

An Applied Investigation of Job Satisfaction and Organizational Commitment among Top Managers at Private and Public Establishments

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Abstract: This study examines attitudes among top managers with regards to job satisfaction and organizational commitment and the possible variations of these attitudes according to some demographic properties of the managers. The subjects of this study were 246 top managers in private and public organizations in Ankara, Turkey. Data were collected about their organizational commitment and job satisfaction as well as whether they worked in the private or public sector. According to the results, top managers in the private sector had a higher job satisfaction than the ones in the public sector. However, job satisfaction did not show any variations when the managers' demographic properties were considered. The components of organizational commitment did not show any differences according to working in private or in public sector. There were also no differences in the components of organizational commitment according to the demographic properties, except only one. Finally, job satisfaction had significant relationships with the components of organizational commitment.

Key words: Top manager, job satisfaction, organizational commitment, relationship, public sector, Turkey

INTRODUCTION

People require group interaction to accomplish their goals at work and in social settings. Businesses and other organizations therefore play a key role in people's lives. From a management perspective, it is necessary to utilize and manage human resources effectively. The basic aims of contemporary management are to choose employees with necessary skills to maintain high levels of employee satisfaction and to create a sense of loyalty among employees by harmonizing organizational values with employee value judgments. Interpersonal relationships in organizations are important. Management mentality exerts a meaningful influence on the attitudes and behaviors of employees. Employee satisfaction and organizational commitment are particularly crucial for successful organizational behavior and the effective management of human resources. Employees who are dissatisfied with their jobs and disloyal to their organizations tend to be unproductive and dispirited at work. These employees have a negative influence on their co-workers and on the organization as a whole.

They dampen the motivation and will of their co-workers which leads to a general unwillingness to participate in organizational activities and results in a loss of efficiency and productivity in the organization. In short, job satisfaction and organizational commitment are

factors that can affect entire organizations. By examining these concepts, this study makes an important contribution to the Turkish literature on the subject. Furthermore, this study describes the state of job satisfaction and organizational commitment in Turkey which makes it an important contribution to the international literature.

THE CONCEPTS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AND THE RELATIONSHIP BETWEEN THESE CONCEPTS

Conceptualizing job satisfaction and organizational commitment: Social scientists have been studying job satisfaction since the early 1900s. This body of research clarifies the concept of job commitment and examines employee behavior with the aim of developing strategies for improving employee motivation. Judge (2000) finds that in one international database, >7850 studies have been published since 1970 on the subject of job satisfaction. Job satisfaction has been defined in various ways because there are many distinct views on the subject. For instance, Vecchio (1991) and Gilmer (1971) provide similar definitions of job satisfaction in terms of employees attitudes, thoughts and emotions regarding their jobs. Similarly, Schultz and Schultz (1990),

Terence and Larson (1987), Saal and Knight (1988) and Johns (1983) describe job satisfaction as the overall attitude of employees toward various features of their jobs. However, Schermerhorn *et al.* (1994) break up the concept of overall attitude into three distinct factors, physical conditions, social conditions and the nature of the work and argue that job satisfaction should be defined as the sum of attitudes toward these factors. Alternatively, Locke (1976) defines job satisfaction as a strictly positive concept in his view, job satisfaction is the experience of pleasant or positive emotions associated with employees assessments of the quality of their jobs and experiences at work.

Davis (1988) considers both the positive and negative sides of the issue when he combines the concept of job satisfaction with that of job dissatisfaction; he defines job satisfaction as the sense of either satisfaction or dissatisfaction employees feel toward their jobs. Similarly, Newstorm and Davis (1993) define job satisfaction as the full set of pleasant and unpleasant feelings and emotions employees feel toward their jobs. There are some interesting common points in the definitions discussed before. First, job satisfaction is thought to be the accumulation of emotions employees feel about their jobs and the environments they work in. Second, job satisfaction does not derive from any single factor instead, it results from multiple factors such as, success at work, the structure of social relationships at work, working conditions and work environment and salary. For the purposes of this study and in keeping with the general features of the definitions before, job satisfaction can be briefly defined as employee perceptions regarding the input-output balance at work and in job related issues. The concept of organizational commitment should also be addressed.

Job satisfaction and organizational commitment are similar concepts but while job satisfaction refers to the feelings, thoughts and attitudes of employees toward their jobs and job-related issues, organizational commitment describes employees feelings and attitudes toward their organizations. In other wordsn whereas job satisfaction is job-oriented, organizational commitment is organization-oriented and relates to all employees and the organization as a whole. Many issues are considered in this whole and used in the definition of organizational commitment. For example when Mowday *et al.* (1979) define organizational commitment as adopting organizational values and objectives, exerting more effort than is expected on behalf of the organization and having a strong desire to maintain membership in the organization. Yuksel (2000) proposes that organizational commitment means not only being loyal to the

organization but also expressing ideas and striving for the success of the organization. These two definitions imply that organizational commitment requires employees to make sacrifices. However, some definitions in the literature are less about sacrifice and more about employees adapting to the organization in normative terms. For instance, Wiener (1982) defines organizational commitment as internalized and idealized pressure to behave in ways that further organizational objectives and interests. Gaertner and Nollen (1989) and Robbins (1998) define organizational commitment as a desire on the part of employees to stay in the organization regardless of financial concerns and the experience of learning to identify with organizational values or at the least, wanting to identify with organizational values.

In other definitions, organizational commitment is a psychological commitment employees make to their organizations (Becker *et al.*, 1996) or an attitude of organizational loyalty (Luthans, 1995). Organizational commitment can be briefly defined as a desire on the part of employees to transfer energy and loyalty to the systems of the organization (Morrow, 1983). In keeping with the definitions before, organizational commitment can also be defined as a condition in which employees identify with their organizations in their emotions, thoughts, attitudes and behaviors without any financial expectations. Three types of organizational commitment are claimed to exist in the literature (Wasti, 2000).

Continuance commitment: A sense of commitment that develops as the result of the contributions employees make to their organizations.

Affective commitment: A sense of commitment felt by employees in proportion to the extent to which they adopt the values and objectives of their organizations.

Normative commitment: A sense on the part of employees that it is their duty to work for their organization; employees show commitment to the organization not because they fear losing their jobs but because they feel it is the right thing to do.

The relationship between job satisfaction and organizational commitment: As discussed before, job satisfaction is the attitude employees develop toward their jobs and organizational commitment is the attitude employees develop toward the organization they work for. The relationship between these two factors depends on these different attitude distinctions. An organization is characterized by the jobs held in the organization. Thus, factors that influence individual employees in their

specific jobs may also affect the attitudes of employees toward the organization as a whole. Therefore, the common view in the literature is that job satisfaction affects organizational commitment (Lincoln and Kalleberg, 1990; Mueller *et al.*, 1994; Rose, 1991; Williams and Hazer, 1986). Several explanations for this relationship have been suggested. For instance, Delaney (2002) asserted that employees who are satisfied with their jobs live better, less stressful lives and are therefore, able to adapt to their organizations more easily.

