

Job Satisfaction: The Eventual Smidgeon for Occupational Consummation and Contentment in Profession

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Organizations thrive on people. At the heart of all excellence at work it is the degree and extent of human commitment that matters most. To have a committed workforce it is quite imperative to ensure satisfaction, consummation, and fulfillment in the minds of employees. A satisfied worker is a happy worker and of course can prove to be most productive, prolific, and industrious in his work and in execution of his responsibilities. In this paper, delineation is done as to what are the underlying elements of the subject matter of job satisfaction. With a brief introduction of the concept of job satisfaction, the paper moves on to throw light on occupational fulfillment for human involvement, job satisfaction traits and performances, job satisfaction and employee turnover, HR initiatives and job satisfaction, job satisfaction in relation to recruitment and retention, organizational culture and citizenship behavior and job satisfaction, job satisfaction as an indicator of employee contentment, human fulfillment, and the like. The scope of this paper moves along gauging workplace behavior of employees in organizational situations, with an eye on job satisfaction, as portrayed by relevant literature in business and management studies. The paper is based on literature review in the area concerned with identifiable areas of stress and concern.

JEL Classification: M10

Keywords: consummation, fulfillment, job satisfaction, involvement, human, productivity, organizational, culture, commitment, contentment, citizenship

INTRODUCING JOB SATISFACTION

People today are largely acknowledged by business organizations as key resources and as valuable assets at work. Human beings, by nature, aspire for improvement and progress

and are instinctively willing to work hard to achieve it. A good beginning with the right intention, enthusiasm, and the desire towards accomplishment of job is always identified with psychological, physiological, and environmental attributes (Williams & Anderson, 1991). The

ultimate realization is conceived through happiness in the form of satisfaction extracted from twists and turns of human effort and skill. Job satisfaction breathes out pleasure and is the source of motivation for all the participants and members of the organizational hierarchy. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual perception of satisfaction. Literature suggests that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. It is the element of satisfaction, consummation, and contentment at work acquired by an employee in his work-sphere that makes him more productive in his job-tasks and responsibilities. The contribution of this paper is towards a delineation of certain underlying elements or benchmarks within the subject matter of job satisfaction that go a long way in enhancing human capacities at work in the real sense of the term. The scope of this paper moves along exploring workplace behavior of employees in organizational situations with an eye to job satisfaction in the real sense of the term.

ELEMENTAL THEME AND FLOW OF THE PAPER

The present study is essentially a thorough and distinct understanding, identification, and documentation of quite a handful of critical areas concerning the notion of job satisfaction of employees in organizations. The theme of the study proposes to unfold a vivid and intense review of literature in the sphere of job satisfaction with some criticalities within the subject.

Satisfaction is quite a qualitative concept and very well brings to limelight a series of necessary inter-linkages within. The flow of this paper acts as a guiding mechanism to discretely delineate such inter-linkages theoretically. The papers opens up an essential question on understanding what it

means to an employee to be fulfilled at work and how it can speak of the concerned employee's involvement in the organization. This focuses on conceptualizing the elements of pleasure and commitment at work. The paper drives the discussion towards studying the traits of superior performance and its linkage with employee fulfillment expressed by way of job satisfaction in the work premises. Critical workplace dimensions are considered here to delve deeper in the discussion. Further, the paper aims to touch upon the perspectives of private and public organizations to describe the ideas of satisfaction and commitment as gearing forces towards productivity and output in business. Further on, the paper moves critically ahead to trace certain notable and noticeable HR initiatives that can act as enablers in fostering the most coveted spirit of job satisfaction in organizations. The crux of the paper at this juncture is to unveil what it takes to create a high performance work system by way of harping upon the element of job satisfaction in employees. The paper discusses some generic and universal concepts with considerable attention here, namely: recruitment, retention, organizational culture, citizenship behavior in organizational settings, and employee contentment to build on the understanding of the subject matter of job satisfaction from a holistic and all-inclusive perspective. The paper ends with an illustration on the '4P's of employee satisfaction that ultimately paves the way for creating bandwagon of a satisfied team of spirited workers in organizations.

This paper is thus a vivid, intense, and gaudy portrayal of job satisfaction at work, weaving through its many different linkages and underpinnings for an interesting understanding of the subject, by way of a comprehensive narrative in this study. With a broad opus in mind, the paper is an unpretentious and honest effort to investigate the domain of job satisfaction at work, with comprehension and command within the track of significant literature in human resource and behavioral sciences.

