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## **The Relationship between Organizational Commitment and Job Satisfaction A Meta-analysis of the Published Literature in Turkey**

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### **Abstract**

This study aimed to analyze previous studies regarding the relationship between job satisfaction and organizational commitment in Turkey. The study utilizes a meta-analysis method. A total of 249 studies were identified from the Council of Higher Education Thesis Centre and Tubitak Ulakbim Journal Park databases, and 37 out of 10461 studies that met the selection criteria were included in the meta-analysis. The meta-analysis revealed that there was no publication bias and that a high level of heterogeneity existed among the studies. Thus, all analyzes were conducted using a random effect model. The results indicate that the mean effect size between job satisfaction and organizational commitment ( $r = .506$ ) was significant. Moreover, the moderator analysis showed that, statistically, the relationship between job satisfaction and organizational commitment differed significantly based on the field of work.

**Keywords:** Organizational Commitment, Job Satisfaction, Meta-Analysis.

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### **1. Introduction**

The global market is influenced by competition and requires organizations to act carefully to achieve long-term profitability. Organizations employ several strategies to gain a competitive advantage. Due to the influence of organizational behavior studies, employee behaviors are now seen in an alternative light (Gül, 2002). Positive personality traits, knowledge accumulation, or behaviors demonstrated in the interest of the organization could be seen as features that differentiate organizations from their competitors (Kuo & Yi-Ju Chen, 2013). With these behaviors and characteristics, an organization is expected to be more successful, efficient and productive (Potocan, 2006). Along with the increasing rate and scale of organizational change, managers look for ways to improve employees' organizational commitment and gain a competitive advantage by improving job-related attributes such as job satisfaction, performance, absenteeism and turnover intention (Lok & Crawford, 2001).

Several studies have reported that organizational success is significantly associated with organizational commitment, and job satisfaction is especially important for understanding the influence of various other variables on commitment (Brooks, 2002; Lok & Crawford, 2001;

McElroy, 2001). Since job satisfaction and organizational commitment are necessary to strategic processes, a substantial number of studies focused on these topics have been conducted by both researchers and managers. Thus, the current study is aimed at determining the effect size of the relationship between organizational commitment and job satisfaction in different sectors which examined in Turkey.

### **1.1. Literature Review**

There are different definitions of organizational commitment. The reason for these differences is that organizations and employees focus on different elements when developing definitions related to organizational commitment (Mathieu & Zajac, 1990). However, according to Mowday, Steers, and Porter (1979), the concept of organizational commitment is related to behavior. Organizational commitment is a behavior that contributes to organizational effectiveness and productivity (Çekmecelioğlu, 2006). Organizational commitment, which is directly related to employee performance and job satisfaction, refers to the employees' desire to continue and work in an organization (Acar, 2012), so much so that the organizational workforce is strong enough to ensure that the various behaviors remain connected to the organization even when exposed to difficulties or negative attitudes and behaviors (Brown, 1996). Another common aspect of definitions of organizational commitment is the relationship between an organization and its employees, emphasizing the emotional attachment of the employees (Mathieu & Zajac, 1990). In other words, organizational commitment can be defined as the employees' dedication, self-sacrifice, and loyalty to their organization in all situations against knitting (Kaur & Sharma, 2015). Thus, organizational commitment can be defined as individuals' efforts towards achieving organizational goals, their desire for work and their belief in the organization (Sezgin, 2009).

Buchanan (1974) focused on three fundamental components of organizational commitment: identification (the employee strongly believes in organizational goals and objectives and views them as his or her own goals and objectives), involvement (the employee is happy to work for the organization and demonstrates effort for the organization) and loyalty (the employee's willingness to stay in the organization). Porter, Steers, Mowday, and Boulian (1974) also used a similar triple combination when defining organizational commitment (Angle & Perry, 1981).

Organizational commitment can also be described as a psychological condition that defines an individual's behavior. Consequently, organizational commitment reflects an individual's mood. Thus, an individual's behavior is governed by his or her psychological condition (Meyer & Allen, 1991). Examining the organizational commitment of employees provides an insight into organizational performance and employee welfare (Steijn & Leisink, 2006). Thus, organizational commitment can provide relevant information regarding the organizations' current and future prospects. Organizational commitment is as a result of an individual's positive and quality work experience (Cook & Wall, 1980).