It has also been argued that salary levels and the regularity of paychecks have an important influence on job satisfaction; low salaries decrease organizational commitment over time (Fafunwa, 1971; Nwagwu, 1997). A general finding is that there is a positive relationship between job satisfaction and organizational commitment (Ingersoll *et al.*, 2002; Wu and Norman, 2006). In contrast, several studies (Loke, 2001; Vandenberg and Scarpello, 1994) suggest that this effect may be in the opposite direction. It may be that organizational commitment influences not only job satisfaction but also labor turnover. Organizational commitment may also serve as a mediating variable in the relationship between job satisfaction and labor turnover (Slattery and Selvarajan, 2005). Job satisfaction and organizational commitment are clearly related. Yet, there are important differences in the way the concepts vary empirically. Whereas job satisfaction shows more variability in the short term, organizational commitment forms over time and changes only in the long term (Scholl, 1981; Walton, 1985). Also while organizational commitment is primarily emotional, job satisfaction may include emotional and non-emotional components (Varoglu, 1993).

RESEARCH AND INTERPRETATION OF FINDINGS

Description of subjects and research goals: The subjects of this study were top managers at private establishments and public establishments (ministries) in Ankara, Turkey. Data were collected on organizational commitment, job satisfaction, demographic variables and whether the manager worked in the private or public sector.

The goals of the study were to evaluate statistically the concepts of job satisfaction and organizational commitment and to investigate the relationship between these two concepts and the effect of demographic variables on this relationship. This study sought to answer two questions:

- Do job satisfaction and organizational commitment levels vary depending on whether managers work in private or public sector?

- Do job satisfaction and organizational commitment levels of managers in the private and public sectors vary depending on demographic features such as job type, salary, education, marital status, years of experience in the profession, years of experience in the same job and residence status (owning, renting or public-housing)?

Importance of the research: The most crucial input of an organization is the human element. Even though, suitable structural, economic and physical conditions exist for organizational efficiency and productivity if adequate importance is not given to the person responsible for the organization management and his/her needs and expectations are not met that organization may not function efficiently and productively.

In this sense, top managers who have important duties in supporting the existence and continuity of private and public organizations should have a strong organizational commitment attitude which is defined as a strong commitment to the goals and targets of the organization and should adopt these goals and targets strive for the organization and desire to maintain membership within the organization. The other concept job satisfaction includes the attitudes and emotions of the employees in an organization toward the job and job-related issues. According to literature, it is emphasized that individuals with high job satisfaction have higher levels of organizational commitment. This study aims to accomplish the following goals:

- By determining the levels of job satisfaction and organizational commitment of the top managers, data will be available to studies and developments in this subject
- By determining the levels of job satisfaction and organizational commitment of the top managers, the level of job-related problems will be determined and there will be a chance for these problems to be kept at the desired level
- Relationships between the satisfaction and organizational commitment of the top managers and various types of demographic elements will be identified and these relationships will shed light on future studies of similar qualities

Research model: This study aims to examine and compare job satisfaction and organizational commitment among top managers according to various demographic factors. It utilizes a Relational Screening Model as the base model because the goal is to evaluate job satisfaction and organizational commitment levels in relation to various

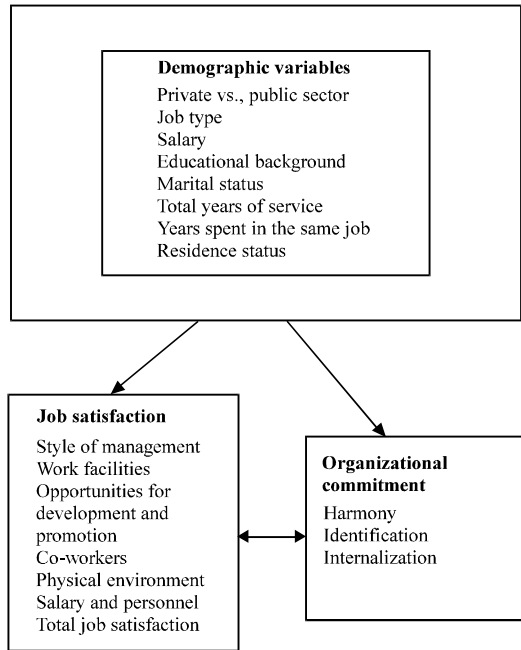


Fig. 1: Model of the research

other variables. The research design is a Single Factorial Model between groups. An independent t-test, a one-way ANOVA Model, a Scheffe test and a Correlation test were carried out in the course of the statistical analysis. The job satisfaction and organizational commitment variables were conceptualized using the model in Fig. 1. This study tests the following hypotheses:

First hypothesis: There is a significant difference in the level of job satisfaction between public and private sector managers.

Second hypothesis: The job satisfaction of top managers varies significantly in accordance with demographic properties.

Third hypothesis: There is a significant difference in the harmony dimension of organizational commitment between top public and private sector managers.

Fourth hypothesis: The harmony dimension of organizational commitment varies significantly in accordance with demographic properties of top managers.

Fifth hypothesis: There is a significant difference in the identification dimension of organizational commitment between top public and private sector managers.

Sixth hypothesis: The identification dimension of organizational commitment varies significantly in accordance with demographic properties of top managers.

Seventh hypothesis: There is a significant difference in the internalization dimension of organizational commitment between top public and private sector managers.

Eight hypothesis: The internalization dimension of organizational commitment varies significantly in accordance with demographic properties of top managers.

Research universe and sample: The universe of this research is top managers working in private establishments and public establishments (ministries) in the City of Ankara. The sample consists of 246 top managers at various job levels. The number of top managers selected for the sample was determined using the following Eq. 1:

$$n = \frac{Nt^2 pq}{d^2 (N - 1) + t^2 pq} \quad (1)$$

Where:

N = The number of individuals in the target group

n = The number of individuals used in the sample

p = The probability of observing a particular characteristic

q = The probability of not observing that characteristic

t = The statistical t-value at a defined significance level

d = The acceptable level of sampling error given the probability of observing a particular characteristic

For this study, it was determined that N = 682. Because top managers did not constitute a homogenous sample body, the values of p and q were assigned at 0.5. The significance level chosen for this study was 95% so, a t-value of 1.96 was used. The acceptable margin of error for the research was decided to be 5%. Therefore, the sample includes 246 individuals (after rounding up):

$$246 = \frac{682(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 (682 - 1) + (1.96)^2 (0.5 \times 0.5)} \quad (2)$$

Data collection technique: Data were collected using a survey. A survey approach was the best Data Collection Method available given the time and cost limitations. Respondents were given three surveys which covered the topics of demographic information, job satisfaction and organizational commitment.

Job satisfaction survey: The job satisfaction survey measures people's perceived job satisfaction and it was originally developed by Cetinkanat (2000). Individuals rated their own job satisfaction on a numerical scale which produced data in the form of a continuous variable. Various aspects of job satisfaction were developed using Maslow's hierarchy of needs with the addition of the need for autonomy in this scale.