OCCUPATIONAL FULFILLMENT FOR HUMAN INVOLVEMENT

A close intermediary works as a driving source in the form of job satisfaction in the wider participation of human force at every layer of organizational hierarchy. The key ingredients in the creation of potential and sustainable work force constitute attachment, commitment, and occupational fulfillment towards any goal-oriented activity. The dual elements of employee engagement and job satisfaction are the most significant and identifiable factors in creating a viable work force with a supportive environment yielding valued producers with quality products.

As literature suggests, creation of employee mindset with the appropriate blend of intellect, element, and physical attributes in a work place truly aim for better organizational outcomes. A feel-good phenomenon springs within the minds of employees with feelings, affection, and sentiment casted in the form of harmonious human relation among the members of the organization. The benchmark of job satisfaction can be portrayed through the degree and extent of connectivity with which a worker is devoted towards the job assigned. The hub of job satisfaction is encompassed with employee attachment linked with benefits and privileges for work-groups at large. The yardstick for measuring the contribution of work force in

organizational development can be channelized through the harmonious association of value and a positive work climate. The fruits of employee engagement can be achieved through the roots of work pleasure and reward (Avery, McKay & Wilson, 2007).

Avery et al. (2007) showed a clear positive correlation between workplace commitment and pleasure at work. The element of emphasis is that it is the effect of pleasure or gratification derived at work that leads to generation of a spirit of true commitment in one's work-related activities within an organization. Pleasure at work refers to a positive expression of an overall work attitude; commitment speaks of an employee's realistic, emotional, and behavioral forces that make him more attached to his work and work-front, making him more productive in the long run. This is illustrated in Figure 1.

Inclination towards job can be streamlined broadly in terms of career development opportunities, training, and challenging work. Employees need to be and should be transformed as a driving force where individual aspirations can be converted to organizational performance resulting to significant impact in product turnover, customer satisfaction, and overall organizational enhancement. Emotional bondage needs to be created with mutual cooperation, trust, and inspiration leading towards the path of optimistic and optimum employee engagement in the

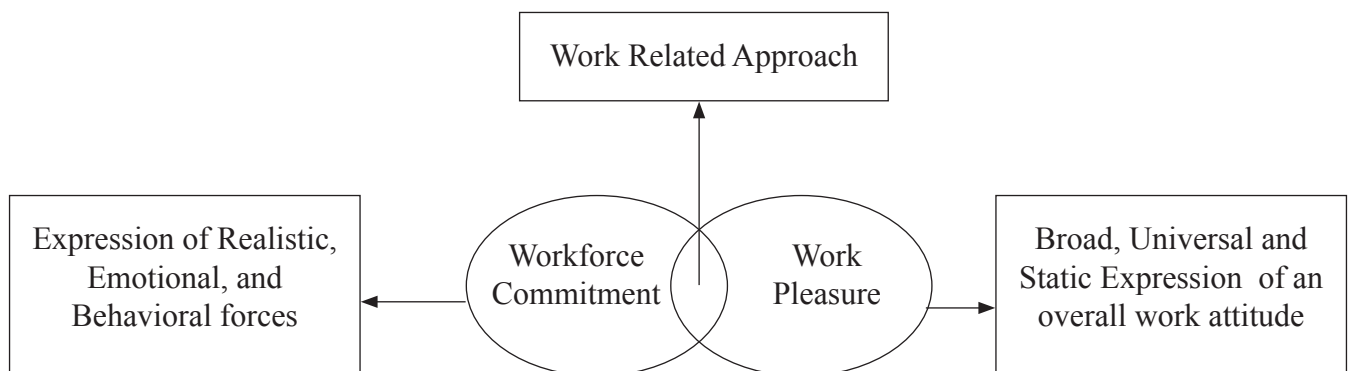


Figure 1: Basic Aspects of Work-related Approach

light of contentment derived from organization activity (Frank, Finnegan, & Taylor, 2004). Optimum employee engagement and optimism drive individuals towards optimum performance levels that always critically remains as a key to organizational success, accomplishment, and excellence in job-related operations and functions.

