

# RELATIONSHIP OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: A FIELD STUDY OF TAX OFFICE EMPLOYEES

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## Abstract

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction of tax Office employees. It was assumed that there has not been any similar research conducted on tax Office employees therefore this study could make important contribution to extant research in management and organizational behavior. Factor analysis was conducted on the data obtained through organizational commitment scale developed by Meyer and Allen (1990). Cronbach's alpha coefficient and also test item total correlation were calculated for reliability of the factors. For two groups comparisons Mann Whitney u test and more than two groups comparisons Kruskal Wallis test were used.

*Keywords: Job satisfaction, organizational commitment, Tax Office employee*

## Introduction

Public institutions, which are different from private business enterprises in respect of their organizational objective and mission, have displayed a feature of central planning and administration. In fast progressive information era, in spite of the attempts of studies on legal regulations about the administration of civil servant, it isn't given enough importance to human resource in public institutions in the operation of public administration in Turkey.

For this reason, public sector employees have a tendency to be traditionalist, and keep their current position in the organization. However, in order to meet the changing needs and demands of public institutions in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So as to develop a climate like this, it is important to increase job satisfaction and to put organizational commitment into practice connected with job satisfaction.

Within this research the main concern was organizational commitment components and whether there is a difference between organizational commitment and job satisfaction regarding these components. It is seen that in some of the empirical surveys, the relations among organizational commitment (Allen *et.al.* 2000; Vandenberg and Scarpello, 1994; Meyer, Allen and Smith 1993), job satisfaction (Morrow 1993; Meyer, Allen and Smith 1993) and demographic characteristics (Allen *et. al.* 2000; Scarpello and Vandenberg, 1992) were studied.

Commitment is handled by many researchers as the group of feelings, beliefs and intentions that increase the willingness to maintain membership in the organization (Hunt

*et al.*, 1985:113). There are two well-known opinions about commitment in organizational literature (Magazine *et al.* 1996). One of the opinions was developed by the studies of Porter, Steers, Mowday and Boulian (1974), and explained commitment as behavioral situation. In this respect, commitment is explained as the power of identification and involvement of an individual with a certain organization. The second view is the one stating that an individual focuses on an action with the help of his early investments and if the action stops he loses his investments. This view handles commitment as the tendency to maintain membership in the organization and is founded on the Becker's "side-bets" view (Allen and Meyer, 1990: 3; Oliver, 1990:20).

According to Mowday *et al.*, (1979) organizational commitment is a multidimensional structure and it is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by at least three factors: the first one is a willingness to exert considerable effort on behalf of the organization; the second one is a strong belief in and acceptance of an organization's goals and values; the third one is a strong desire to maintain membership in the organization (Savery and Syme, 1996:1).

Regarding the main themes of the studies done concerning organizational commitment, the model developed by Meyer and Allen focuses on the three components of commitment which are affective commitment (AC), continuance commitment (CC) and normative commitment (NC) (Meyer and Allen, 1991: 67-69; Allen and Meyer, 1990:3-4).

Organizational commitment is a function of individual characteristics like age, seniority and education with conditional factors like climate, job satisfaction and organizational characteristics (Morrow, 1983:494). When most of the studies are analyzed, the relations of organizational commitment with demographic characteristics and job satisfaction organizational variables draw attention (Kacmar *et al.*, 1999:979-981).

## **1. Organizational Commitment's Components**

Organizational commitment could be defined as an employees' strong belief in and acceptance of an organization's goals and values, effort on behalf of the organization to reach these goals and objectives and strong desire to maintain membership in the organization (Hunt and Morgan, 1994:1568). In other words, organizational commitment points to the attitudes of employees concerning commitment towards the organizations they work for (Moorhead and Griffin, 1995:64-65; Northcraft and Neale, 1990: 465). According to Luthans (1992:124), organizational commitment is directly related to the desire to maintain membership in the organization, the willingness of employees to exert considerable effort on behalf of the organization and a strong belief in and acceptance of an organization's goals and values.