Therefore, the dimensions of job satisfaction are physiology, safety, love and belonging, autonomy, esteem and self-actualization. The aim of the survey was to measure perceptions about job satisfaction and the importance of job satisfaction. Therefore, job satisfaction was measured as the difference between the degree of importance and the actual level perceived for each dimension. In other words, job satisfaction is the extent to which people's expectations for each dimension are met or the difference between the importance the person assigns to each factor and the perception of whether the need for that factor has been met. A small difference implies satisfaction, a larger difference implies dissatisfaction. The survey was prepared as two forms each consisting of 32 questions. The first form measured perceived satisfaction and the second form measured levels of importance. The survey asked respondents to answer using a Likert-type scale with the following values strongly disagree, disagree, agree and strongly agree. Level of importance was measured with the values very unimportant, unimportant, important and very important. Job satisfaction consists of six sub factors. Each factor and the numbered survey questions addressing the factors is listed as:

- Factor 1: Style of management: 6, 11, 13, 14, 18, 19, 22, 23, 27 and 29
- Factor 2: Work facilities: 24, 25, 26, 30, 31 and 32
- Factor 3: Opportunities for development and promotion: 1, 4, 5, 8 and 28
- Factor 4: Co-workers: 9, 12, 15, 16, 17, 20 and 21
- Factor 5: Physical environment: 2 and 3
- Factor 6: Salary and personnel: 7 and 10

Organizational commitment survey: The organizational commitment survey was developed by Balay (2000). The survey collected data on three factors to determine the degree to which individuals were integrated in their organizations. Each factor was designed as a sub-scale and included the following dimensions; harmony, identification and internalization. Respondents answered questions about organizational commitment using a 5-point Likert-type scale with the values strongly disagree, somewhat agree, reasonably agree mostly agree

and strongly agree. The factors and the numbered survey questions addressing the factors are as follows:

- Factor 1: Harmony: 1, 2, 3, 4, 5, 6 and 7
- Factor 2: Identification: 8, 9, 10, 11, 12, 13 and 14
- Factor 3: Internalization: 15, 16, 17, 18, 19, 20, 21, 22, 23, 24 and 25

Reliabilities of the scales: Cronbach's α was used to test the reliability of the scales. The Cronbach's α coefficient for the perceived job satisfaction scale as developed by Cetinkanat (2000) was 0.8523, the coefficient for the scale measuring the importance of job satisfaction was 0.8175. The dimensions of the organizational commitment scale developed by Balay (2000) have Cronbach's alpha coefficients of 0.79 for the harmony dimension, 0.89 for the identification dimension and 0.93 for the internalization dimension. To assure scale reliability, the surveys that were adapted for use in this study were given to 81 top managers chosen at random from the sample and the reliability analysis was repeated. Results from the repeated analysis are as:

- Job satisfaction (Measures perception): $\alpha = 0.9326$
- Job satisfaction (Measures levels of importance): $\alpha = 0.9165$
- Organizational commitment (Harmony): $\alpha = 0.8253$
- Organizational commitment (Identification): $\alpha = 0.8873$
- Organizational commitment (Internalization): $\alpha = 0.8980$

All elements in the surveys have acceptable coefficients, suggesting that the scales have high reliability.

Limitations of the study: The scope of this study is limited to top managers working in private and public establishments in only one city. Therefore, the generalizability of the conclusions to the country as a whole is limited. No Data Collection Technique other than surveys was employed, so there was no opportunity to analyze data collected by different methods.

Findings and remarks: In this study, the demographic summary statistics of the top managers in the sample are presented. The findings related to job satisfaction and organizational commitment are also presented. A t-test was used to determine whether job satisfaction and organizational commitment differ according to workplace, a t-test and one-way analysis of variance was used to determine whether job satisfaction and organizational commitment vary with demographic factors.

Properties of the sample: Exactly half (123) of the participants work in the private sector and the other half work in the public sector. The job types of the managers in the sample are distributed as follows: 15 (6% of the total) are general managers, 100 (41%) are vice general managers, 68 (28%) are department heads and 63 (25%) are administrators. Regarding salary distribution, 2% of participants earn 1000-1200 TL monthly, 18% earn 1200-1500 TL, 16% earn 1800-2100 TL, 17% earn 2100-2400 TL and only 3% of participants earn 2400 TL or more. Nearly half of the participants (44%) earn a salary of 1500-1800 TL. Regarding education level, 181 (74% of the total) of respondents have bachelor's degrees, 48 (20%) have master's degrees and 17 (6%) have doctorate degrees. A majority of the participants are married (87% of the total), the remainder are single.

There are no participants who are widowed or have any other marital status. Regarding work experience, 24 respondents (10% of the total) have 6-10 years of service, 37 (14%) have 1-5 years of service, 70 (29%) have 11-15 years of service, 76 (31%) have 16-20 years of service and 39 (16%) have >20 years of service. In terms of experience in the same job, 104 respondents (42%) have <1 year of service, 76 (31%) have 1-3 years of service and 66 (27%) have >3 years of service. Regarding residence, 105 respondents (43%) reside in public housing, 68 (27%) are renters and 73 (30%) are homeowners.

Testing of the first hypothesis: The hypothesis to be tested in this study is there is a significant difference in the level of job satisfaction between public and private sector managers.

A t-test is performed to determine whether job satisfaction is significantly different for managers in the public and private sectors in terms of management style, work facilities, development and promotion opportunities, co-workers, physical environment, salary and personnel and total job satisfaction perceptions. The results of this test are shown in Table 1.

As Table 1 shows significant differences exist between the private and public sector with respect to perceived job satisfaction in terms of management style ($t_{(244)} = 2.515, p < 0.05$), physical environment ($t_{(244)} = 2.127, p < 0.05$), salary and personnel ($t_{(244)} = 2.331, p < 0.05$) and total job satisfaction ($t_{(244)} = 2.576, p < 0.05$). It is also noteworthy that job satisfaction related to management style is significantly higher in the private sector ($X_{avg} = -0.8171$) than in the public sector ($X_{avg} = -1.0285$). The reason for this difference may be that public establishments are less able to satisfy the autonomy and esteem needs of top managers. On the other hand, the ability of top managers in the private sector to take more initiative may increase their job satisfaction. These explanations likely explain higher job satisfaction in terms of management style in the private sector. Job satisfaction related to physical environment is significantly higher in the private sector ($X_{avg} = -0.6463$) than in the public sector ($X_{avg} = -0.9187$). A potential reason for this difference may be that top managers who work in the public sector have limited access to technical equipment office supplies, computers and libraries compared to those in the private sector. These resources facilitate job performance and their inadequacy in public institutions may lower perceived job satisfaction in terms of work facilities.