Meyer and Allen (1991) used a three-dimensional model comprising affective, continuance and normative commitment to conceptualize organizational commitment. These dimensions describe the different ways in which organizational commitment develops and their impact on employee behavior. Affective commitment (wanting) is the desire to belong to the organization. Continuance commitment (needing) is based on the belief that leaving the organization will be costly. Normative commitment (being obliged) is the sense of obligation towards the organization (Bergman, 2006).

In the research literature, job satisfaction has been identified as a variable that is closely related to organizational commitment. Locke's (1976) definition of job satisfaction, most widely used by researchers, is as follows: '... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. Aziri (2008) describes job satisfaction as an emotion

that arises from an individual's perception that a job satisfies his or her material and psychological needs. Several associations exist between a number of organizational features and job satisfaction. Results of previous studies have shown a strong relationship between stress, organizational commitment, job autonomy, interpersonal factors, absenteeism, organizational culture and turnover intention (Adams & Bond, 2000; Aziri, 2011; Egan, Yang, & Bartlett, 2004; Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010; Kirkman & Shapiro, 2001; Lund, 2003; Schwepker, 2001).

Theoretical and empirical evidence suggests that job satisfaction is an antecedent to organizational commitment (Testa, 2001). For instance, Leite, Rodrigues, and Albuquerque (2014) found that satisfaction with relationships was a precursor to commitment in their study regarding a traditional public Brazilian organization; the Military Police.

The relationship between job satisfaction and organizational commitment has been proven by several studies over the years and has been analyzed for different countries and sectors. A positive relationship between job satisfaction and organizational commitment was found in the following studies: Malik, Nawab, Naeem, and Danish (2010) in their study regarding the teaching faculty of two public sector universities of Pakistan; Kim and Brymer (2011) in their study regarding the middle managers of hotels in the U.S.; Lumley, Coetzee, Tladinyane and Ferreira (2011) in their study regarding the employees of information technology companies in South Africa; Brunetto, Teo, Shacklock and Farr-Wharton (2012) in their study of a sample of 193 police officers in Australia. Other studies, such as Fu, Deshpande and Zhao's (2011) study of Chinese state-owned steel company employees; Safi, Mohamadi, Amouzadeh, and Arshi's (2016) study regarding the staff of Shomal health center in Tehran; Kenioua, Bachir and Bacha's (2016) study regarding physical education teachers; Aydogdu and Asikgil's (2011) study regarding Turkish production and service provider sector employees and Miarkolaei's (2014) study regarding Iranian textile companies. Azeem (2010) reported that the relationship between the job satisfaction and organizational behavior of service sector workers in Oman was moderately significant and positive.

Gunlu, Aksarayli and Şahin Perçin (2010) in Turkey and Chiu and Ng (2013) in Indonesia both found that while job satisfaction had an effect on normative and affective commitment, it did not have any effect on continuance commitment.

Examining recent studies regarding the job satisfaction and organizational commitment of different groups, Ahmad & Oranye (2010) found that while Malaysian nurses felt more committed to their organizations, English nurses were more satisfied with their job. In Greece, job satisfaction was more strongly related to affective and normative commitment for public sector employees than for private sector ones (Markovits, Davis, Fay, & Dick, 2010). A study conducted in Chile and the United States shows that there is a meaningful and positive relationship between job satisfaction and organizational commitment in both countries, while the strength of the relationship is higher in the U.S. (Lieberman, 2014).

The existence of a relationship between job satisfaction and organizational commitment in many countries and in many fields of work has been proven. In this study, we aimed to determine the effect size of the relationship across sectoral groups in Turkey by analyzing previous studies using meta-analysis.

## **2. Method**

### **2.1. Literature Search**

To identify studies for inclusion in the meta-analyses, a search was conducted of the electronic databases of the Turkish Council of Higher Education Thesis Center and Tubitak Ulakbim Journal Park using keywords such as 'organizational commitment' and 'job satisfaction'. The

reference lists of the included studies were scanned to obtain additional related studies. The end date for the research studies to be included in the meta-analysis was identified as August 2017.

