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## The Effect of Job Satisfaction of the Talented Employees on Organizational Commitment: A Field Research

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### Abstract

In recent years, the issue of job satisfaction and organizational commitment is ever becoming more important in working life. Considering as being responsible from the consequences of the work, but unable to participate in its processes is seen as one of the major obstacles before job satisfaction. With the industrialization period, rules regarding the job and the working place started to replace the traditional ties and the individual's taking a place in the society to the extent of its abilities led the individual's abilities become individualize and enter into the process of alienation far from its surrounding. This process led the individual to fall into a life far from not only the social values but also the society itself and then to present the result of autonomy and isolation of the individual.

Job satisfaction is considered as a pleasurable or positive emotional state resulting from the evaluation of individual's jobs and work experience. Developments with regard to the commitment bring the commitment based on the job satisfaction forward when the conditions beyond the traditional practices have been met. This situation that becomes prominent nowadays depends also on the sense of satisfaction from the job done among the will of commitment of the talented employees to a specific working place. These attitudes that measure the organizational commitment and ensure the employees to remain constantly at work are considered as the concepts that are emphasized in recent years.

Within the scope of the research, scales of organizational commitment and job satisfaction were applied, the acquired data were analyzed statistically. It was found out in the analysis that was carried out by using the non-parametric tests, organizational commitment and job satisfaction perceptions of the ones participating in the research and their gender, marital status, age and working hours which are their personal characteristics have showed a significant difference. Regression analysis was carried out in order to measure to which extent the job satisfaction is effective on the formation of the organizational commitment.

With a view to contribute to the process of this discussion, the relationships between the job satisfaction of the talented employees and their organizational commitments were examined. Results taken at the end of the study were interpreted by basing upon these data.

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## 1. Introduction

Employees come to working places to realize some objectives. They get job satisfaction to the extent that they realize these goals and reach their targets. Their job satisfaction decreases to the extent that they dissociate themselves from their objectives and their commitment to the institution decrease.

There are some tools that increase the employees' feelings of attachment to their institutions. These tools are the management tools like participation to the management, taking responsibility, taking initiative, personnel empowerment. Therefore, it is necessary to establish an environment in the institution that will ensure the talented employees to take responsibility, to reward their success and to ensure them to believe in the future (Düren, 2002;118).

To meet the corporate needs of the employees, to find job satisfaction in short, it is necessary to take measures to strengthen the feelings of job security, adequate wages, promotion opportunities, the opportunity to show themselves and institutional justice and organizational commitment (Chang et al., 2010;883). Nonetheless, organizational commitment appears to be a psychological condition that shapes the relationship between the talented employee and the institution, enables to make a decision to continue to work with the institution and increases job satisfaction.

## 2. Job Satisfaction

### 2.1. *The Concept of Job Satisfaction*

Job satisfaction is a positive mood resulting from the evaluation of the works and work experiences of the employees' (Brief, 1998;32). Various theories have been developed about job satisfaction. Job satisfaction and individual and organizational factors affecting job satisfaction are discussed in these theories. These theories are examined as classical and modern theories.

Classical approaches developed in relation to the job satisfaction are divided into two groups: "Theories of Needs" and "Theories of value (expectation)". "Theories of Needs"; acts in accordance with the needs of the individual (Brief, 1998;41). The leading theory among the theories of value (expectation) is the Cornell Model developed by Smith, Kendall and Hulin (1969;53).

One of the most prominent modern approaches that examine job satisfaction is the Social Information Processing Approach of Salancik and Pfeffer (1978;231). Social Information Processing Approach examines job attitudes in comparison to the theories of needs and expectations.

Another modern approach is the Theory of Individual Differences in Job Satisfaction by Motowidlo. According to this theory, job satisfaction is a perception created by the individual about the degree of the job environment to satisfy the individual. Based on this perception, the talented employee tries to determine the job satisfaction thanks to the relationship he/she has created between the things experienced in the workplace and the individual features (Brief, 1998;53).

### 2.2. *Factors of Job Satisfaction*

In line with theories regarding job satisfaction and the research conducted, it is possible to group the factors that create job satisfaction under two main headings. The first of these factors is the working environment and job-oriented factors that the second is the personality traits and the way of life of the individual. These variables affect job satisfaction by interacting with each other (Spector, 1997;54). It is possible to consider these variables grouped under two groups as environmental and personal factors.