Table 1: Comparison of job satisfaction in the public and private sectors

Job satisfaction	Private	Public	df	t-test	p-values
Management style	$\bar{X} = -0.8171$ $S = 0.6396$ $n = 123$	$\bar{X} = -1.0285$ $S = 0.6781$ $n = 123$	244	2.515	0.013*
Work facilities	$\bar{X} = -0.4146$ $S = 0.7552$ $n = 123$	$\bar{X} = -0.4593$ $S = 0.6790$ $n = 123$	244	0.488	0.626
Development and promotion opportunities	$\bar{X} = -0.8098$ $S = 0.6946$ $n = 123$	$\bar{X} = -0.9854$ $S = 0.7780$ $n = 123$	244	1.867	0.063
Co-workers	$\bar{X} = -0.1138$ $S = 0.4699$ $n = 123$	$\bar{X} = -0.2230$ $S = 0.6428$ $n = 123$	244	1.521	0.130
Physical environment	$\bar{X} = -0.6463$ $S = 1.0317$ $n = 123$	$\bar{X} = -0.9187$ $S = 0.9759$ $n = 123$	244	2.127	0.034*
Salary and personnel	$\bar{X} = -0.8049$ $S = 0.8604$ $n = 123$	$\bar{X} = -1.0569$ $S = 0.8352$ $n = 123$	244	2.331	0.021*
Total Job satisfaction	$\bar{X} = -0.6011$ $S = 0.5487$ $n = 123$	$\bar{X} = -0.7786$ $S = 0.5321$ $n = 123$	244	2.576	0.011*

*p<0.05

At the same time, top managers in the private sector may feel more satisfied with the physical environment because they have more opportunities to engage in relaxation, dining and other positive experiences.

Job satisfaction related to salary and personnel is significantly higher in the private sector ($X_{avg} = -0.8049$) than in the public sector ($X_{avg} = -1.0569$). Higher salaries and more flexible salary schedules, coupled with the feeling of being more valued as personnel by their organizations may cause top managers in the private sector to feel more satisfaction than public sector managers regarding salary and personnel.

Total job satisfaction is significantly higher for top managers in the private sector ($X_{avg} = -0.6011$) than for those in the public sector ($X_{avg} = -0.7786$). In each dimension in which significant differences exist, it seems that top managers in the private sector have more job satisfaction than those in the public sector. It therefore, makes sense that managers in the private sector have a higher total job satisfaction than those in the public sector. On the other hand, there is no significant difference in the job satisfaction in the private and public sectors with respect to work facilities ($t_{(244)} = 0.488$, $p > 0.05$), development and promotion opportunities ($t_{(244)} = 1.867$, $p > 0.05$) and co-workers ($t_{(244)} = 1.521$, $p > 0.05$).

Testing of the second hypothesis: The second hypothesis to be tested is the job satisfaction of top managers varies significantly in accordance with demographic properties. To test this hypothesis, a t-test was used to determine whether job satisfaction differs according to the marital

status of top managers. One way analysis of variance was used to test whether job satisfaction differs according to a participant's job, salary, educational background, work experience, time spent at the same job and residence status (housing).

Marital status: The results of t-test analyzing the relationship between to job satisfaction and marital status are shown in Table 2. As Table 2 shows for all job satisfaction dimensions there were no significant differences that depended on marital status. There is no statistically significant difference related to marital status for satisfaction with management style ($t_{(244)} = 1.431$, $p > 0.05$), work facilities ($t_{(244)} = -0.377$, $p > 0.05$), development and promotion opportunities ($t_{(244)} = 0.980$, $p > 0.05$), co-workers ($t_{(244)} = 1.153$, $p > 0.05$), physical environment ($t_{(244)} = -0.775$, $p > 0.05$) or salary and personnel ($t_{(244)} = 0.552$, $p > 0.05$). Thus, there was not a significant difference in total job satisfaction according to marital status ($t_{(244)} = 0.532$, $p > 0.05$).

Job type: The results of a one way analysis of variance exploring the relationship between job satisfaction and job type are shown in Table 3. As Table 3 shows, no significant difference exists in job satisfaction in terms of management style for managers with varying duties ($F_{(3, 242)} = 2.160$, $p > 0.05$), work facilities ($F_{(3, 242)} = 0.707$, $p > 0.05$), development and promotion opportunities ($F_{(3, 242)} = 0.671$, $p > 0.05$), co-workers ($F_{(3, 242)} = 2.184$, $p > 0.05$), physical environment ($F_{(3, 242)} = 1.198$, $p > 0.05$) or salary and personnel ($F_{(3, 242)} = 1.962$, $p > 0.05$).

Table 2: Comparison of job satisfaction related perceptions of top managers according to their marital status

Job satisfaction	Single	Married	df	t-test	p-values
Management style	$\bar{X} = -0.7600$ $S = 0.5069$ $n = 30$	$\bar{X} = -0.9454$ $S = 0.6833$ $n = 216$	244	1.431	0.154
Work facilities	$\bar{X} = 0.4820$ $S = 0.8665$ $n = 30$	$\bar{X} = 0.2069$ $S = 0.7739$ $n = 216$	244	-0.377	0.706
Development and promotion opportunities	$\bar{X} = 0.6081$ $S = 0.4568$ $n = 30$	$\bar{X} = 0.7822$ $S = 0.6540$ $n = 216$	244	0.980	0.328
Co-workers	$\bar{X} = 0.0330$ $S = 0.4044$ $n = 30$	$\bar{X} = 0.1392$ $S = 0.4837$ $n = 216$	244	1.153	0.250
Physical environment	$\bar{X} = 0.7635$ $S = 0.9187$ $n = 30$	$\bar{X} = 0.6716$ $S = 1.0705$ $n = 216$	244	-0.775	0.439
Salary and personnel	$\bar{X} = 0.5946$ $S = 0.7341$ $n = 30$	$\bar{X} = 0.6695$ $S = 0.7766$ $n = 216$	244	0.552	0.582
Total job satisfaction	$\bar{X} = 0.4405$ $S = 0.4391$ $n = 30$	$\bar{X} = 0.4404$ $S = 0.5098$ $n = 216$	244	0.532	0.596

* $p < 0.05$

Table 3: One-way analysis of variance on the relationship between job satisfaction and the job type of top managers

Job satisfaction and its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Intergroups	0.284	3	0.095	2.160	0.889	-
	Intragroups	108.469	242	0.448			
	Total	108.753	245				
Work facilities	Intergroups	1.094	3	0.365	0.707	0.549	-
	Intragroups	124.846	242	0.516			
	Total	125.940	245				
Development and promotion opportunities	Intergroups	1.110	3	0.370	0.671	0.571	-
	Intragroups	133.508	242	0.552			
	Total	134.618	245				
Co-workers	Intergroups	2.058	3	0.686	2.184	0.091	-
	Intragroups	76.026	242	0.314			
	Total	78.084	245				
Physical environment	Intergroups	3.668	3	1.223	1.198	0.311	-
	Intragroups	246.947	242	1.020			
	Total	250.615	245				
Salary and personnel	Intergroups	4.258	3	1.419	1.962	0.120	-
	Intragroups	175.067	242	0.723			
	Total	179.325	245				
Total Job satisfaction	Intergroups	0.607	3	0.202	0.674	0.568	-
	Intragroups	72.596	242	0.300			
	Total	73.203	245				

