goals. However, both group of employees and both types of commitment should be encouraged among organization. By more identification and consideration on continuance committed employees, their emotional states and faithfulness to the organization will be improved (Suliman & Iles, 2000).

Returning to the research hypothesis proposed in the beginning of the dissertation, it is now conceivable to emphasize that organizational commitment as a multidimensional concept is strongly related to job satisfaction. In practical terms, the new achievement gained in the survey of commitment-satisfaction relationship is useful for selection, improvement, remuneration and retention of talented employees in the distribution organizations. It is crucial for today's distribution companies to emphasis on employees' retention in order to survive and achieve advantages in a highly competitive market in the region.

In conclusion, this dissertation presents the first practical analysis conducted to survey the relation of commitment components with employees' job satisfaction facets in multinational distribution firms in the UAE. This analysis indicates that organizational commitment plays a significant role in the job satisfaction rank of the sales and marketing personnel. These results, lead its way to further knowledge of commitment and job satisfaction, and a thorough explanation for both the managers and employees about the applicable inference of the findings of the research.

5.3 - Suggestion for Future Research

The study in hand has recognized the following recommendations for the researchers to come who might be interested in the topic in the future:

- Successor researches can evaluate the relation between organizational commitment and job satisfaction with stress on different nationalities in UAE. Understanding, which responses are different in mixed cultures and diverse environment and what motivators are crucial, could be a potential attraction for future researchers.
- This research targeted distribution based organizations as a sample to study the topics. Although the results might be the same in other businesses, survey in dissimilar organizations like industrial and production based companies can be the next attraction to have a better perspective of the studied subjects in all businesses, in UAE.
- Exploring other aspects of organizational variables like performance and productivity, which are being influenced by organizational commitment and job satisfaction, can be carried out in future researches. Moreover, the efforts of organizations to increase the efficient performance can be the next concern.
- Advanced and broadened studies on this topic are required to perform in different areas of Middle East, especially GCC countries, in order to find a general conclusion about the factors and significance of organizational commitment components in relation with job satisfaction in the region.
- Finally, different research studies indicate that there are other highlighted variables that affect employees' commitment toward the organization and job such as firms' policy and culture. Thus, future studies should investigate other influential factors that have an impact on employees' satisfaction and commitment.

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Appendixes

APPENDIX A

QUESTIONNAIRE

Dear Madam/ Sir,

Enclosed questionnaire is given to you as part of an academic dissertation, providing us an opportunity to hear your valuable opinions about organizational commitment and job satisfaction. Please note that there is no right or wrong answer.

There are some general demographic questions, as well as opinion-oriented questions included. Please note that your name and information will be considered confidentially, and used for statistical purposes by the researcher only. You are hence kindly requested to respond honestly and fairly.

Let me thank you in advance for your time and cooperation. Your contribution is valuable to improve the common organizational strategies, as well as completing this research study.

Sincerely yours,

Farnaz Borji- MSc HR candidate

Researcher

PART ONE: GENERAL INFORMATION

Please tick one box for each question:

A. Gender:

Male ☐

Female ☐

B. Marital Status:

Married ☐

Single ☐

C. Education:

Diploma ☐

Higher Diploma ☐

Bachelor degree ☐

Masters or above ☐

D. Age:

=< 25 ☐

25 - 30 ☐

31- 36 ☐

37 - 42 ☐

42> ☐

E. No. of years worked in current organization:

1<= ☐

2 - 5 ☐

6 - 9 ☐

10 >= ☐

F. No. of years worked in the position or job:1<= ☐2 - 6 ☐7 - 11 ☐12 - 16 ☐16 >= ☐**G. Job Status:**Manager level ☐Executive level ☐Operation level ☐**H. Nationality:**UAE ☐Non-UAE ☐

PART TWO: JOB SATISFACTION

Please tick **one box** for each question:

statement	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
Income					
1. My monthly salary is commensurate to my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am not happy with the benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My income is not fair compare with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Annual incentives is satisfied me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees do not have any rewards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion Opportunities					
6. Company offers me sufficient career growth opportunity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. There is an equal chance for each employee to promote on his job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. There are various promotion opportunities in my					

organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I have promoted many times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management Style					
10. My manager is not competent to handle the tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My manager is not fair to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. My manager does not show a good feeling of working with subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I enjoy working with my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-Worker Relationship					
14. My co-workers are very supportive and reliable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I feel unfair of my work because I work with the incompetence co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I have good relation with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We have a stressful workplace atmosphere in the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Nature of The Job					
18. My job is not related to my career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. My tasks are my favorite job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I proud of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. I enjoy my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART THREE: ORGANIZATIONAL COMMITMENT