#### **Environmental Factors**

Among the environmental factors that ensure job satisfaction, job-oriented features are considered. Environmental factors that affect job satisfaction could be mentioned as follows:

**Wage:** Enters into the working life of the individual to satisfy the material, social and psychological needs. For this reason, the wage is seen as an important job satisfaction tool to meet the material needs of the individual.

**Promotion Opportunity:** Another factor that ensures job satisfaction is the promotion opportunity. This factor is considered to be one of the factors that meet the psychological needs of the employee.

**Control:** Individual's freedom to control the job processes and its outcomes contributes to have job satisfaction on the part of that individual. Other than this application will cause the employee to be alienated to its job.

**Relations with the seniors and the Colleagues:** Relationships in the business environment is an important factor that determines the level of job satisfaction of the employee. Having effective relationships with its colleagues and seniors will ensure the employee to achieve a sense of job satisfaction.

**Communication:** Organizational communication occurs between people and internal and external environment of the individual and the institution. Communication and interaction is an important factor that determines the degree of satisfaction according to the degree of the individual to express himself/herself.

**Organizational Reputation and Operating Conditions:** The reputation and image of the institution in which the individual works, are directly reflected to the employee. The employee has a sense of job satisfaction to the extent that s/he perceives the image and reputation of the institution positively.

### **Individual Factors**

Individual factors that create job satisfaction reveal the need to meet the requirements like autonomy and personal development of the individual. Motivational impact of the job characteristics is an important job satisfaction factor for the people who have high need for improvement. The talented employees who prefer the hard works concentrate more when they are given complex works and they get job satisfaction more than the results they have acquired.

## **3. Organizational Commitment**

Organizational commitment is defined as the employee's desire to remain within the organization and thus to strive for this and the adoption of the organization's goals and values (Morrow, 1983;491; Randall and Cote 1991;198). In another definition, the organizational commitment is specified as the identification with the organization's goals and values free from the material concerns as the primary target by wishing to remain within the organization (Gaertner and Nollen, 1989;975).

The understanding of measuring organizational commitment and retaining the employees are the concepts mainly focused on the recent years. It is believed that the employees that have strong ties with their institutions are those individuals that are less expected to leave their institutions. Therefore, organizational commitment is a psychological condition that shapes the relationship between the employee and its institution and that enables the individual to make the decision to continue to work in the institution (Wieselsberger, 2004;17). Considering the core of psychological condition mentioned here, it may be possible to make a distinction between emotional continuity and normative commitment; but it must be seen as a component of the same facts rather than a different type of the organizational commitment (Allen and Meyer, 1990;1-18).

Emotional commitment is the feeling of the individual's identification with the organization, its participation to the organization and the formation of an emotional tie between the individual and the organization and orientation to the target. Organization bears significance and is of great importance on the part of the employee that the individuals continue their membership in the organization and they are glad about this situation (Allen and Meyer, 1990;2).

It is identified that the continuing commitment is associated with the concepts of age, term of office, promotion opportunities, satisfaction get from the payment rendered, and desire to leave the organization, business cycle and marriage. Another factor thought to influence continuing commitment the job alternatives that the employee has. Employees who are thought to have various job alternatives, have less commitment (Çakar and Ceylan, 2005;56).

Normative commitment means a moral duty beyond an emotional commitment in a positive sense. Therefore, employees with a high level of commitment want to stay their institutions and those with strong and normative commitment bends to remain in the institution (Wieselsberger, 2004;17).

The studies show that the talented employees having higher job satisfaction and emotional commitment will have more positive and significant contributions than the employees having continuing commitment for the institutions.

## **4. Research Design**

The purpose of the research is to determine to which extent the job satisfaction is effective on the formation of the organizational commitment. In accordance with this aim, the research population has constituted a public institution that provides service in Ankara and that has administrative and financial autonomy. Senior and middle level employees of this organization were asked for support to participate in the questionnaire. Taking into consideration the work load that the employees have, questionnaires were presented to them at appropriate times. Since it is thought that all of the upper and middle level managers were reached, then it was not sought sampling from the research population

and it was targeted to reach out to the whole population. 219 questionnaires out of 250 returned and 207 questionnaires were evaluated.

The required data for the study were collected via questionnaire technique. Organizational commitment and job satisfaction scale were used as a data collection tool. For the purposes of the study, subject information form in which the questions like the participant's gender, marital status, age, education level and working times included was used at the beginning of the study.