Table 4: One-way analysis of variance on the relationship between job satisfaction and salaries of top managers

Job satisfaction and its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Intergroups	1.901	5	0.380	0.854	0.513	-
	Intragroups	106.852	240	0.445			
	Total	108.753	245				
Work facilities	Intergroups	4.499	5	0.900	1.778	0.118	-
	Intragroups	121.441	240	0.506			
	Total	125.940	245				
Development and promotion opportunities	Intergroups	4.735	5	0.947	1.750	0.124	-
	Intragroups	129.883	240	0.541			
	Total	134.619	245				
Co-workers	Intergroups	3.070	5	0.614	1.964	0.085	-
	Intragroups	75.015	240	0.313			
	Total	78.084	245				
Physical environment	Intergroups	9.831	5	1.966	1.960	0.085	-
	Intragroups	240.784	240	1.003			
	Total	250.615	245				
Salary and personnel	Intergroups	3.313	5	0.663	0.903	0.480	-
	Intragroups	176.013	240	0.733			
	Total	179.325	245				
Total job satisfaction	Intergroups	1.806	5	0.361	1.214	0.303	-
	Intragroups	71.397	240	0.297			
	Total	73.203	245				

*p<0.05

There is no statistically significant difference for total job satisfaction ($F_{(3, 242)} = 0.674, p>0.05$) that depends on the duties of the managers.

Salary: The results of a one way analysis of variance exploring the relationship between job satisfaction and the salaries of top managers are shown in Table 4. As Table 4 shows differences in salary produce no significant differences in job satisfaction in terms of management style ($F_{(5, 240)} = 0.854, p>0.05$), work facilities ($F_{(5, 240)} = 1.778, p>0.05$), development and promotion opportunities ($F_{(5, 240)} = 1.750, p>0.05$), co-workers ($F_{(5, 240)} = 1.964, p>0.05$), physical environment ($F_{(5, 240)} = 1.960, p>0.05$) or

salary and personnel ($F_{(5, 240)} = 0.903, p>0.05$). Again, total job satisfaction ($F_{(5, 240)} = 1.214, p>0.05$) does not differ significantly according to salary.

Total years of service in the profession: The results of a one way analysis of variance exploring the relationship between job satisfaction and total years of service of top managers are shown in Table 5. As Table 5 shows that differences in years of service are not associated with any statistically significant difference in any of the job satisfaction subcategories or in total job satisfaction [management style ($F_{(4, 241)} = 0.156, p>0.05$), work facilities ($F_{(4, 241)} = 0.508, p>0.05$), development and promotion

Table 5: One-way analysis of variance on the relationship between job satisfaction and total years of service of top managers

Job satisfaction and Its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Inter groups	0.281	4				
	Intragroups	108.471	241	0.070			
	Total	108.752	245	0.450	0.156	0.960	-
Work facilities	Inter groups	1.052	4				
	Intragroups	124.888	241	0.263			
	Total	125.940	245	0.518	0.508	0.730	-
Development and promotion opportunities	Inter groups	1.660	4				
	Intragroups	132.959	241	0.415			
	Total	134.619	245	0.552	0.752	0.557	-
Co-workers	Inter groups	2.074	4				
	Intragroups	76.011	241	0.518			
	Total	78.084	245	0.315	1.644	0.164	-
Physical environment	Inter groups	1.562	4				
	Intragroups	249.053	241	0.390			
	Total	250.615	245	1.033	0.378	0.824	-
Salary and personnel	Inter groups	6.295	4				
	Intragroups	173.031	241	1.574			
	Total	179.325	245	0.718	2.192	0.071	-
Total job satisfaction	Inter groups	0.460	4	0.115	0.381	0.822	-
	Intragroups	72.743	241	0.302			
	Total	73.203	245				

Table 6: One-way analysis of variance on the relationship between job satisfaction and years spent in the same job

Job satisfaction and its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Inter groups	0.318	2	0.159	0.356	0.701	-
	Intragroups	108.435	243	0.446			
	Total	108.753	245				
Work facilities	Inter groups	0.483	2	0.241	0.467	0.627	-
	Intragroups	125.458	243	0.516			
	Total	125.940	245				
Development and promotion opportunities	Inter groups	0.736	2	0.368	0.668	0.514	-
	Intragroups	133.883	243	0.551			
	Total	134.619	245				
Co-workers	Inter groups	1.198	2	0.599	1.894	0.153	-
	Intragroups	76.886	243	0.316			
	Total	78.084	245				
Physical environment	Inter groups	3.224	2	1.612	1.583	0.207	-
	Intragroups	247.391	243	1.018			
	Total	250.615	245				
Salary and personnel	Inter groups	0.903	2	0.451	0.615	0.542	-
	Intragroups	178.423	243	0.734			
	Total	179.325	245				
Total job satisfaction	Inter groups	0.226	2	0.113	0.376	0.687	-
	Intragroups	72.977	243	0.300			
	Total	73.203	245				

*p<0.05

opportunities ($F_{(4, 241)} = 0.752, p>0.05$), co-workers ($F_{(4, 241)} = 1.644, p>0.05$), physical environment ($F_{(4, 241)} = 0.378, p>0.05$), salary and personnel ($F_{(4, 241)} = 2.192, p>0.05$) and total job satisfaction ($F_{(4, 241)} = 0.381, p>0.05$).

Years spent in the same job: The results of a one-way analysis of variance exploring the relationship between top managers' job satisfaction and years spent in the same job are presented in Table 6. As Table 6 shows that variation in years spent in the same job is not significantly associated with any difference in any of the job satisfaction subcategories or in total job satisfaction [management style ($F_{(2, 243)} = 0.356, p>0.05$), work facilities

($F_{(2, 243)} = 0.467, p>0.05$), development and promotion opportunities ($F_{(2, 243)} = 0.668, p>0.05$), co-workers ($F_{(2, 243)} = 1.894, p>0.05$), physical environment ($F_{(2, 243)} = 1.583, p>0.05$), salary and personnel ($F_{(2, 243)} = 0.615, p>0.05$) and total job satisfaction ($F_{(2, 243)} = 0.376, p>0.05$).