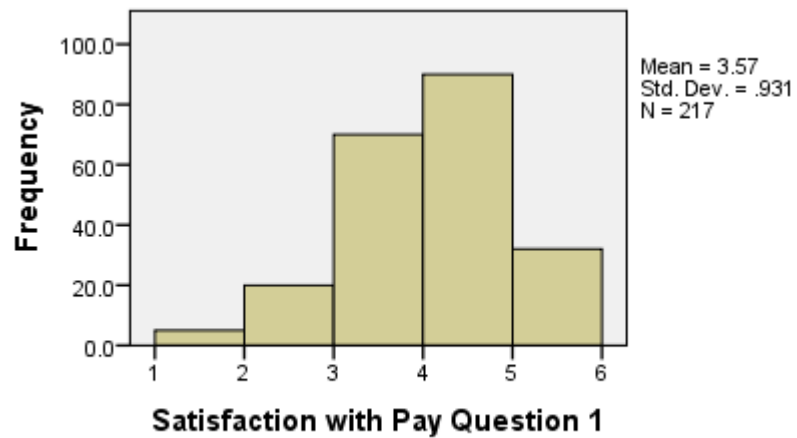
Please tick **one box** for each question:

statement	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
Affective Commitment					
1. I really enjoy staying working with my organization up to retirement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel a great deal of personal meaning in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Discussion about my organization is my favorite topic with my friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My organization's problem is my problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I am not able to leave my organization for ever.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I will continue to work in current organization since I believe to be loyal as an important issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being loyal to my organization has a value for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I do not attach emotionally to my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuance Commitment					
9. My personal life will interface too much problem once I resign form here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I am working here because I don't have any other choice right now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I believe that I have not more options if I leave my current organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I will lose my available alternatives if I leave here at least.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Overall incomes are the reason to keep me here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Leaving my current organization is easy for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Staying with the current organization is a matter of necessity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B

Job Satisfaction with Pay Question 1



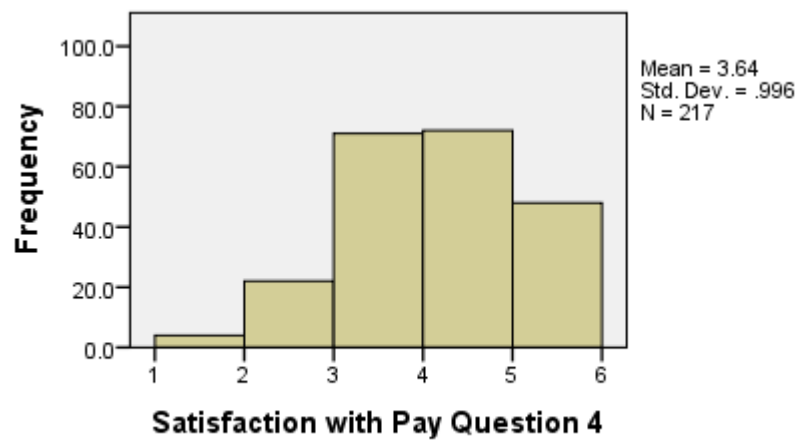
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Job Satisfaction with Pay Question 3



