

**STUDY ON JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT IN TERMS OF CERTAIN DEMOGRAPHICAL
VARIABLES: A RESEARCH FOR BANK MANAGERS**

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Abstract

The research has been performed to present differences of factors affecting job satisfaction and organizational commitment of service authorities, assistant directors and department managers working in the same unit, together with financial analysts, specialists and assistant specialists with regards to demographical variables.

As a result of the research, significant differences between job satisfaction and size of wage satisfaction have been detected according to positions of bank managers in workplace. Also differences at the point of organizational commitment linked to job experience have been detected. In other words, it has been observed that job satisfaction levels of bank managers who have started their occupation new, is high however job satisfaction was reduced in the organization in parallel with the increase of job experience. Besides, it has been observed that wage satisfaction is intermediate in positions they hold.

Keywords: Satisfaction, Organizational Commitment, Banking Sector, Bank Managers

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Introduction

It is not possible to mention about an organization and management in where there isn't human. Organizations rise, develop and disappear together with humans. For this reason organizations depend on humans regardless of how much they are equipped with technology. In the evolving world, new technologies are being developed day by day and more perfectness is tried to be reached. It has been understood that, as much as the effort made for technological development, the human concept that is using and managing this technology must be focused on and their wishes, expectations and needs must also be taken into account.

Physical and psychological wellness of individuals is one of most important subjects which must be focused on in terms of intra-organizational activity and performance in management science. Physical and psychological wellness of individuals in the organization has a close relationship with the job satisfaction obtained from that organization. It is possible to obtain a higher level efficiency and performance increase from workers who is healthy and has job satisfaction. On the other hand, dissatisfaction affects psychological wellness of workers and consequently causes reductions in the efficiency and performance of the worker.

Modern management theorists perceive the efficiency of services and making employees satisfied as two main objective of management. Especially job satisfaction is one of the behavioral subjects to which behavioral scientists attach importance the most in recent years and it stands out as a concept which takes effect on organizational efficiency and productivity. Individuals have a lot of experience regarding the job they are doing, the business they are working in and the job environment. Such experiences consist of happiness and sadness they have experienced, seen and gained during their work life. As a result of all these information and emotions, behaviors of workers against the job they are doing or the organizations they are working in reveal job satisfaction or dissatisfaction.

The research has been performed with the purpose of examining job satisfaction and organizational commitment of individuals who are at manager position in banking sector in terms of certain demographical variables.

1. Conceptual Frame With Regards to Job Satisfaction

There are plenty of researches related to job satisfaction in corresponding literature. However in majority of these researches, different identifications with different approaches have

been made. In the simplest term, the job satisfaction which has been defined by Fritzsche and Parrish (2005) as the size of liking of a worker from his work, has been defined comprehensively before as positive or negative emotional reactions which the individual presents regarding his job, the work environment, behaviors he encounters and services he takes (Testa, 1999; Ergeneli and Eryiğit, 2001; Weiss 2002; Baş and Ardiç, 2002; Akıncı, 2002; Edvardsson and Custavsson, 2003; Erdil and, 2004; İmamoğlu and Erat, 2004; Toker, 2007).

Another opinion has defined as an inner situation which has been expressed as emotional and/or cognitive which is to a certain extent to the detriment or in favor of the work being performed by defending that it is the reflection of the work and other sizes of the work and emotions and considerations of the worker (Brief, 1998).

Job satisfaction can be expressed as a function of a relation among a system which reinforces requirements of the employee and the work environment (Lofquist and Dawis, 1969).

According to Glisson and Durick, the concept of job satisfaction is defined as positive emotions and general behaviors of employees generally against all parts of the job they are performing such as work conditions, the environment they are working in, their communications with work friends and equal awarding (Glisson and Durick, 1988).