The components of organizational commitment appearing in the model developed by Meyer and Allen (1991) by emphasizing the psychological dimension of organizational commitment are explained below:

### **1.1. Affective Commitment**

AC is the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization (Allen and Meyer, 1990; Meyer and Allen, 1997; Mowday, Porter, and Steers, 1982). Of the three components, AC has received the most research attention (Mathieu and Zajac, 1990; Meyer *et al.*, 2002).

### **1.2. Continuance Commitment**

CC is the extent to which a person needs to stay with the organization, due to the costs of forgoing benefits associated with an individual's investments in the organization (i.e., 'side bets'; H.S. Becker, 1960). These investments are close relations of an employee with fellow workers, pension benefits, seniority, career and special competencies gained by working in an organization for a long time. Employees have the fear of losing these investments in case of leaving the organization.

### **1.3. Normative Commitment**

Last introduced and least studied, NC is the extent to which a person is obligated to stay with the organization (Meyer and Allen, 1991; 1997). NC's definition has changed since its inception (Allen, 2003). NC was originally based on Weiner's (1982) work on the internalization of norms about loyalty to organizations. NC later became an obligation to stay with the organization, without specific reference to social pressures about loyalty (Meyer *et al.*, 1993). More recently, the obligation has subtly changed, alluding to reciprocity for a benefit (Meyer *et al.*, 2002). Some of the definitional changes have been reflected in revisions to the NCS (Meyer and Allen, 1991; Meyer *et al.*, 1993). Across these definitions, the core nature of NC is the employee's sense of obligation; here, NC is defined as the individual's bond with the organization due to an obligation on the part of the individual.

## **2. Job Satisfaction and Organizational Commitment**

Empirical studies related to job satisfaction and organizational commitment and integration of them to the literature have been a matter not only for international management science literature (Shore, Barksdale and Shore, 1995; Hunt and Morgan, 1994; Cohen, 1993; Randal, Fedor and Longenecker, 1990; Mowday, Steers and Porter, 1979) but also for national management science literature (Karatepe and Halıcı, 1998; Erdil and Keskin, 2003; İbicioğlu et. al., 2005; Cekmecelioglu, 2006).

Job satisfaction could be defined as positive feelings that employees have towards their jobs (Schermerhorn, Hunt and Osborn, 1997:98) or satisfaction and loyalty that employees have towards their jobs (George and Jones, 1996:66-67; Moorhead and Griffin, 1995:64). Job satisfaction is an employee's general attitude towards his job (Robbins, 1986:104) and being served the events and/or elements which an employee attaches importance. Besides individual variables like gender (Vaydonoff, 1980:178; Hulin and Smith 1967), age (Lee and Wilbur, 1985:782), marital status, education and personality (King *et al.*, 1982:120) wage (Borjas, 1979), promotion (Jamal and Baba, 1991), working conditions (Near *et al.*, 1984), job and jobs' characteristics (Robbins, 1991:172) also affect job satisfaction (Blegen, 1993: 37).

According to Meyer *et al.* (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization.

## **3. Methodology and Findings**

This research was performed with the staff working in a Tax Office in Mersin. Perceptions of the tax Office staff were used as the data in the research. These perceptions were stated as quantitative and they were variable type of data. Data related with the organizational commitment of the employees were collected by using questionnaire. The questionnaire consisted of 26 questions in two parts; demographic characteristics of the employees workers, and organizational commitment and job satisfaction. The survey questions were related with the dimensions of organizational commitment (affective, normative and continuance) were asked disorderly. The questions in the questionnaire related with organizational commitment and job satisfaction were ordered between 1-5 points likert scale. Questionnaire forms were distributed to the tax office staff by hand with the help of human resources manager and they were filled voluntarily by the staff.