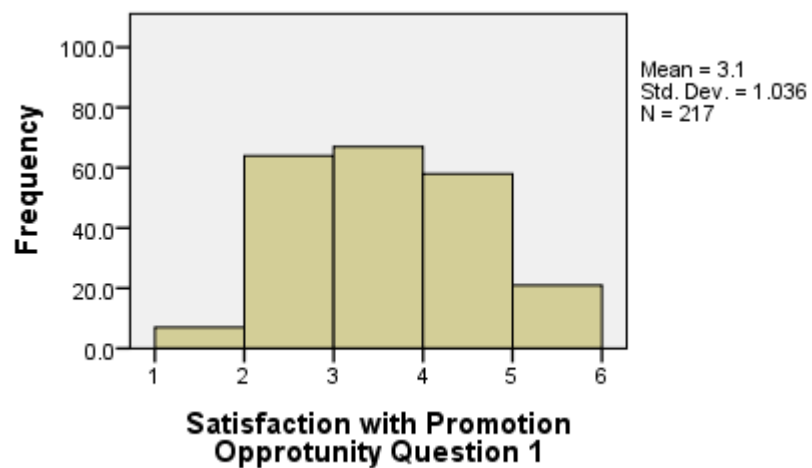
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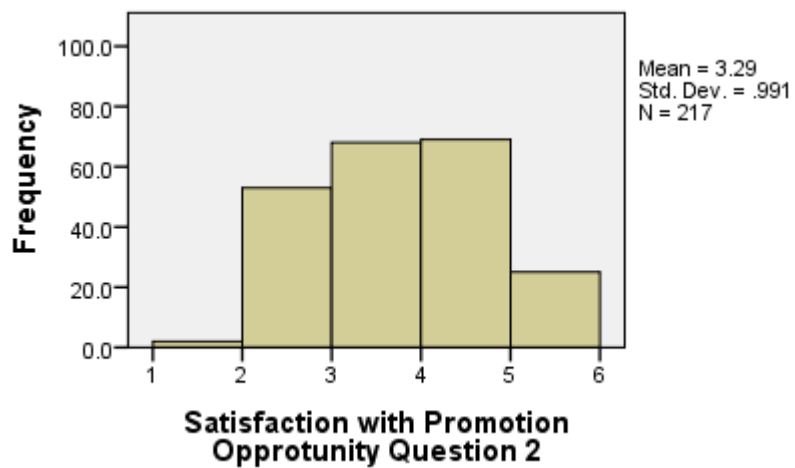
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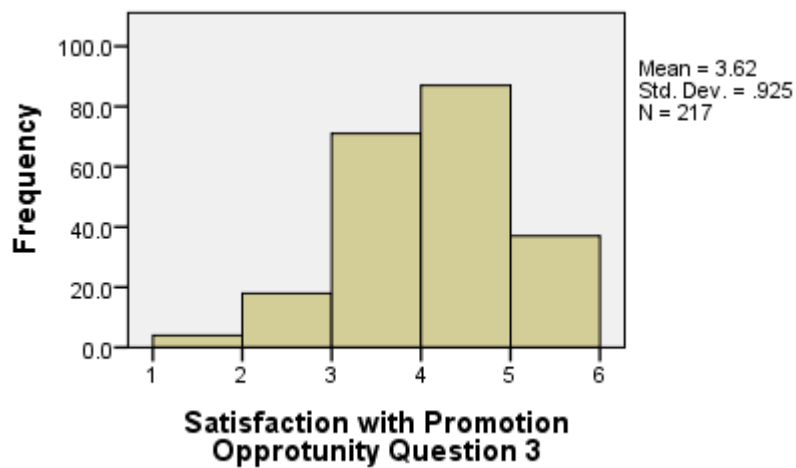
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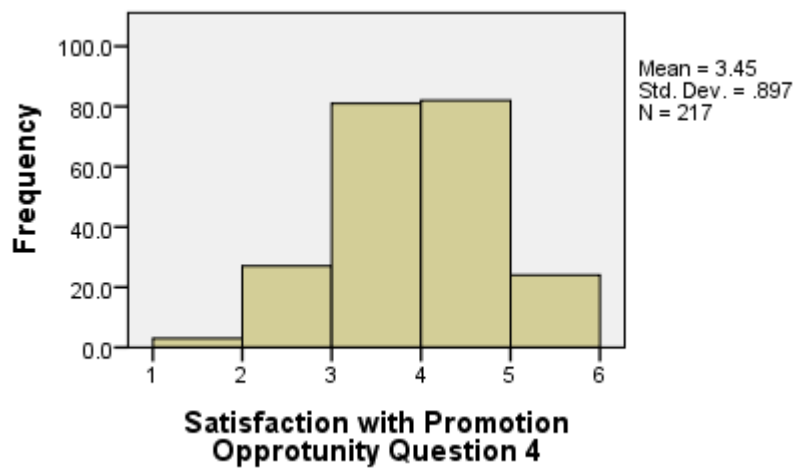
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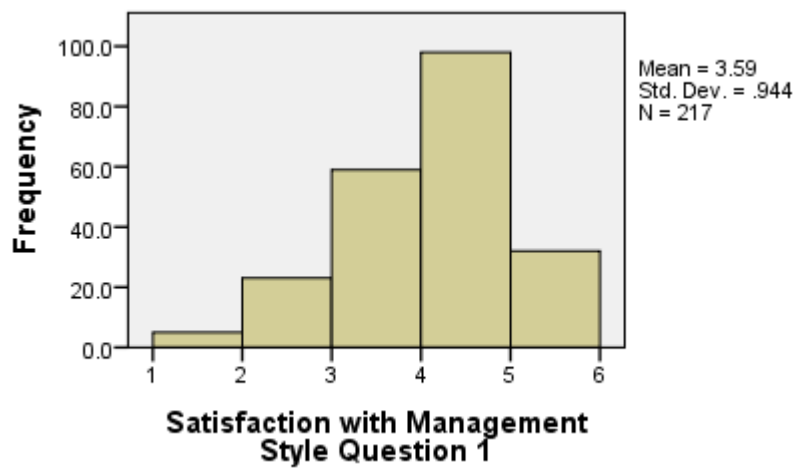
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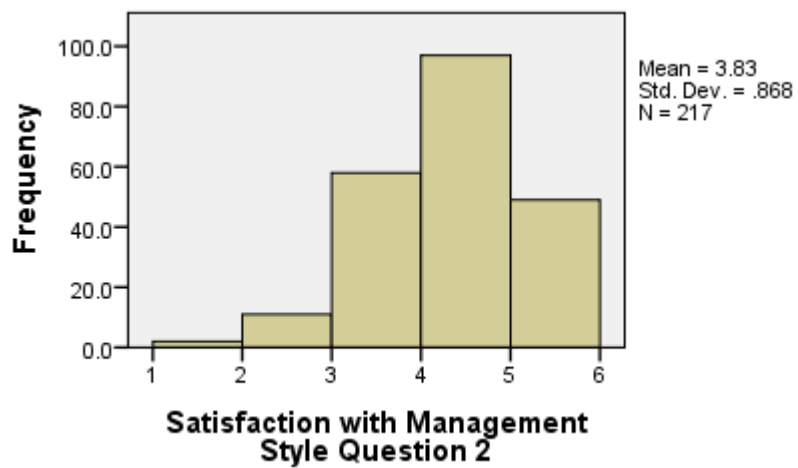