Job satisfaction has three important extents (Luthans, 1995);

- ✓ Job satisfaction is emotional response to a job situation. For this reason it is not seen, just expressed.
- ✓ Job satisfaction generally can be expressed with in which extent outputs can meet expectations.
- ✓ Job satisfaction also brings about a lot of behaviors which are interrelated. These are usually related with job, wage, promotion possibilities, management style, work friends etc.

Job is the effort of producing goods and service for a fee which brings about certain relationships and which happens in a certain time period in organizational environment. However satisfaction is an emotional reaction form. Since human factor becomes prominent as a resource for corporations, job satisfaction has become one of most important subjects of work life and has taken place among subjects which are mostly discussed by investigators. (Koç, 2007).

Employees gain a lot of experiences regarding the work they are doing, the company they are working for and work environment during their work life. Employees have happiness

and sadness they have seen, experienced and gained during the work life. As a result of all these knowledge and emotions, their behaviors against the work they are doing or the company they are working for come up. Job satisfaction is a general result of behaviors and expresses employees to be on a good condition physically and mentally (Sevimli and İşcan, 2005).

Another standing out subject with regards to job satisfaction is the concept to be discussed by means of different approaches since the concept has been suggested. However, no matter how it is considered, job satisfaction ultimately shows human experiences and emotions, the relationship between the person who has such experiences and emotions and his job and job environment. In other words, each employee has a series of experiences concerning his job, corporation and work environment at the end of his work life. The person will have happiness and sadness he has seen, experienced and gained during work life. Job satisfaction is the general structure of this attitude (Erdoğan, 1999).

In recent years, many various studies are begun to be performed by corporations which perceive the significance of job satisfaction to measure the job satisfaction of workers. In these performed researches, it is assumed that high job satisfaction binds the individual to organization with loyalty, enables the employee to dive in his job with both feet, and causes the protection of his physical and mental wellness beside increases the quality of work life. However, on the other hand, it is assumed that job dissatisfaction causes the employee to quit from the job, labor force rotation, worker problems, burglary, worker complaints and a negative organizational climate (even it could not be fully proven in organizational research) (Tikici, 2005).

Vroom identifies the job satisfaction as emotional reactions of employees against their role in their job and defines the positive reactions of the individual against his job as job satisfaction and negative reactions as job dissatisfaction (Vroom, 1964).

However Lucas divides the job satisfaction. While job inner satisfaction consist of factors of employee to sense the degree of freedom, to be pleased for his job performance and to live the achievement feeling in his job, external satisfaction consist of financial earnings, waging plan, fringe pay and work conditions (trans.Yılmaz, 2006).

2. Conceptual Frame with regards to Organizational Commitment

Organizational commitment is the subject which is the most intensively and the most discussed in the literature in recent years. In this frame, in regards to the significance of the corresponding topic, the mentioned topic will be tried to be explained in the frame of various opinions.

While organizational commitment is defined as “perceiving aims and values of the organization, acting in accordance with these aims and values, maintaining organization membership with a strong working desire for the achievement of the organization” by some authors (Kaya and Selçuk, 2007), it is defined as “the employee to adopt aims and values of the organization with the desire of staying in the organization and make effort for it, identify with the aims and values of the organization as primarily objective with desire of staying in the organization and without having financial concerns, to be connected with the workplace psychologically” by some authors (Balay, 2000).

Organizational commitment “is degree of individual to establish strong identification union with the organization and feel himself as a part of the organization” (Schermerhorn et al., 1994).

Organizational commitment can be summarized as the desire of being a member of the organization, willingness of showing a great performance in organization, believing in organization’s objectives and values (Saal and Knight, 1988).

It is seen that descriptions regarding organizational commitment have quite different contents in the literature. The main reason for this is, divergence regarding the structure of the relationship between employee and the organization and how it develops (Mathieu and Zazac, 1990).

For this reason it is emphasized that it is required to distinguish commitment definitions made by organizational behavior investigators and social psychologists. In the content of this evaluation, organizational behavior investigators define the concept as; a process which employees identify with the objectives and values of the organization and maintain their membership in the organization (Porter et al., 1974).