The human resources manager was informed about the purpose of the research and the scale used. Then, sample demonstrations of the questionnaire were performed. It took nearly a week to fill out the questionnaire forms under the control of the human resources department.

The question groups related with affective, normative and continuance commitment which were the components of organizational commitment were adapted from organizational commitment scale developed by Meyer and Allen (1991). In these three dimensions there were totally 20 questions, 7 questions for affective commitment, 6 questions for continuance commitment and 7 questions for normative commitment.

In order to provide the equivalence of the scale used in this research, the form translated into Turkish was checked by translating into English again. Questionnaire form contained questions in two parts that displayed demographic characteristics, job satisfaction and organizational commitment dimensions related to the participants. Questions in the questionnaire were scaled according to likert scale as (1) strongly disagree (2) disagree (3) neither agree nor disagree (4) agree (5) strongly agree. Also, some questions in the questionnaire that had negative connotations were coded in reverse in statistical program.

Demographic findings took place in the first part of the research. When Table 1 which displays the frequency distribution related to the demographic characteristics of the samples is examined, it is seen that the numbers of working men and women participated in this research are nearly equal ( %56.2 male, %43.8 female). Examination of the educational positions shows that %27.9 of the participants were graduated from high school, %23.6 had undergraduate degrees, %45.9 graduated from university and %2.6 had master degrees. It is noticeable that a very important portion of the participants in this research (%51.5) have been working in the tax office for 21 years or more. It is seen that a very important part of the participants (%82.8) are married. As for the age groups, the majority (%27.5) is between 41-45 and the ones who are 56 or more are the least frequent. The mean age of the participants is 42.

**Table 1. Demographic Characteristics of the Sample**

Number of subjects by	Number of Respondent	Percent of Respondent
<b>Gender</b>		
Male	131	56.2
Female	102	43.8
<b>Education</b>		
High school graduate	65	27.9
College graduate	55	23.6
Bachelor's degree	107	45.9
Master's/Doctoral degree	6	2.6
<b>Length of time with institute</b>		
≤ 5 years	21	9.0
6-10 years	42	18.0
11-15 years	10	4.3
16-20 years	40	17.2
≥21 years	120	51.5
<b>Marital status</b>		
Married	193	82.8
Single	40	17.2
<b>Age range</b>		
25-30 years old	25	10.7
31-35 years old	25	10.7
36-40 years old	39	16.7
41-45 years old	64	27.5
46-50 years old	46	19.7
51-55 years old	27	11.6
≥ 56 years old	7	3.0

### 3.1. Factor Analysis and Correlations

In the second part of the research, Cronbach alpha value was found for testing reliability of the scale, and item analysis was conducted for testing validity. Questionnaire forms obtained from 233 participants was subjected to factor analysis in order to display the factor structure related to the variables by using SPSS 11.0 program; reliability analysis in order to determine the internal consistency (alpha values) of these factors; correlation analysis in order to specify the interrelations of the variables; Man-Whitney U which is one of the non-parametric tests and Kruskal Wallis analysis in order to define the relationship of the independent variables with organizational commitment that is the dependent variable.

The results of the varimax rotative heuristic factor analysis done for the purpose of displaying the factor structure related to the variables are given in Table 2. In the results of the factor analysis, some questions that reduce the alpha coefficient of affective, normative and continuance commitment which are the dimensions of organizational commitment were excluded. When three questions out of normative commitment and

four questions out of affective and continuance commitment were excluded, the groups in Table 2 (rotated component matrix) appeared.

**Table 2. Factor Loads of The Scale  
(Rotated Component Matrix a)**

Commitment Components	Components		
	1	2	3
Normative 4	.725		
Normative 6	.725		
Normative 7	.616		
Normative 3	.609		
Affective 4		.779	
Affective 6		.777	
Affective 3		.758	
Continuance 3			.845
Continuance 1			.773

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 5 iterations.