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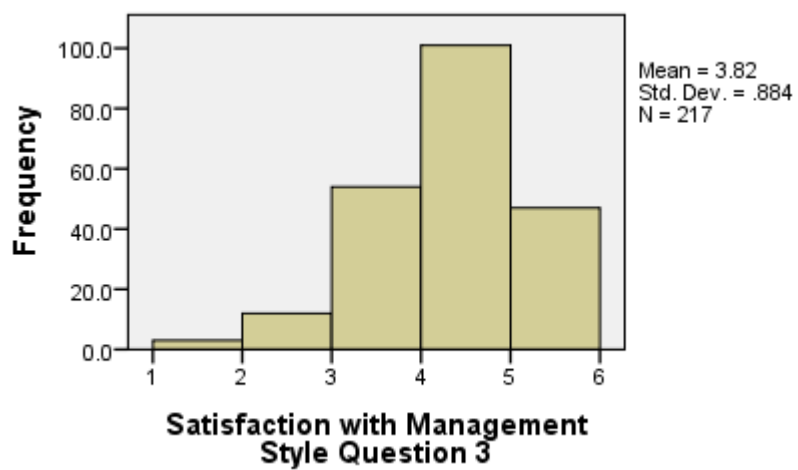
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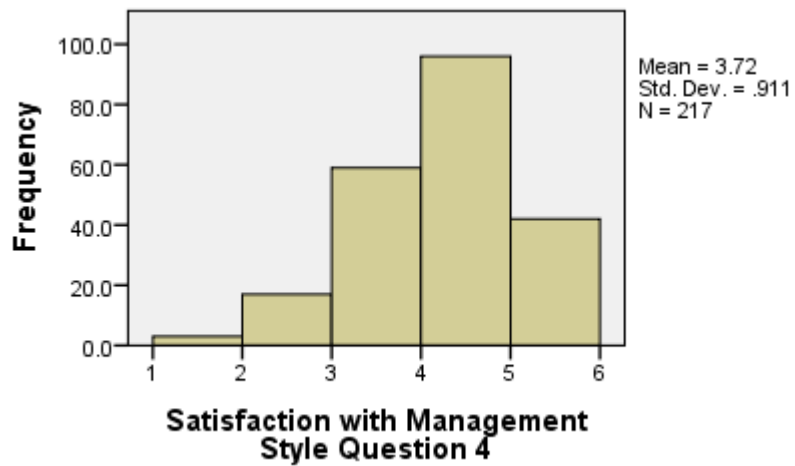
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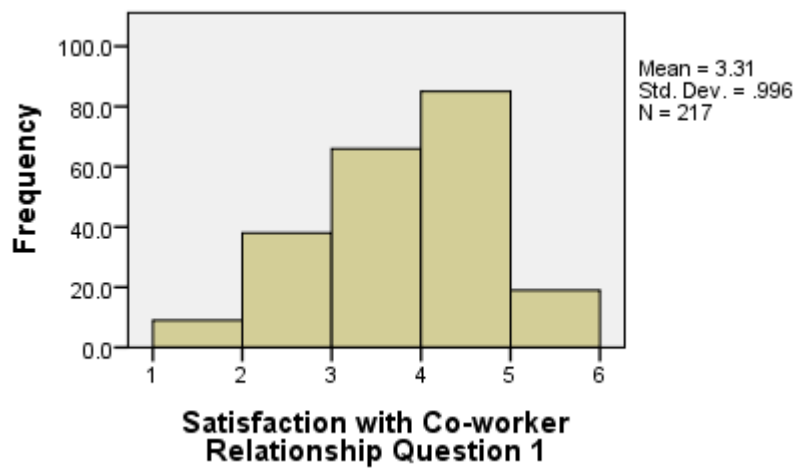
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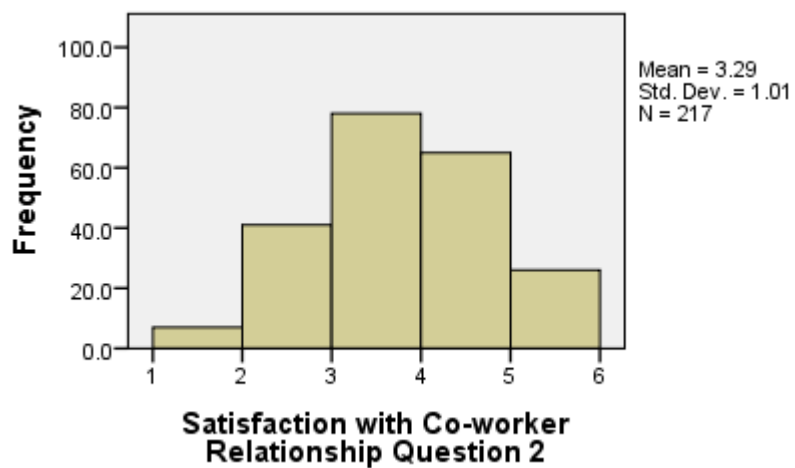
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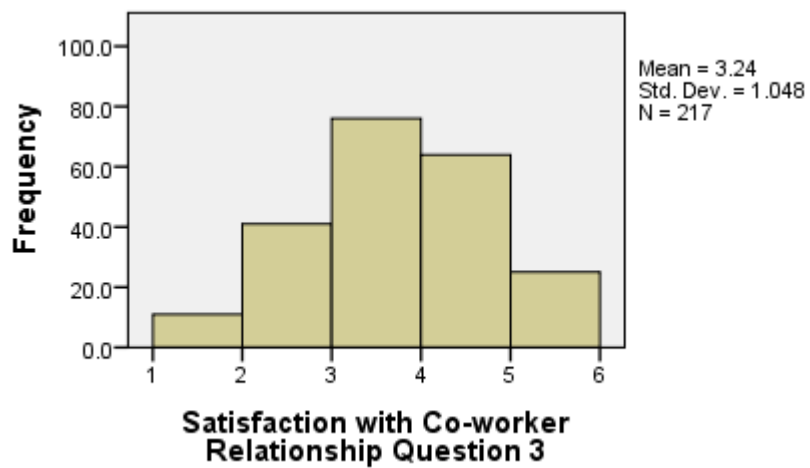
Job Satisfaction Co-worker Relationship Question 1