To collect data for organizational commitment, the questionnaire consisting of 18 items in which Meyer, Allen and Smith (1993) were used in their studies was utilized. The scale includes emotional commitment, continuing commitment and normative commitment from organizational commitment dimensions. There are six questions for each dimension. The questions of 1st, 2nd, 3rd, 15th, 16th, 17th measures emotional commitment; the questions of 4th, 5th, 6th, 7th, 8th, 9th measures continuing commitment and the questions of 10th, 11th, 12th, 13th, 14th, 18th measures normative commitment. The scale of 14-questions developed by Hackman and Oldham (1975) was used for collecting the data belong to job satisfaction.

The reliability of the scales used in this study were determined by evaluating Cronbach Alpha coefficient. Accordingly, for the organizational commitment scale and job satisfaction scale of the study are calculated as  $\alpha=0.8881$  and  $\alpha=0.8860$ , respectively. From the sub-dimensions that constitute organizational commitment,  $\alpha=0.76$  for the emotional commitment;  $\alpha=0.79$  for the continuing commitment and  $\alpha=0.82$  for the normative commitment are identified. Cronbach Alpha ( $\alpha$ ) seeks whether the problem found in the scale implies the whole demonstrating a homogeneous structure. The reliability of the scale depending on alpha coefficient are interpreted as follows: if,  $-0,00 \leq \alpha < 0,40$ , then the scale is not reliable; if,  $-0,40 \leq \alpha < 0,60$ , then the scale has a low reliability; if,  $-0,60 \leq \alpha < 0,80$ , then the scale is quite reliable; if,  $-0,80 \leq \alpha < 1,00$ , then the scale has high reliability (Kalaycı, 2008;405). The Cronbach Alpha value of the study is said to be at a quite reliable and an acceptable level.

With regard to individual characteristics of the participants, their percentage distribution is given in tabulated form. Using SPSS 15.0 (Statistical Packages for the Social Sciences) statistical package program, it was evaluated whether the research data demonstrate normal distribution and it was identified that the nonparametric tests were to be used. As one of the sub purposes of the research, the fact that whether organizational commitment and job satisfaction showed a significant difference or not was found out.

## 5. Data Analysis

Descriptive statistical information concerning the personal information of those surveyed is shown in Table 1.

Table 1. Descriptive Statistics Table of Demographic Characteristics

Personal information		f	%	Personal information		f	%
Gender	Female	113	54,6	Marital Status	Married	130	62,8
	Male	94	45,4		Single	77	37,2
Age	24 and below	49	23,7	Working Time	Less than 1 year	21	10,1
	25-29	60	29,0		1-5 years	32	15,5
	30-34	42	20,3		6-10 years	61	29,5
	35-39	27	13,0		11-15 years	78	37,7
	40-44	10	4,8		16-20 years	9	4,3
	45 - +	19	9,2		21 - +	6	2,9
Education	Primary education	4	1,9				
	High School	35	16,9				
	Associate Degree	67	32,4				
	Undergraduate	85	41,1				
	Postgraduate	16	7,7				

According to the findings of the personal characteristics of those surveyed that 54,6% of the talented employees are female and 45,4% are male. When marital statuses are considered, 62,8% are married and 37,2% are single. Looking at the age averages with 29%, the highest rate is those in 25-29 age range. When the education status of the participants are considered, most of them with 41.1% have graduate degree and with 32,4% Associate Degree. In terms of working time, the ratio of the employees in the range of 11-15 years is 37,7%; and the ratio of the employees in the range of 6-10 years is 29,5%.

Table 2. Mann - Whitney U Test Conducted Whether Organizational Commitment and Job Satisfaction Perceptions of the Participants Demonstrate a Significant Difference According to Gender

	<b>Gender</b>	<b>N</b>	<b>Sequence Average</b>	<b>Z</b>	<b>Mann-Whitney U</b>	<b>p</b>
<b>Organizational commitment</b>	Female	113	128,51	-6,459	2541,50	<b>0,000</b>
	Male	94	74,54			
<b>Job satisfaction Perception</b>	Female	113	123,13	-5,041	3149,50	<b>0,000</b>
	Male	94	81,01			

The results of the Mann-Whitney U Test for whether organizational commitment and job satisfaction perceptions of the talented employees demonstrate a difference according to the gender are given in Table 2. A significant difference ( $p=0.000$ ) was statistically observed between organizational commitment and job satisfaction at the significance level of 0.05. Considering the averages, organizational commitments of the females is higher than the males; in the same manner, the job satisfaction of the females is higher than the males.