## 2.2. Inclusion Criteria and Coding

To be included in this meta-analysis examination, studies had to meet three criteria. First, the study had to be published in English or Turkish after the year 2000. Second, studies must report a Pearson's correlation coefficient ( $r$ ) between organizational commitment and job satisfaction. Third, the sample must only comprise employees from Turkey. The literature search generated 224 manuscripts and 24 theses. Applying these inclusion criteria 10 theses and 27 articles, amounting to 37 studies included in the meta-analysis (Table 1). For each sample, author names, name and year of publication, sample size, and correlation coefficient variables were coded. Moreover, potential moderator variables were also coded. We identified six moderator variables: Education, Health, Academy, Finance, Production and the Public Sector. There were less than three studies reporting correlations between organizational commitment and job satisfaction for academy and finance sectors. Thus, we were only able to test the moderator effect for the other four sectors.

*Table 1. Features and Number of Included Studies*

		<b>Graduate thesis</b>	<b>Doctoral thesis</b>	<b>Articles</b>				<b>Total</b>
<b>Type of Study</b>	N	6	4	27				37
	%	16,2	10,8	73				100
	n	1008	797	8656				10461
	%	9,6	7,6	82,8				100
		<b>Education</b>	<b>Health</b>	<b>Academy</b>	<b>Finance</b>	<b>Public Sector</b>	<b>Production</b>	<b>Total</b>
<b>Field of Study</b>	N	8	13	2	2	8	4	37
	%	21,6	35,1	5,4	5,4	21,6	10,9	100
	n	2749	4429	466	286	1835	696	10461
	%	26,3	42,3	4,5	2,7	17,5	6,7	100

## 2.3. Data Analysis

Standardized meta-analysis methodologies were used to determine the effect size, wherein correlation coefficients were transformed into Fisher's Z. Comprehensive Meta-Analysis Software version 3 was used for all the meta-analysis processes. The heterogeneity between studies included in the meta-analysis was found to be statistically significant. Due to this heterogeneity, a random-effects model was found to be appropriate for this analysis. In this meta-analysis, the type of industry in which the studies were carried out that was assumed to play a role in the mean effect size and was considered as a moderator variable. We used Cohen et al.'s (2013) conventions for determining effect sizes as follows:  $r$  effects: weak  $\geq .10$ , small  $\geq .30$ , moderate  $\geq .50$ , large  $\geq .80$ .

## 2.4. Publication Bias

Publication bias can be visualized using funnel plots (Stanley & Doucouliagos, 2010). In the absence of bias, the plot will resemble a symmetrical inverted funnel (Sterne et al., 2011). The funnel plot for this study (Figure 1) shows that publication bias was observed among the studies included in the meta-analysis.

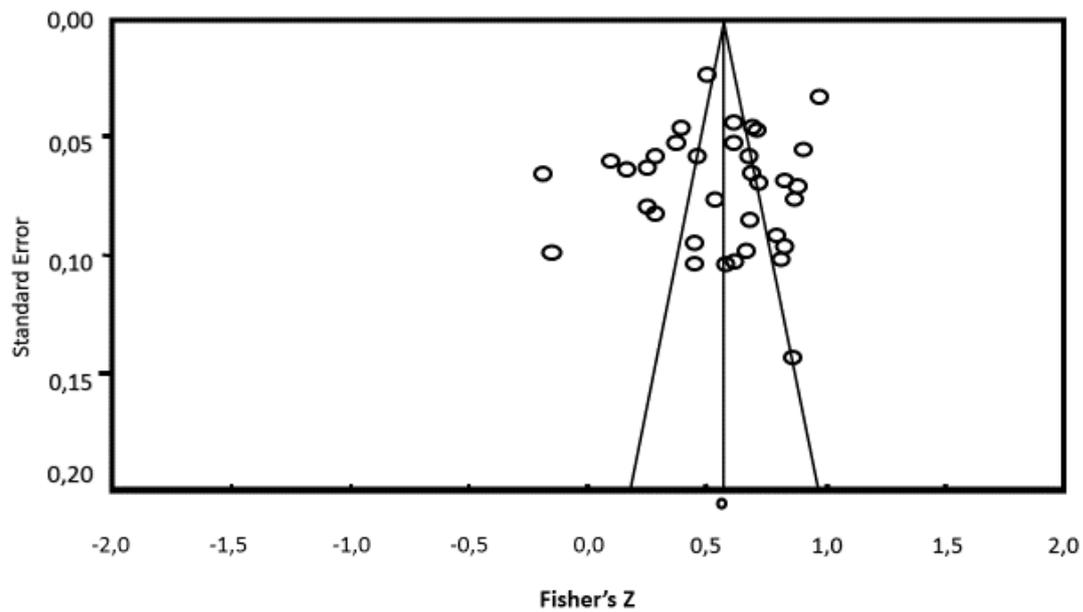


Figure 1. Funnel plot of all included studies

### 3. Findings

Table 2. The Results of Meta-analysis and Heterogeneity Test

k	n	ES	SD	95% CI	Q	P	I <sup>2</sup> (%)
37	10461	0,506	0.023	0,438/0.569	699,002	0,000	94,850