Job Satisfaction Co-worker Relationship Question 2



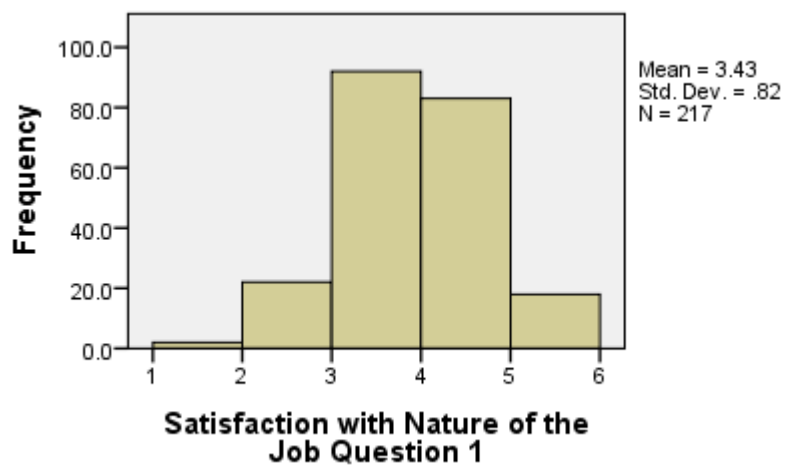
Job Satisfaction Co-worker Relationship Question 3



Job Satisfaction Co-worker Relationship Question 4



Job Satisfaction Nature of the Job Question 1



Job Satisfaction Nature of the Job Question 2



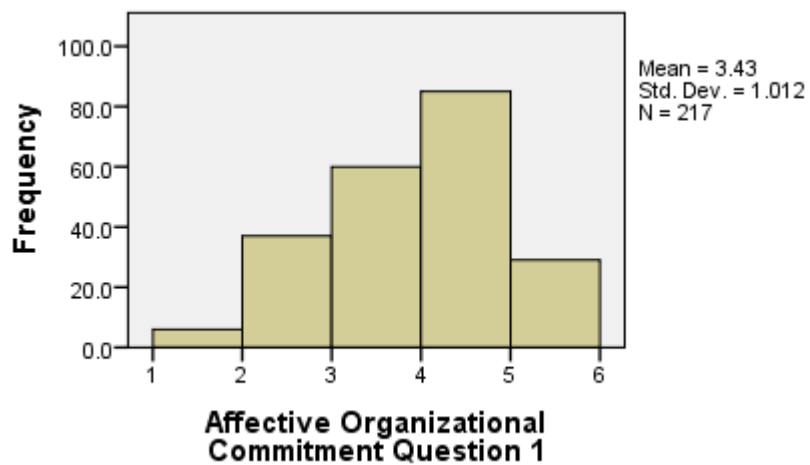
Job Satisfaction Nature of the Job Question 3



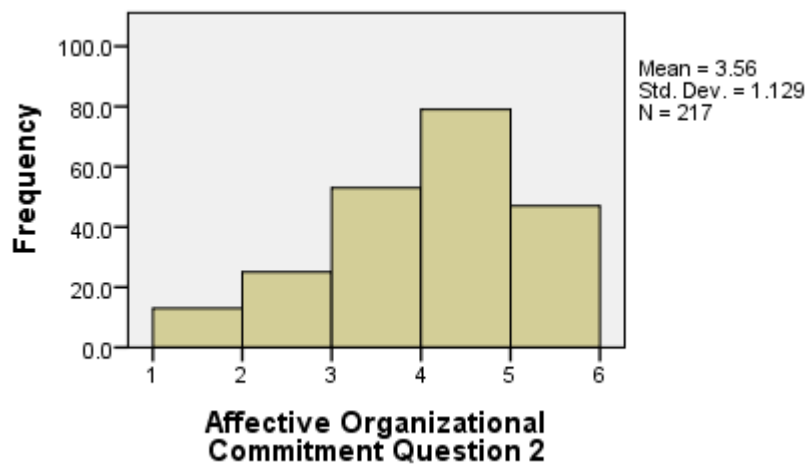
Job Satisfaction Nature of the Job Question 4