Correlation analysis was done in order to analyze the interrelationships of the variables related to the dimensions of organizational commitment in this research. The results of the correlation analysis related to the normative commitment are to be seen in Table 3. Besides, Cronbach alpha coefficient (reliability) of every factor was calculated. From these groups, Cronbach alpha reliability coefficient was found to be 0.6317 for 4 items in the normative commitment dimension. Although the value was expected to be .70 for social sciences, the value found in this research was under the expected value. However, despite the exclusion of some questions related to three dimensions caused this problem; it provided some strong relationships related to the internal consistency reliability at the next stages. In spite of the low Cronbach alpha values of the normative commitment variables, the relations between them were found to be relatively high. The reason for this could be applying the scale both the cultural qualities of the population (Wasti, 2000:409) and the public organization. New variables should be added because of the cultural differences (Wasti, 2000:409). Baysal and Paksoy (1999) found alpha 0.5705 as affective commitment reliability coefficient; alpha 0.7114 as continuance commitment reliability coefficient and alpha 0.7078 as normative commitment reliability coefficient. Ko *et al.* (1997) conducted a study in South Korea using the Meyer *et al.* (1993) scales and reported coefficient alphas of 0.86 (for affective commitment), 0.58 (for continuance commitment), and 0.78 (for normative commitment). Namasivayam and Zhao (2007) conducted among hospitality employees in India reported internal consistency reliabilities of affective commitment was 0.77, normative commitment 0.77, and continuance commitment 0.68. For this reason, by adding new questions in further research that will be done in Turkey, it would be possible to get higher cronbach alpha value.

**Table 3.** Spearman Rank Correlations Between Normative Commitment and Its Items

Commitment Components		F1
F1	Correlation Coefficient	1000
	Sig. (2-tailed)	
	N	233
Normative 4	Correlation Coefficient	.743(**)
	Sig. (2-tailed)	.000
	N	233
Normative 6	Correlation Coefficient	.685(**)
	Sig. (2-tailed)	.000
	N	233
Normative 7	Correlation Coefficient	.620(**)
	Sig. (2-tailed)	.000
	N	233
Normative 3	Correlation Coefficient	.671(**)
	Sig. (2-tailed)	.000
	N	233

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

As seen in Table 4, the value ranks concerning the correlation of factor 2 formed regarding affective commitment with the items belonging to this item was found to be significant.

Factor 2= Affective Commitment

Cronbach alpha Reliability Coefficients 3 items Alpha = ,6721

**Table 4.** Spearman Rank Correlations between Affective Commitment and Its Items

Commitment Components		F2
F2	Correlation	1000
	Sig. (2-tailed)	.
	N	233
Affective 4	Correlation	.747(**)
	Sig. (2-tailed)	.000
	N	233
Affective 6	Correlation	.779(**)
	Sig. (2-tailed)	.000
	N	233
Affective 3	Correlation	.767(**)
	Sig. (2-tailed)	.000
	N	233

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

Again in Table 5, the value ranks concerning the correlation of factor 3 formed regarding continuance commitment with the items belonging to this item was found to be significant.

Factor 3 = Continuance Commitment

Cronbach alpha Reliability Coefficients 2 items Alpha = .6014

**Table 5.** Spearman Rank Correlations between Continuance Commitment and Its Items

<b>Commitment Components</b>		<b>F2</b>
F3	Correlation Coefficient	1000
	Sig. (2-tailed)	.
	N	233
Continuance 3	Correlation Coefficient	.456(**)
	Sig. (2-tailed)	.000
	N	233
Continuance 1	Correlation Coefficient	.873(**)
	Sig. (2-tailed)	.000
	N	233

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

In order to analyze the correlation between total scores of these three dimensions subjected to analysis regarding organizational commitment and age variable, Spearman Rank Correlation coefficient was used and the results are to be seen in Table 6. The correlation of F1 (normative commitment) and F2 (affective commitment) with age factor was found to be significant at 0.05 level (P1=0,050, P2=0,037). However, no correlation was found between F3 (Continuance commitment) and age factor (P3=0,206). In one of the research done in service sector in Turkey (Karatepe and Halıcı, 1998), the same result had been found. In the research of Allen-Meyer (1993), the correlation between age factor and three dimensions of organizational commitment was found to be significant.