The effect sizes and the forest plot of the studies included in the meta-analysis are given in Table 3. The table also lists the reference (author and date), confidence interval and sample size of each of the included studies. Using a random-effects model, we found that the weighted mean size of the relationship between organizational commitment and job satisfaction was 0.506 for the overall sample, with a 95% confidence interval of 0.438 and 0.569 respectively. The 95% confidence interval was not zero; hence, the correlation was found statistically significant. Considering Cohen et al.'s (2013) conventions for determining effect sizes, the mean effect size was found to be “large effect”. The horizontal lines through the boxes illustrate the length of the confidence interval in the forest plot. The largest confidence interval was seen in Kamiloğlu's (2014) study. Among the studies included in the meta-analysis, 35 studies had positive effect sizes, while two studies had negative effect sizes.

Table 3. Effect Sizes and Forest Plot

Studies	r	lower	upper	Z	P	N
Unuvar,2006	0,280	0,172	0,381	4,958	0,000	300
Karakullukcu, 2015	0,103	-0,016	0,219	1,695	0,090	272
Kamiloglu,2014	-0,147	-0,330	0,047	-1,488	0,137	104
Karabulut,2013	0,160	0,038	0,277	2,572	0,010	257
Donmez, 2013	0,423	0,242	0,575	4,329	0,000	95
Erdogan, 2013	0,668	0,543	0,764	7,949	0,000	100
Tas, 2012	0,485	0,362	0,591	6,904	0,000	173
Tulek, 2008	0,580	0,438	0,693	6,756	0,000	107
Mahmutoglu, 2007	-0,183	-0,304	-0,056	-2,819	0,005	235
Efeoglu, 2006	0,243	0,092	0,383	3,127	0,002	162
Demirtas,2010	0,676	0,597	0,742	12,021	0,000	217
Kose,2014	0,250	0,131	0,362	4,038	0,000	253
Demirtas, 2015	0,430	0,334	0,517	8,019	0,000	307
Akyurt&Alparslan, 2015	0,470	0,433	0,505	21,532	0,000	1785
Gider et al., 2011	0,597	0,536	0,652	15,034	0,000	483
Kilic et al., 2008	0,576	0,431	0,692	6,597	0,000	104
Sahin, 2013	0,691	0,513	0,812	5,888	0,000	51
Cinkir & Yaramis, 2014	0,353	0,259	0,440	6,960	0,000	359
Yuksel, 2001	0,520	0,357	0,652	5,558	0,000	96
Guclu & Zaman, 2011	0,417	0,252	0,559	4,657	0,000	113
Celen et al., 2013	0,590	0,470	0,689	2,903	0,000	139
Bitmis et al., 2014	0,720	0,664	0,768	16,637	0,000	339
Madenoglu et al., 2014	0,749	0,720	0,776	29,713	0,000	940
Turker & Ozturk, 2016	0,541	0,477	0,599	13,822	0,000	524
Sencan et al., 2017	0,551	0,396	0,676	6,041	0,000	98
Yumusak et al., 2013	0,657	0,543	0,747	8,591	0,000	122
Turunc & Erkus, 2010	0,700	0,616	0,769	11,375	0,000	175
Sokmen & Biyik, 2016	0,280	0,124	0,423	3,452	0,001	147
Karatas & Gules,2010	0,700	0,622	0,764	12,296	0,000	204
İzci et al., 2015	0,674	0,558	0,764	8,501	0,000	111
Poyraz & Kama, 2008	0,619	0,528	0,696	10,433	0,000	211
Pekdemir & Ozcelik, 2006	0,783	0,601	0,888	5,768	0,000	33
Aydin et al., 2017	0,380	0,301	0,454	8,737	0,000	480
Gurbuz, 2011	0,600	0,512	0,675	10,693	0,000	241
Ergun & Çelik, 2015	0,589	0,510	0,658	11,652	0,000	300
Ozgen & Ozgen, 2010	0,609	0,548	0,664	15,071	0,000	457
Ulutas et al., 2015	0,547	0,471	0,615	11,716	0,000	367
	0,506	0,438	0,569	12,445	0,000	10.461