Educational background: The results of a one-way analysis of variance exploring the relationship between job satisfaction and the educational background of top managers are shown in Table 7. As Table 7 shows that variation in educational background is not significantly associated with any of the job satisfaction subcategories or in total job satisfaction [management style ($F_{(2, 243)} =$

Table 7: One-way analysis of variance on the relationship between job satisfaction and the educational backgrounds of top managers

Job satisfaction and its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Intergroups	0.423	2	0.211	0.474	0.623	-
	Intragroups	108.330	243	446.000			
	Total	108.753	245				
Work facilities	Intergroups	0.325	2	0.162	0.314	0.731	-
	Intragroups	125.615	243	0.517			
	Total	125.940	245				
Development and promotion opportunities	Intergroups	0.927	2	0.463	0.432		-
	Intragroups	133.691	243	0.550			
	Total	134.619	245				
Co-workers	Intergroups	0.421	2	0.211	0.659	0.518	-
	Intragroups	77.663	243	0.320			
	Total	78.084	245				
Physical environment	Intergroups	1.067	2	0.534	0.520	0.595	-
	Intragroups	249.548	243	1.023			
	Total	250.615	245				
Salary and personnel	Intergroups	3.544	2	1.772	2.449	0.088	-
	Intragroups	175.782	243	0.723			
	Total	179.325	245				
Total job satisfaction	Intergroups	0.625	2	0.312	1.046	0.353	-
	Intragroups	72.578	243	0.299			
	Total	73.203	245				

Table 8: One-way analysis of variance on the relationship between job satisfaction and residence status (housing) of top managers

Job satisfaction and its dimensions	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Management style	Intergroups	0.841	2	0.420	0.946	0.390	-
	Intragroups	107.912	243	0.444			
	Total	108.753	245				
Work facilities	Intergroups	0.432	2	0.216	0.418	0.659	-
	Intragroups	125.508	243	0.516			
	Total	125.940	245				
Development and promotion opportunities	Intergroups	0.094	2	0.047	0.086	0.918	-
	Intragroups	134.524	243	0.554			
	Total	134.619	245				
Co-workers	Intergroups	0.625	2	0.313	0.981	0.376	-
	Intragroups	77.459	243	0.319			
	Total	78.084	245				
Physical environment	Intergroups	2.751	2	1.376	1.349	0.262	-
	Intragroups	247.864	243	1.020			
	Total	250.615	245				
Salary and personnel	Intergroups	0.469	2	0.234	0.318	0.728	-
	Intragroups	178.857	243	0.736			
	Total	179.325	245				
Total job satisfaction	Intergroups	0.136	2	0.067	0.226	0.798	-
	Intragroups	73.067	243	0.301			
	Total	75.203	245				

*p<0.05

0.474, $p>0.05$), work facilities ($F_{(2, 243)} = 0.314$, $p>0.05$), development and promotion opportunities ($F_{(2, 243)} = 0.843$, $p>0.05$), co-workers ($F_{(2, 243)} = 0.659$, $p>0.05$), physical environment ($F_{(2, 243)} = 0.520$, $p>0.05$), salary and personnel ($F_{(2, 243)} = 2.449$, $p>0.05$) and total job satisfaction ($F_{(2, 243)} = 1.046$, $p>0.05$).

Residence status (housing): Lastly, the results of one way analysis of variance exploring the relationship between job satisfaction and residence status (housing) are shown in Table 8.

As Table 8 shows that variation in residence status (housing) is not statistically related with any of the job satisfaction subcategories or in total job satisfaction [management style ($F_{(2, 243)} = 0.946$, $p>0.05$), work facilities ($F_{(2, 243)} = 0.418$, $p>0.05$), development and promotion opportunities ($F_{(2, 243)} = 0.086$, $p>0.05$), co-workers ($F_{(2, 243)} = 0.981$, $p>0.05$), physical environment ($F_{(2, 243)} = 1.349$, $p>0.05$), salary and personnel ($F_{(2, 243)} = 0.318$, $p>0.05$) and total job satisfaction ($F_{(2, 243)} = 0.226$, $p>0.05$)]. The second hypothesis in this study that the job satisfaction of top managers varies significantly in

Table 9: Correlations between the dimensions of job satisfaction

	Management style	Work facilities	Development and promotion opportunities	Co-workers	Physical environment	Salary and personnel	Total job satisfaction
Management style	1.000	0.508*	0.685*	0.435*	0.433*	0.455*	0.796*
Work facilities	0.508*	1.000	0.443*	0.468*	0.434*	0.374*	0.734*
Development and promotion opportunities	0.685*	0.443*	1.000	0.334*	0.416*	0.475*	0.772*
Co-workers	0.435*	0.468*	0.334*	1.000	0.223*	0.369*	0.603*
Physical environment	0.433*	0.434*	0.416*	0.223*	1.000	0.306*	0.703*
Salary and personnel	0.455*	0.374*	0.475*	0.369*	0.306*	1.000	0.700*
Total job satisfaction	0.796*	0.734*	0.772*	0.603*	0.703*	0.700*	1.000

*p<0.01

accordance with demographic properties can be rejected as there is no significant variance associated with the hypothesized demographic factors.

Correlations between dimensions of job satisfaction:

Correlations between the dimensions of job satisfaction are shown in Table 9. As Table 9 shows the dimensions of job satisfaction are positively and significantly correlated as satisfaction related to the dimensions of job satisfaction increases, total job satisfaction also increases. The dimension of management style contributes to total job satisfaction the most (0.796) whereas co-workers the least (0.603).

Findings related to organizational commitment

Testing of the third hypothesis: The third hypothesis to be tested is there is a significant difference in the harmony dimension of organizational commitment between top public and private sector managers. A t-test was used to determine whether significant differences in harmony exist between the two groups, the results are shown in Table 10. According to Table 10, there is no significant difference for the dimension of harmony of organizational commitment between top managers who work in the public and private sectors ($t_{(244)} = 0.653$, $p>0.05$). Therefore, the third hypothesis can be rejected.

Testing of the fourth hypothesis: The fourth hypothesis in this study is that the harmony dimension of organizational commitment varies significantly in accordance with demographic properties of top managers. The first demographic characteristic to be discussed is marital status the results of a t-test are shown in Table 11. According to t-test results shown in Table 11, no significant difference exists between married and single managers in terms of the harmony dimension of organizational commitment ($t_{(244)} = 0.145$, $p>0.05$).

The results of a one way analysis of variance exploring the relationship between the harmony dimension of organizational commitment and various

Table 10: Comparison of organizational commitment in the harmony dimension of top managers who work in the private and public sectors

Organizational commitment	Private sector	Public sector	df	t-test	p-values
Harmony	$\bar{X} = 2.2416$ $S = 0.8680$ $n = 123$	$\bar{X} = 2.3148$ $S = 0.8893$ $n = 123$	244	0.653	0.514

Table 11: t-test on the harmony dimension of organizational commitment according to marital status

Variables	Level	n	\bar{X}	S	df	t-test	p-values
Marital status	Single	30	2.3000	0.6652	244.00	0.145	0.885
	Married		216.00	2.2751	0.9045		

*p<0.05

demographic properties such as job type, salary, total years of service in the profession, years spent in the same job, education and residence status are shown in Table 12. Table 12 shows that the harmony dimension of organizational commitment has no statistically significant relationship with job type ($F_{(3, 242)} = 0.570$, $p>0.05$), salary ($F_{(5, 240)} = 0.430$, $p>0.05$), total years of service ($F_{(3, 242)} = 1.634$, $p>0.05$), years spent in the same job ($F_{(2, 243)} = 2.320$, $p>0.05$), educational background ($F_{(2, 243)} = 0.631$, $p>0.05$) or housing status ($F_{(2, 243)} = 0.062$, $p>0.05$).