Table 3. Mann - Whitney U Test Conducted Whether Organizational Commitment and Job Satisfaction Perceptions of the Participants Demonstrate a Significant Difference According to Marital Status

	<b>Marital Status</b>	<b>N</b>	<b>Sequence Average</b>	<b>Z</b>	<b>Mann-Whitney U</b>	<b>p</b>
<b>Organizational commitment</b>	Married	130	72,35	-9,887	890,00	<b>0,000</b>
	Single	77	157,44			
<b>Job Satisfaction Perception</b>	Married	130	82,36	-6,757	9405,00	<b>0,000</b>
	Single	77	140,53			

It is statistically examined whether organizational commitment and job satisfaction perceptions of the talented employees demonstrate a significant difference according to the marital status. Accordingly, it is identified that the organizational commitment and job satisfaction perception demonstrates a significant difference ( $p=0,000$ ) among those who are married and single. Considering the averages according to the findings obtained, it is found that the single employees have stronger commitment and higher job satisfaction.

Table 4. Kruskal - Wallis H Test Conducted Whether Organizational Commitment and Job Satisfaction Perceptions of the Participants Demonstrate a Significant Difference According to Age

	Age	N	Sequence Average	X <sup>2</sup>	Degree of Freedom	P
<b>Organizational commitment</b>	24 and below	49	107,63	13,797	5	<b>0,017</b>
	25-29	60	82,63			
	30-34	42	120,58			
	35-39	27	122,67			
	40-44	10	103,15			
	45 - +	19	99,39			
<b>Job satisfaction Perceptions</b>	24 and below	49	111,51	12,851	5	<b>0,025</b>
	25-29	60	88,12			
	30-34	42	93,04			
	35-39	27	130,69			
	40-44	10	111,30			
	45 - +	19	117,26			

According to Table 4, it is respectively identified as  $\chi^2=13,797$ ,  $p=0,017$  between the organizational commitment and the age groups; and  $\chi^2=12,851$ ,  $p=0,025$  between job satisfaction and age groups at the significance level of 0,05. Both variables show a significant difference according to age. Considering the averages, it is found that those between 35-39 years of age have the highest organizational commitment. For the job satisfaction, it may be expressed that those between 35-39 age range have greater job satisfaction perception.

Table 5. Kruskal - Wallis H Test Conducted Whether Organizational Commitment and Job Satisfaction Perceptions of the Participants Demonstrate a Significant Difference According to Education Status

	Education Status	N	Sequence Average	X <sup>2</sup>	Degree of Freedom	P
<b>Organizational commitment</b>	Primary education	4	122,13	10,992	4	<b>0,027</b>
	High School	35	129,79			
	Associate Degree	67	90,95			
	Undergraduate	85	105,48			
	Postgraduate	16	89,88			
	<b>Job satisfaction Perception</b>	Primary education	4			
High School		35	106,74			
Associate Degree		67	87,42			
Undergraduate		85	114,08			
Postgraduate		16	111,16			

According to Table 5, whether organizational commitment and job satisfaction perception of the talented employees demonstrate a significant difference according to education is statistically evaluated at the significance level of 0,005. As seen in Table 5, it is identified as  $\chi^2=10,992$  and  $p=0,027$  between organizational commitment and education status. Here, it may be said that there is a significant difference between organizational commitment and the age values. It is identified as  $\chi^2=7,986$  and  $p=0,000$  respectively between the job satisfaction and the education status. No significant difference between job satisfaction and education status is identified.