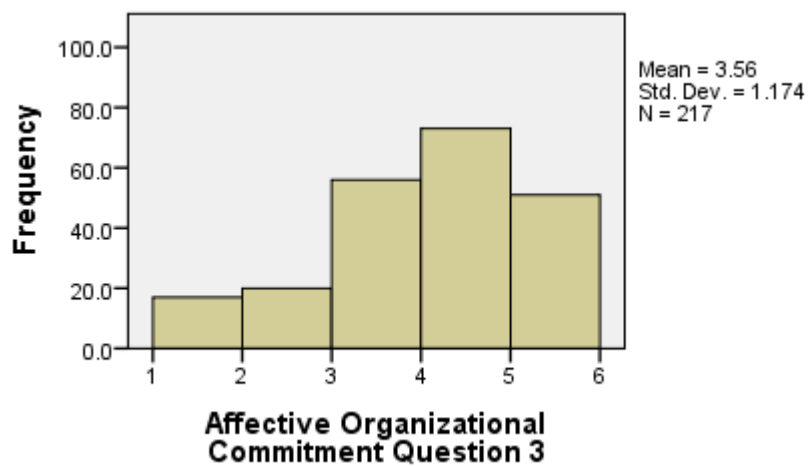
Affective Organizational Commitment Question 1



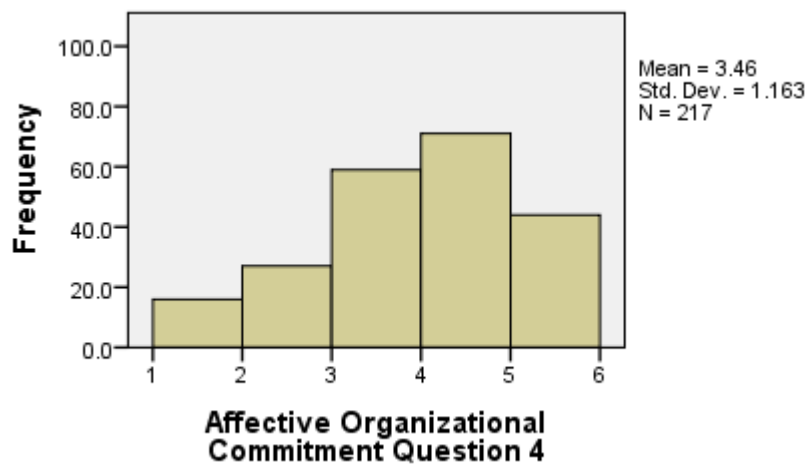
Affective Organizational Commitment Question 2



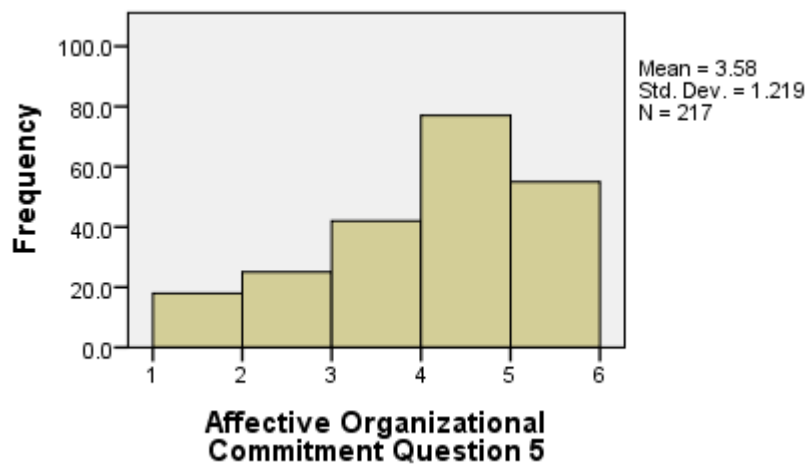
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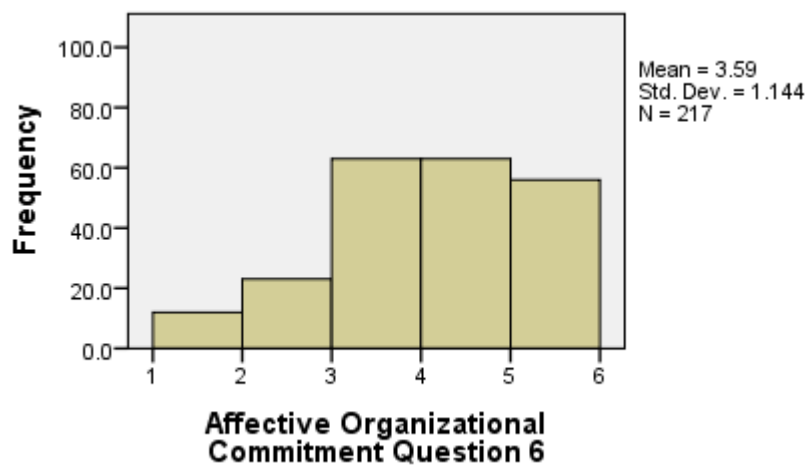
Affective Organizational Commitment Question 4