This commitment which is defined as attitudinal commitment is an emotional reaction which occurs as a result of individual to evaluate the work environment and which binds the individual to organization, in other words, identification of the individual with the organization and relative power of individual to participate into the organization (Clifford, 1988).

On the other hand, attitudinal commitment can be evaluated as an exchange relationship in which individuals bind their selves to organization mostly for some awards and conflicts (Mowday, 1979).

Attitudinal commitment which focuses on relationship of workers with their organizations is attributed as participation into the organization and an orientation which causes loyalty feeling and thus, results with positive behaviors such as high job performance, absenteeism on a lower level and quitting from the job (Clifford, 1988).

When researches related to organizational commitment are reviewed, it is seen that, sentimental obligations which cause pressure in the direction of the commitment of the worker to organization objectives, possible financial cost of quitting from the organization for worker and being committed to organization on worker are main subjects which are emphasized. Organizational commitment is defined in various forms such as a behavior which associates workers identification with the organization, a process where objectives of organization complies with objectives of worker, a behavior presented as a result of perceiving costs of quitting from the organization and benefits as a result of being committed with the objectives of the organization, the situation caused by normative pressure in the way of being committed with objectives of the organization etc. (Meyer and Allen, 1997). Mowday, Porter and Steers (1982) define distinguishing features of organizational commitment of worker as worker to believe in objectives and values of the organization he is working in and adopt them, to make considerable effort in the direction of reaching organization's interests, to have a strong desire to maintain the organization membership (Zincirkıran, 2013).

3. Method of he Research

3.1. Objective of the Research: This research has been performed for the purpose of presenting factors affecting job satisfaction and organizational commitment of financial analysts, specialists and assistant specialists working in banking sector together with service authorities, assistant directors and department managers working in the same unit.

3.2. Method of Data Collection: Regarding measuring of job satisfaction in the research, the questionnaire which consists of 25 expressions developed by Hulin and Parsons includes dimensions of structure of the work, wage, promotion possibilities, management and work friends which affect job satisfaction. Regarding the measurement of organizational commitment,

in the questionnaire developed by Meyer and Allen, there are 24 expressions. In the questionnaire, 8 expressions present maintenance commitment, 8 expressions present normative commitment, 8 expressions present emotional commitment. Since 3rd and 5th expressions “4t which consist of normative dimension, effect internal consistency negatively they have been excluded from the questionnaire. In the questionnaire there are 5-point Likert type expressions as (1) “I absolutely disagree”, (2) “I don’t Agree”, (3) “Uncertain”, (4) “I Agree”, (5) “I absolutely agree”.

3.3. Analysis of Data: Data obtained as a result of the questionnaire used in the study have been transferred to computer and analyzed by using SPSS 16.0 package software. As for analysis method, t test and One Way ANOVA tests have been used in independent samples. In the determination of differences occurred as a result of One Way ANOVA, Tukey and LSD tests have been benefited. The Cronbach Alpha reliability coefficient of the questionnaire has been calculated as 0.73. These data show that the questionnaire form is reliable. Results have been evaluated in 95% confidence interval, under $p < 0.05$ significance level as two tailed.

4. Findings and Discussion

4.1. Descriptive Findings

Table 1. Demographic Characteristics of Samples.

Demographic Characteristic	Value	Number
Description of the line item		
Month and year of survey	September-October 2011	
Sample size	65	
Gender		
Female	% 18,5	12
Male	% 81,5	53
Age		
18-24	% 7,7	5
25-32	% 86,2	56
33-40	% 3,1	2
41 and over	% 3,1	2
Marital Status		
Married	% 33,8	22
Single	% 66,2	43
Income Level		
Manager	% 1,5	1
Director	% 9,2	6

Expert	% 38,5	25
Assistant Director	% 6,2	24
Expet-assist	% 41,5	27
Others	% 3,1	2
Work Experience		
1 year and under	% 21,6	14
2-3 years	% 60	39
4-5 years	% 7,7	5
6 years and over	% 10,8	7
Education		
High School	% 1,5	1
University	% 73,8	48
Master	% 24,6	16