**Table 6.** Spearman Rank Correlations between age and factors

			<b>F1</b>	<b>F2</b>	<b>F3</b>
<b>Age Factor</b>	Correlation Coefficient	1000	.129	-.137(*)	-.083
	Sig. (2-tailed)	.	.050	.037	.206
	N	233	233	233	233

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

Because the data in the analysis of gender differences of the participants in the organizational commitment dimensions research wasn't distributed normally, Man Whitney U test was performed and the results could be seen in Table 7. As for the scores taken from normative commitment, a significant difference was found between male and female employees at P<0.05 significance level (P=0.06). It was found that the mean ranks of male employees were higher.

As for the scores taken from affective commitment, a significant difference was found between male and female employees (P=0.014). In opposition to normative commitment, the mean ranks of female employees was found to be higher compared to male employees in affective commitment.

Yet, regarding the scores obtained from continuance commitment, no significant difference was found statistically ( $p=0.288$ ).

**Table 7** Organizational Commitment Components and Gender Factor

	<b>Gender</b>	<b>N</b>	<b>Mean Rank</b>	<b>P</b>
F1 (Normative commitment)	Male	131	127.76	0.006*
	Female	102	103.18	
F2 (Affective commitment)	Male	131	107.50	0.014*
	Female	102	129.20	
F3 (Continuance commitment)	Male	131	112.96	0.288
	Female	102	122.19	

Because data aren't divided normally in the analysis conducted to determine whether there are any differences between quantity of organizational commitment and participants' length of time with the organization and because there are more than two groups related to length of time with the tax office organization, Kruskal Wallis, a non parametric test, is employed. No significant correlation was found between three components of organizational commitment and length of time with institute at 0.05 significance level (for F1  $p=0,744$ , for F2  $p=0,517$ , for F3  $p=0.088$ ).

**Table 8.** Organizational Commitment Components and Length of Time With Institute

	<b>Length of time with institute</b>	<b>N</b>	<b>Mean Rank</b>	<b>p</b>
F1 (Normative commitment)	≤ 5 years	21	121.93	.744
	6-10 years	42	112.25	
	11-15 years	10	103.25	
	16-20 years	40	109.40	
	≥21 years	120	121.48	
F2 (Affective commitment)	≤ 5 years	21	119.67	.517
	6-10 years	42	129.31	
	11-15 years	10	97.50	
	16-20 years	40	122.53	
	≥21 years	120	112.01	
F3 (Continuance Commitment)	≤ 5 years	21	94.33	0,088
	6-10 years	42	135.73	
	11-15 years	10	144.15	
	16-20 years	40	113.58	
	≥21 years	120	113.29	

From the responses the participants generally give, averages related to their commitment levels are given on Table 9. The average of normative commitment is relatively the highest (11.7725) and that of continuance commitment is the lowest.

**Table 9.** Organizational Commitment Components

	Mean	Std. Deviation	N
Normative Commitment	11.7725	3.34957	233
Affective Commitment	8.2618	2.82769	233
Continuance Commitment	7.2146	1.92227	233

Regarding the scores obtained from normative commitment at the level of  $p < 0.05$  significance in Kruskal Wallis test, a statistically significant difference was identified among job satisfaction levels ( $p = 0.050$ ). Workers who aren't satisfied with their job have apparently higher normative commitment average.

Regarding the scores obtained from affective commitment, a statistically significant difference is identified ( $p = 0.004$ ). That is, even though workers aren't satisfied with their job, they deem themselves affectively committed to the institute.