JOB SATISFACTION TRAITS AND PERFORMANCE

Job satisfaction with occupational performance has a strong impact on the overall organizational outflow. It has been witnessed that both the elements are interlinked with multidimensional issues aiming for superior performance with job fulfillment. It is the workers' level of actions which act as an index of job satisfaction (Schmidt, 2007). Employee actions are measured by the way

of optimistic and favorable terms wherein pros and cons of such actions are analyzed, assessed, and rated. Human skill nurtured by way of training and development fosters productivity with efficiency and advancement. A resourceful worker creates a concrete foundation in building the process of job satisfaction through job performance. Various elements constituting behavioral pattern, outlook, and approach contribute towards performance thereby opening the doorway to reach a qualitative elevation expressed in the form of job satisfaction (Foote & Tang, 2008).

The dimensions of job satisfaction and job performance portray varied elements wherein both job satisfaction and job performance are tied with a uniform knot of accomplishment of desired objectives. Table 1 represents the dimensions of job satisfaction and job performance and the related attributes that are distinctly expressive in organizational settings.

Table 1: Dimensions & Distinctive Attributes of Job Satisfaction & Job Performance

Dimension	Distinctive Attributes
<i>Presence</i>	<ul style="list-style-type: none"> • Job Satisfaction results in performance • Job performance has less impact on job satisfaction
<i>Relationship factors</i>	<ul style="list-style-type: none"> • Job satisfaction generates output, motivational forces, communication network, attendance spirit • Experience-wealth, demographic advantages stimulate value addition in job performance
<i>Happiness Index</i>	<ul style="list-style-type: none"> • Inner feeling expressed in cheer as a bliss to the employee job satisfaction • Satisfaction at work results improved performance
<i>Life-Satisfaction Ratio</i>	<ul style="list-style-type: none"> • Level of job, personality, past experience with knowledge predicts employee life-job satisfaction equation • Job performance has no commendable impact on the life-satisfaction proportion and is reflected in terms of job satisfaction Attributes
<i>Commitment</i>	<ul style="list-style-type: none"> • Job loyalty, trustworthiness, reliability fosters the pace of job Satisfaction • Credibility contributes to admirable job performance

SATISFACTION AND COMMITMENT: PUBLIC AND PRIVATE EMPLOYEES

The twin divergent situations within the context of organizational processes are the public and private sector. Today's business environment classifies its workforce as for community at large and the other for attaining benefits for the individual self. Individual gain orientation in the form of job security stands as the barrier to productivity and output. The urge for higher job security and commitment results in lower turnover rate leading to poor performance. The underlying wave of job security in turn diminishes the work flow and the productive capacity of public sector workforce (Cacioppe & Mock, 1984). The dual element of job satisfaction–employee turnover relationship creates an effective impact on organizational performance. Often employees in the public sector are plagued with dissatisfaction at work that stimulates lower motivation and resulting in poor performance. The disparity between public and private sector can be outlined in terms of productivity and efficiency. The key factors projecting lower level of productivity are the need for motivation, urge for job security, and satisfaction-employee turnover ratio. The roots of job satisfaction weaken the underlying soil of the public field through feeble motivating forces. The ever-increasing branches of absenteeism, fatigue, low morale disseminate throughout the public work field and in turn generate a diminishing return as compared to employees in the private sector. Unwilling, unenthusiastic and reluctant work force in the private sector offers output without much quality value.

A relative analysis can be drawn to outline the various aspects of job satisfaction, turnover intention, and employee satisfaction vis-à-vis turnover intention in the public and private sphere (Aryee, 1992). In the domain of job satisfaction, private corporate executives enjoy raising pleasure at jobs with willpower and challenges as compared to the public workforce. Most private sector businesses harp on new and

modern methods of employee motivation and talent retention initiatives to create a bandwagon of satisfied workforce within their organizations. Public sector businesses, on the contrary, in most cases fail to initiate similar talent management tools to enable creation of set of positively engaged workforce in the real sense of the term. The prevalence of a strong negative satisfaction turnover intention relation with job satisfaction in public area supersedes the private platform in most situations and contexts. The employment practices adopted in the public domain thus often generate less productive workforce as compared to a rising bandwagon of productive employees in the private sector boosting work, engagement, and commitment in profession in most cases (Schneider & Vaught, 1993).