The research has been performed in September and October of 2011. From 65 bank managers who have participated into the research, as seen in Table 1, 12 (18.5 %) are female, 53 (81.5 %) are male. 5 (7.7 %) of participants are among 18-24 age range, 56 (86.2 %) are among 25-32 age range, 2 (3.1 %) are among age range. 22 (33.8 %) of participants are married, 43 (66.2 %) are single. 1 (1.5%) of participants is manager, 6 (9.2 %) are director, 25 (38.5 %) are specialist, 24 (6.2 %) are assistant director, 27 (41.5 %) are assistant specialist, 2 (3.1 %) are other employees. As for job experience of participants, 14 (21.6 %) are less than 1 year, 39 (60 %) are among 2-3 years, 5 (7.7 %) are among 4-5 years, 7 (10.8 %) are working more than 6 years. When the education level of participants is reviewed, 1 (1.5 %) is graduated from high school, 48)73.8 %) are graduated from university and 16 (24.6 %) have post graduate.

In some tables below, analysis has been performed whether there is difference between job satisfaction and organizational commitment with some demographical variables and only significant findings have been presented. Findings which are not significant have also been obtained however have not included in the study.

As a result of the analysis performed positions of participants in the bank regarding job satisfaction level in the research, job satisfaction levels of managers, directors, assistant directors, specialists and assistant specialists have been found significantly high ($p < 0.05$).

Table 2: Opinions of Bank Directors Participated into the Research regarding their Position in the Bank and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Manager	1	4	4	4
Director	6	3,1333	0,50067	0,2044	2,6079	3,6588	2,4	3,8
Specialist	25	3,232	0,50885	0,10177	3,022	3,442	2,2	4
Assistant Director	4	3,7	0,11547	0,05774	3,5163	3,8837	3,6	3,8
Assistant Specialist	27	3,5111	0,43442	0,0836	3,3393	3,683	2,6	4
Other Staff	2	4	0	0	4	4	4	4
Total	65	3,4031	0,48925	0,06068	3,2818	3,5243	2,2	4

As seen in Table 2, Positions and job satisfaction levels of bank directors participated into the research are independent from their ages; genders and marital status in other words are not affected. It has been observed that although their working times in the occupation increase and their career possibilities rise, job dissatisfaction generally increases. Notwithstanding, it is seen that personnel working in the organization in manager positions have high job satisfaction. It can be said that the mentioned job dissatisfaction is as a result of the personnel working in corresponding unit promotes in terms of carrier but wage levels are not satisfactory according to their positions.

Table 3: Variance Analysis Table Regarding Job Satisfaction and Positions in the Bank of Bank Directors Participated into the Research

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,905	5	,581	2,761	,026
Within Groups	12,414	59	,210		
Total	15,319	64			

As seen in Table 3, job satisfaction levels of managers have been found significantly high when compared to directors, assistant directors, specialist and assistant specialist ($p < 0.05$). In the literature scanning performed to determine whether or not positions of workers in work place undergo change on job satisfaction (Aktay, 2010; Akbulut, 2009; Pelit et al., 2007; Sevimli and İşcan, 2005) it has been detected that job satisfactions of individuals who reach at a certain point

in their occupation, increase for personnel working in occupations such as banking sector, medical science, nursing, academic etc. On following years, the status which is the primarily factor on salary and career opportunities, a significant correlation on increase of job satisfaction has been found generally after a certain position held. It can be said that the result of the research which has findings in this aspect complies with previous researches. However in some researches (Saritaş, 2010) for instant findings of job satisfaction of academicians working in academic field, changes according to status they are in and the status has no effect on job satisfaction have been obtained.