On the other hand, regarding the scores obtained from continuance commitment, no statistically significant difference was found ( $p = 0.101$ ).

**Table 10.** The Comparison of Components of Organizational Commitment According to The Job Satisfaction

	Job Satisfaction	N	Mean Rank	P
F1 (Normative commitment)	Very satisfied	2	41.00	0.050*
	Somewhat satisfied	24	120.98	
	Neither satisfied nor dissatisfied	92	125.09	
	Somewhat dissatisfied	53	125.47	
	Very dissatisfied	62	98.66	
F2 (Affective commitment)	Very satisfied	2	18.75	0.004*
	Somewhat satisfied	24	121.17	
	Neither satisfied nor dissatisfied	92	107.15	
	Somewhat dissatisfied	53	108.17	
	Very dissatisfied	62	140.72	
F3 (Continuance Commitment)	Very satisfied	2	18.50	0.101
	Somewhat satisfied	24	96.77	
	Neither satisfied nor dissatisfied	92	123.63	
	Somewhat dissatisfied	53	118.99	
	Very dissatisfied	62	116.48	

\*  $p < 0.05$

### 3.2. Discussion

Throughout this study, it is endeavored to determine whether there are statistically meaningful differences among Tax office employees' job satisfaction in terms of their organizational commitment levels. The effects of job satisfaction on organizational commitment are a subject which should be taken into consideration by managers. Apparently, it plays an important role in increasing the service quality and minimizing the problems which can occur in human resources management as a result of a decrease in organizational commitment. The more committed the employees regard themselves, the more successful they become on the job. Otherwise, they will want to quit the organization and, when quitting isn't affordable, the quality of the service they provide will suffer. That's why managers experience some difficulties in connecting individuals to organizations.

The effective and proper use of public resources in the improvement of the country plays a vital role in preventing waste and illegal conduct. Tax offices, which constitute the research universe on the subject of legal management of public service, shoulder a huge responsibility and provide important legal services. Beside, strengthening the organizational structure, planning management information system, and improvements in the communication technology are the major works accomplished in tax offices. Due to such motives, organizational commitment of employees of tax office also gains importance and constitutes the application field of this research.

With this study, it is ascertained that most (%72.1) of the employees in the subject organization of the research are university graduates and their average age is 42, that the majority (%82.2) is married and have been working in the tax office for a long time (21 years and more), and that the male and female lots are nearly the same.

In the second part of the research, priority is given to the analysis of the scale validity. Factor analysis conducted for the validity of the survey used in the research, three items were related to normative commitment and four items were related to affective commitment; and continuance commitment was omitted in the evaluation process. This result is also eminent in the researches conducted in Turkey (Wasti, 2000) and in other countries (Ko et al, 1997; Namasivayam and Zhao, 2007). In the validity analysis conducted afterwards, despite low Cronbach alpha values, there is found a firm relation among the items related to each commitment feature. That the exemplification applied during the survey has the culture of a different country and a different association may be the grounds for this result. That's why it is recommended that it should be taken into consideration in the coming research studies because adding new questions to each component can increase the validity coefficient.

By the ages and the quantity of organizational commitment of the participants, it is ascertained that they are related to normative and affective commitment components, but not to continuance commitment. In the study of Durna and Eren, there is a correlation between organizational commitment and age variable (Durna, Eren, 2005:215). According to Meyer and Allen (1997), compared to younger ones, older employees are more bound to their organizations and, more satisfied with their jobs and their positions in

the organizations. Furthermore, the facts that mean age of the samples is 42 and they work in public sector make this theory more meaningful.