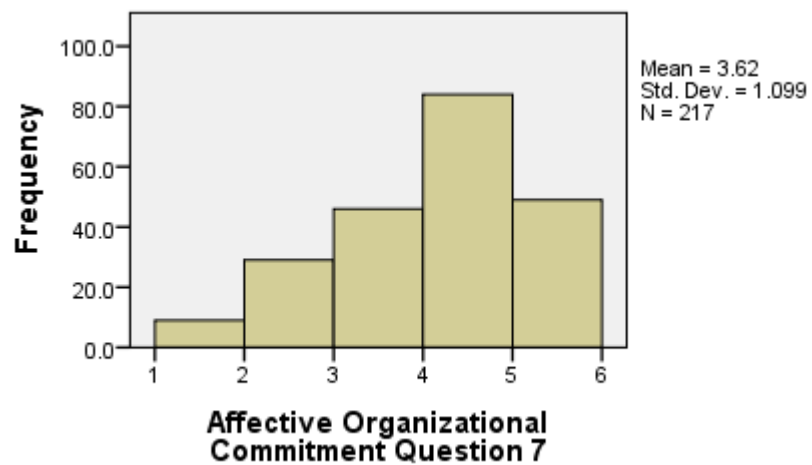
Affective Organizational Commitment Question 5



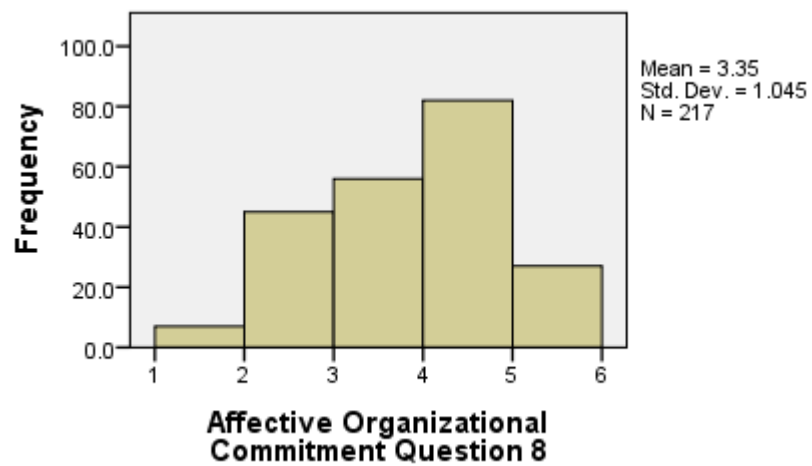
Affective Organizational Commitment Question 6



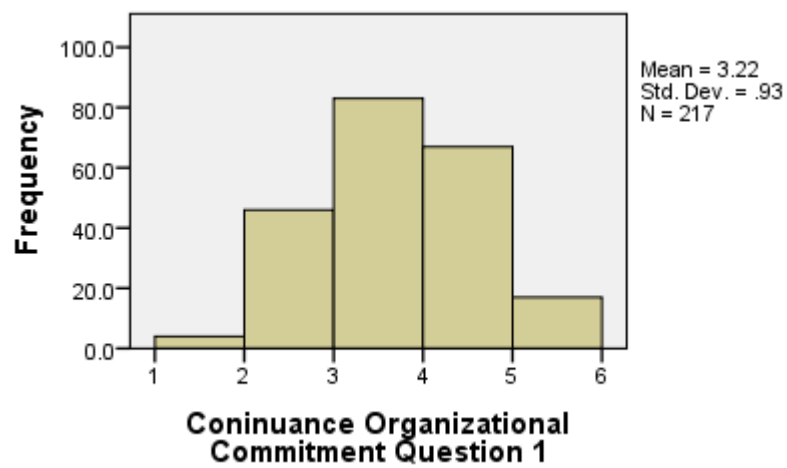
Affective Organizational Commitment Question 7



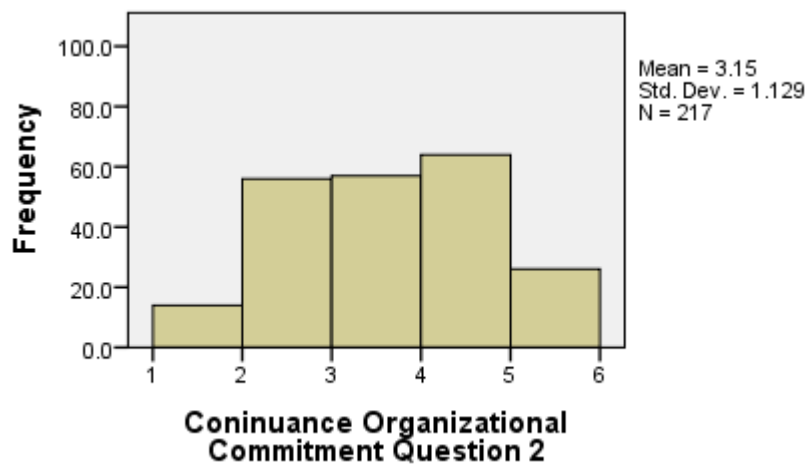
Affective Organizational Commitment Question 8