Table4: Opinions of Bank Directors Participating into the Research Regarding Position in the Workplace and Wage Satisfaction Size

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Manager	1	3,0000	3,00	3,00
Director	6	2,0000	,63246	,25820	1,3363	2,6637	1,00	3,00
Specialist	25	3,2800	,93630	,18726	2,8935	3,6665	1,00	5,00
Assistant Director	4	2,0000	1,41421	,70711	-,2503	4,2503	1,00	4,00
Assistant Specialist	27	2,9630	1,05544	,20312	2,5454	3,3805	1,00	5,00
Other personnel	2	2,0000	,00000	,00000	2,0000	2,0000	2,00	2,00
Total	65	2,9077	1,05657	,13105	2,6459	3,1695	1,00	5,00

It has been observed that bank directors are satisfied in terms of wages when they reach a certain position/title with their professional time. In this content, wage satisfaction level of managers has been found significantly high when compared to directors, assistant directors, assistant specialist. It has been also observed that personnel working in other titles are not satisfied with wage levels.

Table 5: Variance Analysis Table Regarding Position and Wage Satisfaction Size of Bank Directors Participating into the Research

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	13,443	5	2,689	2,735	0,027
Within Groups	58,003	59	0,983		
Total	71,446	64			

As seen in Table 5, it has been observed that wage levels of bank directors present differences in terms of wage satisfaction which is a size of job satisfaction after reaching a certain position ($p < 0.05$).

Table 6: Opinions of Bank Directors Participating into the Research Regarding Work Experience and Organizational Commitment

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Commitment	Less than 1 year	14	3,0765	0,33992	0,09085	2,8802	3,2727	2,58	3,63
	2-3 years	39	3,2906	0,34972	0,056	3,1772	3,404	2,63	4
	4-5 years	5	2,8	0,35527	0,15888	2,3589	3,2411	2,42	3,33
	6 years and over	7	2,9226	0,50828	0,19211	2,4525	3,3927	2,25	3,92
	Total	65	3,1671	0,39541	0,04905	3,0691	3,2651	2,25	4
Emotional Commitment	Less than 1 year	14	3,5612	0,60357	0,16131	3,2127	3,9097	2,5	4,5
	2-3 years	39	3,5609	0,72085	0,11543	3,3272	3,7946	2	4,75
	4-5 years	5	2,9	0,87232	0,39011	1,8169	3,9831	1,5	3,88
	6 years and over	7	3,1429	0,8305	0,3139	2,3748	3,9109	1,5	4,13
	Total	65	3,4651	0,73394	0,09103	3,2832	3,647	1,5	4,75
Maintenance Commitment	Less than 1 year	14	2,5446	0,63285	0,16914	2,1792	2,91	1,25	3,5
	2-3 years	39	2,9776	0,63406	0,10153	2,772	3,1831	1,5	4,25
	4-5 years	5	2,575	0,83666	0,37417	1,5361	3,6139	1,5	3,5
	6 years and over	7	2,8571	0,63913	0,24157	2,266	3,4482	2	4
	Total	65	2,8404	0,66199	0,08211	2,6764	3,0044	1,25	4,25
Normative Commitment	Less than 1 year	14	3,125	0,38293	0,10234	2,9039	3,3461	2,5	3,63
	2-3 years	39	3,3333	0,3808	0,06098	3,2099	3,4568	2,38	4,25
	4-5 years	5	2,925	0,30104	0,13463	2,5512	3,2988	2,5	3,25
	6 years and over	7	2,7679	0,52256	0,19751	2,2846	3,2511	2,13	3,63
	Total	65	3,1962	0,43073	0,05343	3,0894	3,3029	2,13	4,25

As seen in Table 6, organizational commitment of personnel who has participated into the research and has 4-5 years' service period, has been found as low compared to personnel who has service period for 2-3 years and less than 1 year. It can be said that while the service period increases, ordinariness of being in the occupation much as a result of not being directed to different areas and problems of wage expected from the organization, career opportunities and work conditions are effective in the reduction of organizational commitment. Also in previous researches performed to determine whether or not job satisfaction has an effect on organizational commitment (Uysaler, 2010; Aktay, 2010; Akbulut, 2009; Pelit et al., 2007; Sevimli and İşcan, 2005; Toker, 2007; Sun, 2002; Ağca and Ertan, 2008) similar results have been obtained and different results have been found depending on organizations worked in.