In Man Whitney U test which is conducted to determine whether there are any differences in the quantity of organizational commitment by gender, it is found that normative commitment of male workers are higher than that of female workers whereas affective commitment of female workers are higher than that of male workers. Structural differences resulting from sex might be the cause for this outcome. Also in some research, it was put forth that there is a correlation between organizational commitment and gender (Alotaibi, 2001:368-371), and female employees are more committed to the organization compared to males (Mclurg, 1999:16). In the studies examining the correlation between organizational commitment and gender factor, while some researchers support the idea that female employees are more committed to their organization, some researchers argue that there is a negative correlation between these two factors (Mathieu and Zajac, 1990:952). In another study (Thorntwaite, 1993:3) there is a significant correlation between organizational commitment and gender factor. According to Brunin and Synder (1983), organizational commitment shows no difference in terms of gender.

On the other hand, there are no differences in organizational commitment components in terms of time spent in the organization.

From the responses the participants generally give to commitment levels, it is identified that the average of normative commitment is relatively the highest (11.7725) and that of continuance commitment is the lowest. Some studies show that commitment to organization doesn't have any effects on the performance of the workers (Becker *et al.*, 1996: 466; Randal, 1990) and that high level of organizational commitment tend to have both positive and negative outcomes (George and Jones, 1996:87; Newstrom and Davis, 1993:198; Greenhaus and Beutell, 1985). Positive outcomes are such advantages as increase in productivity and in quality, affective communication and loyalty. Negative effects may cause such disadvantages as stress in individual and not sparing time for private life. Regarding the scores obtained from normative commitment of organizational commitment components, it is observed that there are statistical differences among job satisfaction levels and that workers who are satisfied with their job has higher normative commitment average. Because normative commitment has its roots in the external social values and moral pressures, it is natural that commitment depending on such values forms an urge to remain in the organization out of necessity. Actually, results are obtained contrary to a general expectation that workers who are satisfied with their job remain affectively loyal, that is, they will internalize organizational goals and endeavor to achieve them. Regarding the scores obtained from affective commitment, some statistically meaningful differences are observed among job satisfaction levels ( $p=0.004$ ). In other words, workers regard themselves affectively loyal to institute despite their dissatisfaction. It is possible that unique traits of cultural structure in public organizations have its share in this outcome.

In the research of Sığrı (2007) comparing public and private sector, it was found that public and private sector differences have no effect in organizational commitments of

employees at AC, CC and NC components. In the study of Özkaya *et al.* (2006), managers working in public sector were found to be more bound to their organizations compared to the managers working in private sector and in this commitment component only “continuance commitment” was observed. Moreover, Zeffane (1994) also pointed out that the ones working in public sector were more bound and devoted to their organization compared to the ones working in private sector.

Moreover, the employees working in public sector in Turkey are guaranteed to be employed for long term by the state and they are not to be dismissed easily.

Regarding these findings, it could be pointed out that employees working in public sector are committed to their organization at a higher level compared to the ones working in private sector; public sector employees are less competitive and they have a tendency to keep status quo as a necessity. It is possible to say continuance commitment is an advantage of “loyalty and status quo” that could be manipulated easily for the public sector organizations. Unemployment is a current issue in Turkey. Public sector, which is the owner of leading industries and services has reduced the effect of state on economy relatively by privatization of some public enterprises (Sıgri, 2007, 272).

In some similar studies which examine the relation of satisfaction and commitment in Turkey, a direct relation between job satisfaction and organizational commitment is identified (Morrow 1993; Meyer, Allen and Smith 1993). On the other hand, regarding the scores obtained from continuance commitment, no statistically meaningful differences are observed ( $p=0.101$ ). Continuance commitment which is defined as individual’s commitment to institute not because he internalizes organizational goals but because he doesn’t have any alternative jobs and can’t afford quitting the present job prevents the formation of human resources to improve institute with novelties. Improvement reforms for human resources which public institutes will issue will have their effects on the increase in job satisfaction and on organizational commitment, and accordingly also on the quality of public service. In this research, I think that by using more samples from public sector employees, adding new questions to the scale and including different sectors, it could be possible to increase the scope and importance of findings.

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