Table 4 shows that the moderating variables, the employees' fields of work (education, public sector, health, and production), influenced the strength of the relationship between organizational commitment and job satisfaction. The mean effect size and confidence intervals for each of the moderators were as follows:  $r = .46$ , CI95% .22 to .25 for Education,  $r = .58$  CI95% .49 to .66 for Public Sector,  $r = .42$  CI95% .31 to .52 for Health, and  $r = .59$  CI95% .36 to .75 for Production. The relationship between organizational commitment and job satisfaction was strongest for production employees and weakest for health employees. The moderating variables, Public Sector, and Production, had a strong effect, while Education and Health had a moderate effect.

*Table 4. Moderator Analysis by Field of Work*

Field of Work	k	ES	SD	%95 CI		z	p	Heterogeneity		
				Lower	Upper			Q	Df	p
Education	8	0,466	0,099	0,223	0,655	3,557	0,000	353,783	7	0,000
Public	8	0,583	0,020	0,491	0,662	10,136	0,000	48,097	7	0,000
Health	13	0,426	0,029	0,318	0,523	7,109	0,000	178,401	12	0,000
Production	4	0,591	0,083	0,364	0,752	4,474	0,000	39,619	3	0,000
Total within								620,000	29	0,000

#### 4. Discussion and Conclusion

In this meta-analysis, we found that the mean effect size of the relationship between organizational commitment and job satisfaction had a “large” effect ( $r = .51$ ). We also determined that the employees’ fields of work were an effective determinant of the extent of this relationship. While the relationship between organizational commitment and job satisfaction was fairly significant for, public sector and production employees, and it was more modest for education and health employees.

The effect size of the relationship reported in this study supports the findings of previous meta-analytical studies. Ulbegi and Yalcin (2016) reported a strong correlation between organizational commitment and job satisfaction in their meta-analysis and found that the fact of whether a sector was public or private did not have a moderating effect on the organizational commitment–job satisfaction relationship. Choi and Kim (2016) identified a positive and significant relationship between organizational commitment and job satisfaction for Korean Nurses. Mathieu and Zajac (1990) reported a moderately significant relationship between organizational commitment and job satisfaction, and a high correlation between affective commitment and job satisfaction; Tett and Meyer (1993) reported a significant relationship between organizational commitment and job satisfaction. Meyer, Stanley, Herscovitch, and Topolnysky (2002) also reported a significant relationship between affective commitment and job satisfaction in their meta-analytical study.

We did not encounter any meta-analysis studies that compared the relationship between organizational commitment and job satisfaction using a field of work as a moderator. Subsequently, we examined empirical studies’ findings regarding specific sectors. Findings from studies conducted in Lebanon, Kenya, and the US showed a significant relationship between the organizational commitment and job satisfaction of finance workers (Dirani, 2009; Walumbwa, Orwa, Wang, & Lawler, 2005). However, Malhotra and Mukherjee (2004) reported a strong relationship between affective-normative commitment and job satisfaction, and a weak relationship between continuance commitment and job satisfaction for finance workers. In this study, we found a moderately significant relationship between organizational commitment and job satisfaction for healthcare workers, and our findings are supported by Lok and Crawford’s (2001) study regarding Australian healthcare workers. Additionally, another study regarding nurses in Egypt discovered a significant relationship between organizational commitment and job satisfaction (Abou Hashish, 2017). Gedik and Ustuner (2017) examined the correlation between organizational commitment and job satisfaction in educational organizations utilizing meta-analysis and found a moderate effect size, similar to the current study.

This meta-analysis also shows that the relationship between organizational commitment and job satisfaction is stronger for production sector employees compared to service industry such as education and health. This may be explained by the impact of occupational differences. Nevertheless, while the relationship between organizational commitment and job satisfaction is weakest for health sector employees, it is important to explore other antecedents directed to enhancing employees' commitment.

The continuity of human resources research is crucial for organizations to gain competitive power and to keep up with the changing pace of social, organizational and individual structures. Thus, job satisfaction, organizational behavior and human resource management are the topics that the several studies are conducted on. In this study, the meta-analysis revealed that the relationship between organizational commitment and job satisfaction was significant in general and that the employees' fields of work were influential in determining the extent of the relationship. Further meta-analytical research that considers the relationship between organizational commitment and job satisfaction in different countries and cultures would be a valuable contribution to literature.

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