Table 6. Kruskal - Wallis H Test Conducted Whether Organizational Commitment and Job Satisfaction Perceptions of the Participants Demonstrate a Significant Difference According to Working Time

	Working Time	N	Sequence Average	X <sup>2</sup>	Degree of Freedom	P
<b>Organizational commitment</b>	Less than 1 year	21	83,17	12,912	5	<b>0,024</b>
	1-5 years	32	83,36			
	6-10 years	61	100,75			
	11-15 years	78	118,66			
	16-20 years	9	99,94			
	21 - +	6	135,50			
<b>Job satisfaction</b>	Less than 1 year	21	63,64	16,305	5	<b>0,006</b>
	1-5 years	32	99,28			
	6-10 years	61	98,23			
	11-15 years	78	117,53			
	16-20 years	9	115,83			
	21 - +	6	135,50			

In Table 6, whether the organizational commitment and job satisfaction perceptions of the talented employees demonstrate a significant difference according to the working time was statistically evaluated by the Kruskal-Wallis H test at the significance level of 0,05. It is identified as  $\chi^2=12,912$  and  $p=0,024$  between the organizational commitment and working time;  $\chi^2=16,305$  and  $p=0,006$  between job satisfaction and the working time, respectively. According to these findings, it may be stated that the organizational commitment and job satisfaction demonstrate a significant difference according to the working time. The most powerful organizational commitment are those that have a working time of 21 years and above with an average of 135,50.

Table 7. Regression Analysis Belong to the Relationship Between the Organizational Commitment and Job Satisfaction Perception of the Participants

Dependent Variable	Independent Variable	B	S(bj)	t	p	R <sup>2</sup>
<b>Organizational commitment</b>	Constant	29,065	2,534	11,468	0,000	0,36
	Job satisfaction	0,626	0,058	10,779	0,000	

Organizational commitment perception is considered as the dependent variable and job satisfaction is independent in the study. The value of R<sup>2</sup> was used in the regression analysis to find what percentage of the total change in the dependent variable is explained by the independent variables.

In this study, the relationship between the organizational commitment and job satisfaction perception was statistically significant ( $p<0,00$ ). A positive moderate relationship between organizational commitment and job satisfaction was identified ( $r=0,601$ ). In addition, the determination coefficient (determination - $r^2$ ) was calculated as 0,36; it may be stated that 36% of the commitment behavior of the talented employees depend on job satisfaction within the institution.

The relationship between the sub-dimensions constitutes organizational commitment and the job satisfaction was analyzed with Spearman's Correlation. From the sub-dimensions that constitute organizational commitment, a moderate positive relationship between normative commitment and job satisfaction ( $r=0,519$  and  $p=0,000$ ) was identified. The most important and highly required dimensions of the organizational commitment by the managers are determined as  $r=0,449$  and  $p=0,000$  between emotional commitment and job satisfaction. A weak positive relationship, as  $r=0,305$  and  $p=0,000$  was identified between the continuing commitment and job satisfaction. According to these findings, it may be said that job satisfaction is effective on all dimensions of commitment, but it is even more effective for normative commitment.

## 6. Conclusion

Nowadays, the difference one business firm makes has begun to be aroused from difference in the labor force and the sense of innovation predominantly. The most important problem the business firms that want to make a difference and continue their existence in the fierce competition environment in national and international field face is the fact that talented employees are owned and retained. The talent management is seen as one of the effective solutions that the business firms can apply in meeting their difference and innovation requirements. Due to this reason, the business firms that want to benefit from the creative ideas of the talented employees who have high job satisfaction and developed organizational commitment in achieving organizational aims need to differentiate the points of view on the talented employees.

The effect of the demographic features of the talented employees participating in the research that was carried out in this frame on the organizational commitment and job satisfaction have been researched. The values of the female employees regarding organizational commitments and job satisfaction are higher. Thus, they may go into the effort of increasing the male employees' commitment and job satisfaction. In terms of marital status, the single employees may feel more commitment and job satisfaction. Issues of increasing the married employees' job satisfaction and commitment should be considered. In terms of education status, the lowest organizational commitment is seen on the employees at the stage of postgraduate education. It is possible to meet the expectations of those employees having post-graduate and ensure to increase their commitments. In terms of age values and the number of years worked, it is seen that organizational commitment and job satisfaction increased in direct proportion. As the age and working time increases, it may be said that the organizational commitments and job satisfaction of the employees increased. As the age values and the number of years worked increase, the experience and prestige of the employees in the institutions also increase and then they begin to see more value, and thus ensure to feel themselves belonging to the institution and having job satisfaction with the work-related.

The effect of job satisfaction in the formation of the organizational commitment as the main objective of the study has been statistically identified. Organizational commitment of the human resources which serve the organizational objectives is an important factor for the efficiency. In this context, it is necessary to increase the commitment of the employees with a view to ensuring job satisfaction. The talented employee, of whom the job satisfaction is provided, will feel him/herself more belong to the institution; will serve further to the existence and interests of the institution.

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