In some occupations, the weakness of the loyalty likely to be high in the organization due to the working period in the organization in the first five years, having excessive expectations in terms of promoting and other conditions. In this context, it has been observed that organizational commitment increases in the context of occurrence of increases with regards to solidarity culture, salary and career in parallel with increase of years in occupations in which organizational commitment is weak. However in some organizations, it has been mentioned that organizational commitment decreases with the pleasure of performing the duty in the occupation properly after a certain period (16 years). On the other hand, in some researches, it has been concluded that organizational commitment might increase in context of being attuned to organization in time with increasing age.

From this point forth, in organizations in which positive developments are offered to employees in terms of career, wage, social responsibility and work environment, organizational commitment may increase with respect to years.

Tablo 7: Variance Analysis Table of Bank Directors Participated into Research Regarding Job Experience and Organizational Commitment.

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	1,802	3	0,601	4,466	0,007
	Within Groups	8,205	61	0,135		

	Total	10,007	64			
Emotional Commitment	Between Groups	2,811	3	0,937	1,805	0,156
	Within Groups	31,664	61	0,519		
	Total	34,475	64			
Maintenance Commitment	Between Groups	2,313	3	0,771	1,827	0,152
	Within Groups	25,735	61	0,422		
	Total	28,047	64			
Normative Commitment	Between Groups	2,456	3	0,819	5,304	0,003
	Within Groups	9,418	61	0,154		
	Total	11,874	64			

As seen Table 7, organizational commitment of employees participating into the research present differences depending on service periods. ($p < 0,05$).

6. Conclusion and Consideration

It has been concluded that being independent from ages, gender and marital status of bank directors participated into the research, although their professional time in the occupation increases and they promote in terms of career, job satisfaction generally increases, notwithstanding, job satisfaction of the personnel in manager position in the organization is high.

It has been observed that job satisfaction levels of bank directors who have begun their occupation as new, is high however job satisfaction is decreasing in the organization in connection with the increase of work experience.

Besides, it has been observed that the wage satisfaction is intermediate in the position they hold.

According to the results of the research, it has been observed that the increase of service period has a reducing effect on organizational commitment.

In conclusion, it has been detected that the job satisfaction and organizational commitment of the bank personnel working in the corresponding sector affect the personnel who is in the same position and also the organizational commitment of the personnel who is not satisfied with his job is low or none. It has been found that job satisfaction and organizational commitment levels of managers who are working in a certain position in Head of Financial Analysis and Intelligence Division of corresponding unit, are high. However although job motivation and

organizational commitment levels of personnel who has begun to work in the organization new, it has been observed that job satisfaction and organizational commitments are decreasing depending on position and title changes within years. It can be said that although the personnel who starts to work in corresponding organization as new, adopts the work with a great excitement and devotedly when he first starts to work, a decrease in organizational commitment levels or the loss of commitment feeling occurs due to both intensive work conditions and wage, work pressure, career opportunities not to be sufficient. Depending on research results, following suggestions can be offered:

- ✓ It has been seen that in the mentioned unit, primarily the wage satisfaction cannot satisfy the personnel other than department managers and needs might be fulfilled by performing new arrangements in wage levels.
- ✓ Revisions can be performed in career opportunities in the corresponding headship by taking into account suggestions of personnel.
- ✓ In the said revision, new staff might be created and it can be predicted that job satisfaction and organizational commitment might increase by respecting works performed with great effort and decreasing promotion periods.
- ✓ In this way, worker turnover rates can be reduced by psychologically relieving the personnel by increasing job satisfaction and organizational commitment in the occupation which is learned after a certain time by having an intensive training and productivity can be increased in today's conditions of competition.

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