According to the results in Table 11 and 12, the fourth hypothesis should be rejected because the demographic characteristics of top managers are unrelated to the harmony dimension of organizational commitment.

Findings related to organizational commitment in the identification dimension

Testing of the fifth hypothesis: The fifth hypothesis to be tested is there is a significant difference in the identification dimension of organizational commitment between top public and private sector managers. A t-test was used to determine whether there is a significant difference between the two groups; the results are shown in Table 13. As Table 13 shows there is no significant difference in respect to the identification dimension of organizational commitment in the top managers working in the private or public sector ($t_{(244)} = 1.761$, $p>0.05$). In this regard, the fifth hypothesis has been rejected.

Table 12: One-way analysis of variance on the harmony dimension of organizational commitment and the demographic properties of participants

Variables	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Job type	Intergroups	1.3240	3	0.4410	0.570	0.635	-
	Intragroups	187.4170	242	0.7740			
	Total	188.7410	245				
Salary	Intergroups	1.6760	5	0.3350	0.430	0.827	-
	Intragroups	187.0650	240	0.7790			
	Total	188.7410	245				
Total years of service	Intergroups	4.9830	3	1.2460	1.634	0.166	-
	Intragroups	183.7580	242	0.7620			
	Total	188.7410	245				
Years spent in the same job	Intergroups	3.5360	2	1.7680	2.320	0.100	-
	Intragroups	185.2050	243	0.7620			
	Total	188.7410	245				
Educational background	Intergroups	0.9750	2	0.4870	0.631	0.533	-
	Intragroups	187.7660	243	0.7730			
	Total	188.7410	245				
Housing	Intergroups	0.0967	2	0.0483	0.062	0.940	-
	Intragroups	188.6440	243	0.7760			
	Total	188.7410	245				

*p<0.05

Table 13: Comparison of the identification dimension of job commitment in the private and public sectors

Organizational commitment	Private sector	Public sector	df	t-test	p-values
Identification	\bar{X} = 3.1672 S = 0.8502 n = 123	\bar{X} = 2.9779 S = 0.8360 n = 123	244	1.761	0.080

Table 14: t-test on the identification dimension of organizational commitment and marital status of participants

Variables	Status	n	\bar{X}	S	df	t-test	p-values
Marital status	Single	30	3.2667	0.5586	244	1.342	0.181
	Married	216	3.0456	0.8769			

*p<0.05

Testing of the sixth hypothesis: The sixth hypothesis in this study is the identification dimension of organizational commitment varies significantly in accordance with demographic properties of top managers. The results of t-test exploring the relationship between identification dimension and marital status are shown in Table 14. Table 14 shows that there is no significant difference in identification dimension between single and married managers ($t_{(244)} = 1.342, p>0.05$). Table 15 shows the results of a one-way analysis of variance exploring the relationship between the identification dimension of organizational commitment and other demographic properties of the participants. As Table 15 shows the perceptions of the top managers related to the identification dimension of organizational commitment do not vary significantly according to demographic properties such as job type ($F_{(3, 242)} = 0.353, p>0.05$), salaries ($F_{(5, 240)} = 0.615, p>0.05$), total years of service ($F_{(4, 241)} = 0.249, p>0.05$), years spent in the same job

($F_{(2, 243)} = 0.160, p>0.05$), educational backgrounds ($F_{(2, 243)} = 0.321, p>0.05$) and residence (housing) status ($F_{(2, 243)} = 0.048, p>0.05$). The perceptions of the top managers related to the identification dimension of organizational commitment do not vary in accordance with demographic properties (Table 14 and 15). Hence, the sixth hypothesis can be rejected.

Findings related to the internalization dimension of organizational commitment

Testing of the seventh hypothesis: The seventh hypothesis in this study is a significant difference in the internalization dimension of organizational commitment between top public and private sector managers. Table 16 shows the result of t-test analyzing this relationship. The seventh hypothesis was rejected because as Table 16 shows there is no significant difference in the internalization dimension of organizational commitment between top public and private sector managers ($t_{(244)} = 1.205, p>0.05$).

Testing of the eighth hypothesis: The eighth hypothesis in this study is the internalization dimension of organizational commitment varies significantly in accordance with demographic properties of top managers. The results of a t-test on internalization and marital status are shown in Table 17. As Table 17 shows there is no meaningful difference in the internalization dimension of organizational commitment between married and single top managers ($t_{(244)} = 0.131, p>0.05$). A one way analysis of variance was performed to examine whether

Table 15: One-way analysis of variance on the relationship between the identification dimension of organizational commitment and the demographic properties of participants

Variables	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Job type	Intergroups	0.7650	3	0.255	0.353	0.787	-
	Intragroups	174.8980	242	0.723			
	Total	175.6630	245				
Salary	Intergroups	2.2230	5	0.445	0.615	0.688	-
	Intragroups	173.4390	240	0.723			
	Total	175.6620	245				
Total years of service	Intergroups	0.7220	4	0.181	0.249	0.910	-
	Intragroups	174.9400	241	0.726			
	Total	175.6620	245				
Years spent in the same job	Intergroups	0.2310	2	0.116	0.160	0.852	-
	Intragroups	175.4320	243	0.722			
	Total	175.6630	245				
Educational background	Intergroups	0.4620	2	0.231	0.321	0.726	-
	intragroups	175.2010	243	0.721			
	Total	175.6630	245				
Housing	Intergroups	0.0697	2	0.0348	0.048	0.953	-
	Intragroups	175.5930	243	0.723			
	Total	175.6630	245				

*p<0.05

Table 16: Comparison of the internalization dimension of organizational commitment in the public and private sectors

Organizational commitment	Private sector	Public sector	df	t-test	p-values
Internalization	$\bar{X} = 3.7487$ S = 0.7097 n = 123	$\bar{X} = 3.6282$ S = 0.8516 n = 123	244	1.205	0.229

Table 17: t-test on the internalization dimension of organizational commitment and marital status

Variables	Status	n	\bar{X}	S	df	t-test	p-values
Marital status	Single	30	3.7016	0.4926	244	0.131	0.896
	Married	216	3.6860	0.8178			

*p<0.05

internalization has a meaningful relationship with other demographic properties. The results are shown in Table 18. According to Table 18 top managers' perceptions related to the internalization dimension of organizational commitment are significantly related only to residence status ($F_{(2, 243)} = 3.081, p < 0.05$). A reason for this finding may be that top managers who own their homes may feel more satisfied with their economic situations and as a result may feel more comfortable about their relationships with the organization. In other words, top managers who rent their homes may feel more financial pressure and may therefore be more likely to turn to other organizations that provide better financial benefits rather than maintaining organizational commitment. With regard to other demographic variables there are no significant differences in the internalization dimension of organizational commitment. The eighth hypothesis can be rejected because internalization is related to housing status but not to any other demographic properties. Earlier in this study, Table 9

showed an analysis of the relationships between the dimensions of job satisfaction. In a similar way, the correlations between the three dimensions of organizational commitment are shown in Table 19.