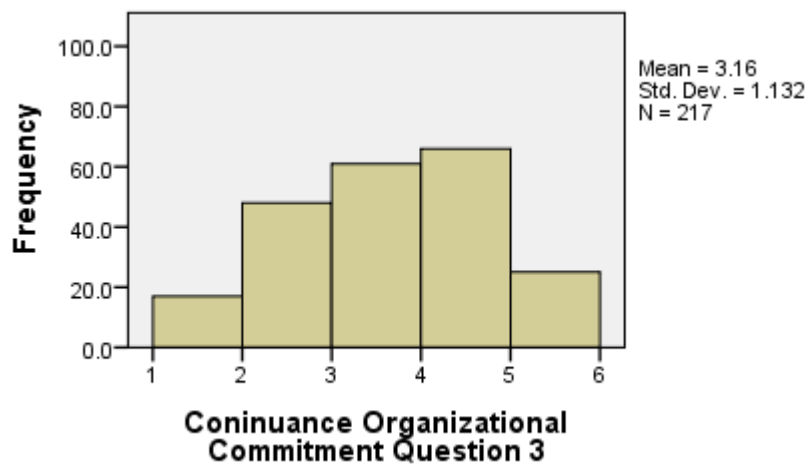
Continuance Organizational Commitment Question 1



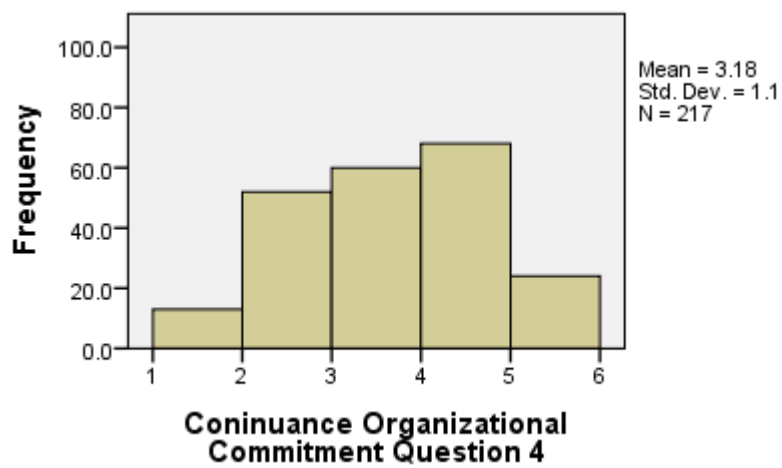
Continuance Organizational Commitment Question 2



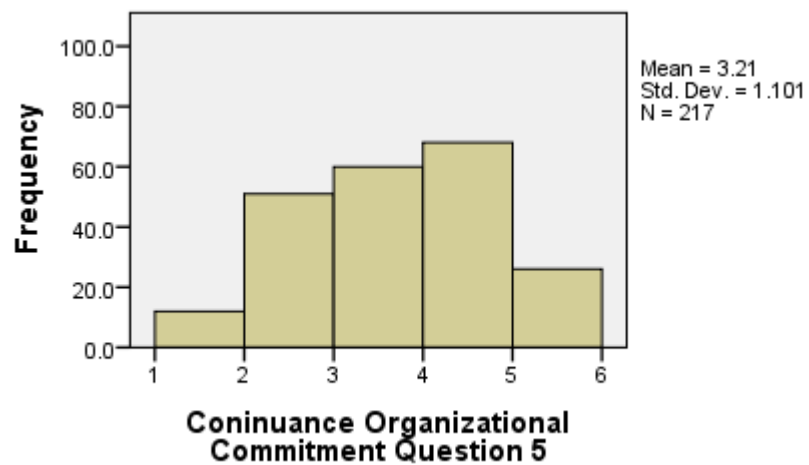
Continuance Organizational Commitment Question 3



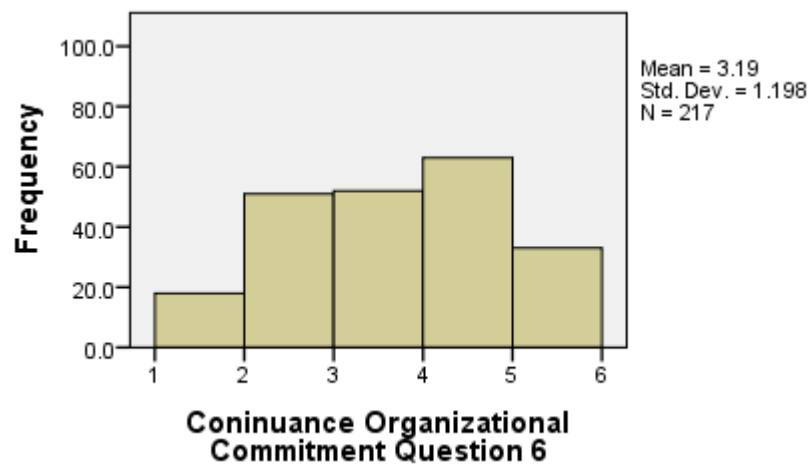
Continuance Organizational Commitment Question 4



Continuance Organizational Commitment Question 5



Continuance Organizational Commitment Question 6



Continuance Organizational Commitment Question 7