As Table 19 shows there are significant relationships between the dimensions of organizational commitment. When the measure of harmony decreases, identification and internalization appear to increase. There is a positive and significant relationship between the dimensions of identification and internalization. As discussed before, organizational commitment was measured using a scale developed by Balay (2000).

While the harmony dimension captures an employee's normative commitment to the organization, the identification and internalization dimensions are more related to the extent to which employee and organizational values are aligned (Balay, 2000). Hence, developing a commitment to the organization out of a sense of necessity or obligation might be expected to be inversely related to developing a more voluntary commitment to the organization. The results showed in Table 19 support this conclusion.

The final section of this study examines the relationships that exist between total job satisfaction and various dimensions of organizational commitment. The results of a correlation analysis are shown in Table 20. As Table 20 shows there is a significant relationship between the dimensions of organizational commitment and total job satisfaction. Total job satisfaction is significantly negatively related to the harmony dimension of organizational commitment while it is significantly positively related to the identification and internalization

Table 18: One-way analysis of variance on the internalization dimension of organizational commitment and the demographic properties of participants

Variables	Source of variance	Sum of square	df	Average of square	F	p-values	Existence of significant difference
Job type	Intergroups	2.261	3	0.754	1.228	0.300	-
	Intragroups	148.567	242	0.614			
	Total	150.828	245				
Salary	Intergroups	3.946	5	0.789	1.289	0.269	-
	Intragroups	146.882	240	0.612			
	Total	150.828	245				
Total years of service	Intergroups	2.169	4	0.542	0.879	0.477	-
	Intragroups	148.659	241	0.617			
	Total	150.828	245				
Years spent in the same job	Intergroups	0.059	2	0.029	0.005	0.995	-
	Intragroups	150.822	243	0.621			
	Total	150.881	245				
Educational background	Intergroups	0.669	2	0.334	0.541	0.583	-
	Intragroups	155.159	243	0.618			
	Total	155.828	245				
Housing	Intergroups	3.731	2	1.865	3.081	0.048*	-
	Intragroups	147.097	243	0.605			
	Total	150.828	245				

*p<0.05; **there is a significant difference in terms of the person owning, renting or public-housing the dwelling

Table 19: Correlations between the dimensions of organizational commitment

	Harmony	Identification	Internalization
Harmony	1.000	-0.497*	-0.383*
Identification	-0.497*	1.000	0.592*
Internalization	-0.383*	0.592*	1.000

Table 20: Correlations between total job satisfaction and the dimensions of organizational commitment

	Total job satisfaction	Harmony	Identification	Internalization
Total Job satisfaction	1.000	-0.286*	0.405*	0.232*
Harmony	-0.286*	1.000	-0.497*	-0.383*
Identification	0.405*	-0.497*	1.000	0.592*
Internalization	0.232*	-0.383*	0.592*	1.000

*p<0.01

dimensions. As mentioned earlier whereas harmony is linked to obligation, identification and internalization are based on the voluntary will of the employee to commit to the organization. Therefore, top managers likely feel more satisfaction toward their jobs when they willingly commit to their organization, a conclusion that is supported by the results in Table 20.

CONCLUSION

Job satisfaction and organizational commitment may directly affect the performance of organizations. It is therefore of strategic importance to ensure that employees are satisfied with their jobs which will in turn increase their commitment to the organizations they work for. The researchers of this study have contributed to the literature on job satisfaction and organizational commitment by conducting original research in Turkey. This study shows that there is a statistically significant difference in job satisfaction of managers in the private and public sectors in terms of overall job satisfaction and in terms of the

dimensions of management style, physical environment, salary and personnel. In all of these categories, the job satisfaction of top managers is higher in the private sector than in the public sector. Better conditions in the private sector may help to explain this finding.

Therefore, improving the salaries and physical working environments for top managers are two suggested strategies for improving job satisfaction in the public sector.

Another finding from this study is that the job satisfaction of top managers does not vary significantly with demographic properties. Specifically, job satisfaction among top managers is unrelated to marital status, job type, educational background, total years of service, years spent in the same job, salary or housing status. From the point of view of the researchers, this is an unexpected result because at the very least, job type, salary and years spent in the same job were expected to influence job satisfaction levels. There may be other factors not tested in this study that have a significant effect on the job satisfaction of top managers.

Some interesting conclusions can also be drawn about organizational commitment. It appears that working in the public or private sector has no influence on managers' perceptions of organizational commitment in the dimensions of harmony, identification and internalization. Because the sum of these three dimensions forms overall organizational commitment, the level of organizational commitment of top managers is unrelated to whether the organization operates in the public or private sector.

Demographic properties appear to have little effect on the organizational commitment of top managers. Arguments in the literature generally assert that job satisfaction affects organizational commitment. Therefore,

it is founded that job satisfaction is unaffected by demographic characteristics may have some bearing on the relationship between organizational commitment and demographic characteristics as well. This study shows that demographic features in fact have little effect on organizational commitment with the only exception being the finding that the internalization dimension seems to vary depending on whether top managers use public housing, own or rent their homes. As discussed before, it may be the case that top managers who own their homes enjoy better economic circumstances than those who pay rent. Top managers with economic advantages are likely less inclined to change jobs in order to improve their financial situations.

Therefore, helping top managers by providing opportunities for long-term, low-interest mortgages or supplemental payments to be used toward rent are incentives that are likely to increase organizational commitment.

Finally, this study finds that all relationships between job satisfaction and dimensions of organizational commitment are statistically significant. However, the harmony dimension of organizational commitment that is more normative and even shows obligatory properties has an inverse relationship with job satisfaction. This finding implies that if top managers perceive being in harmony with their organizations as a task or obligation, they are less satisfied with their jobs. On the other hand if people develop harmony with their organization on their own initiatives (if organizational commitment depends on identification and internalization), job satisfaction increases.

RECOMMENDATIONS

This study concludes with suggestions for future research. This study found that job satisfaction and organizational commitment among top managers is largely unrelated to demographic properties. Therefore, future studies should search for other factors that influence job satisfaction.

Investigations may also be conducted about the factors that influence job satisfaction among owners, top managers, lower-level managers and other employees and whether the effect of these factors varies according to position.

Furthermore, the relationships among job satisfaction, organizational commitment and demographic properties discussed in this study might be reevaluated in light of data from lower level managers, business owners and other employees. Differences in the above-mentioned relationship can be studied according to the job types of

various organizational members. Moreover when examining the relationships discussed before, the concept of culture can be included as an explanatory variable.

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