HIGH PERFORMANCE HR INITIATIVES FOR JOB SATISFACTION

Organizational climate demands requirement and fulfillment of acquiring and retaining satisfied employees in the process of attaining its desired goal. It has been witnessed by most management writers that the success story behind any business activity rests on the enthusiasm of its driving force. Streamline of activities intended for action in the organizational platform stimulates individuals to a unified entity commonly termed as man-power. The element of employee satisfaction can be related to certain critical HR initiatives, namely, employee participation, empowerment, job rotation, performance-based pay, and merit based promotion (Godard & Delaney, 2000). At the heart of employee satisfaction lies the merit based promotion. Literature suggests that performance-based pay, job rotation, and empowerment are higher levels of HR initiatives that influence job satisfaction. Employee participation lies at the highest rung and makes a critical linkage with job satisfaction, consummation, and contentment at work. Figure 2 illustrates the levels of employee satisfaction, as attained with HR initiatives at work.

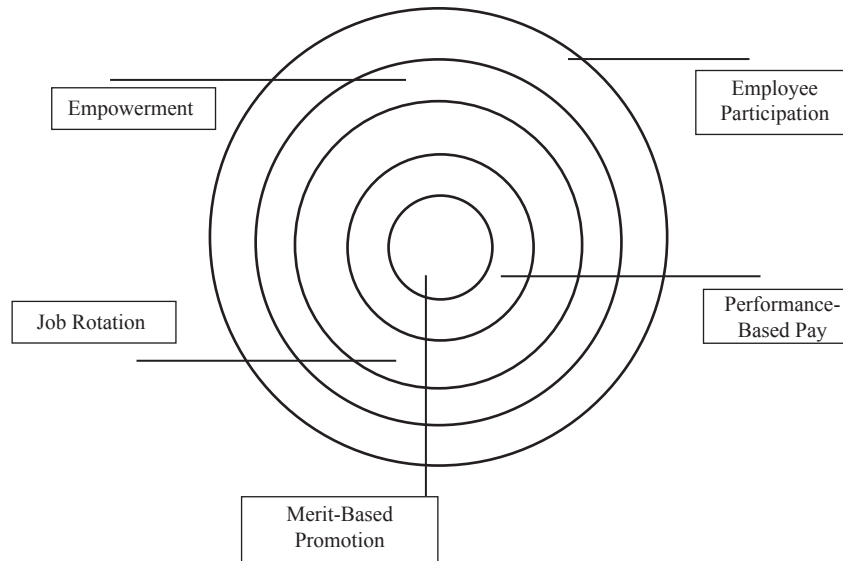


Figure 2: Employee Satisfaction and HR Initiatives

Human contribution at work termed as performance is the state of affairs where the level of activity shifts from one qualitative layer to the optimum strata of effectiveness, accomplishing the height of elevation in the form of high performance. Enhancement of human force in terms of skill, performance, and satisfaction has its foundation pillars as procurement of human force, nurturing of human force, and building of human force. Appropriate procurement of manpower revolves around the HR practices of employee inflow through recruitment, employee enhancement by way of training and development, employee mobility in terms of promotions, transfers, and job security in terms of security of tenure and service. Nurturing initiatives harp on employee performance management, appraisals, rewards, incentives, and rightful compensation. Building human force speaks of nurturing human capital at work by way of fostering good human relations, positive employment relations, and appropriate job design coupled with encouragement inspiration and reassurance in the work-sphere. This is depicted in Figure 3.

The stair cases routed to the doors of refinement of human action has its material designed in the form of flexibility, superiority, and standard constituting the basic components for employee

escalation. The game of attaining and attainment between leader and follower in the organizational hemisphere takes part with a goal of attaining the best in the organization workspace. The performer and the performance both attain the superlative title in the achievement of organizational goals, fostering a dual win-win situation where the employer achieves the fullest target and the employee yields the pleased results (Seibert, Silver, & Randolph, 2004).

PUBLIC SECTOR PERSPECTIVE – RECRUITMENT, RETENTION AND JOB SATISFACTION

The significance of human factor concerning all employees in most organizations has emerged as a predictor in the context of present-day organizational activities. Similar to organizational situations and contexts, a nation's advancement is soiled within the toils and skill of the effective human resource designed in the way of public sector work-force in the economy. The core essentials constituting the foundation of public sector activities can be projected in terms of deployment of work force, satisfaction of work force, and maintenance of work force (Moble,

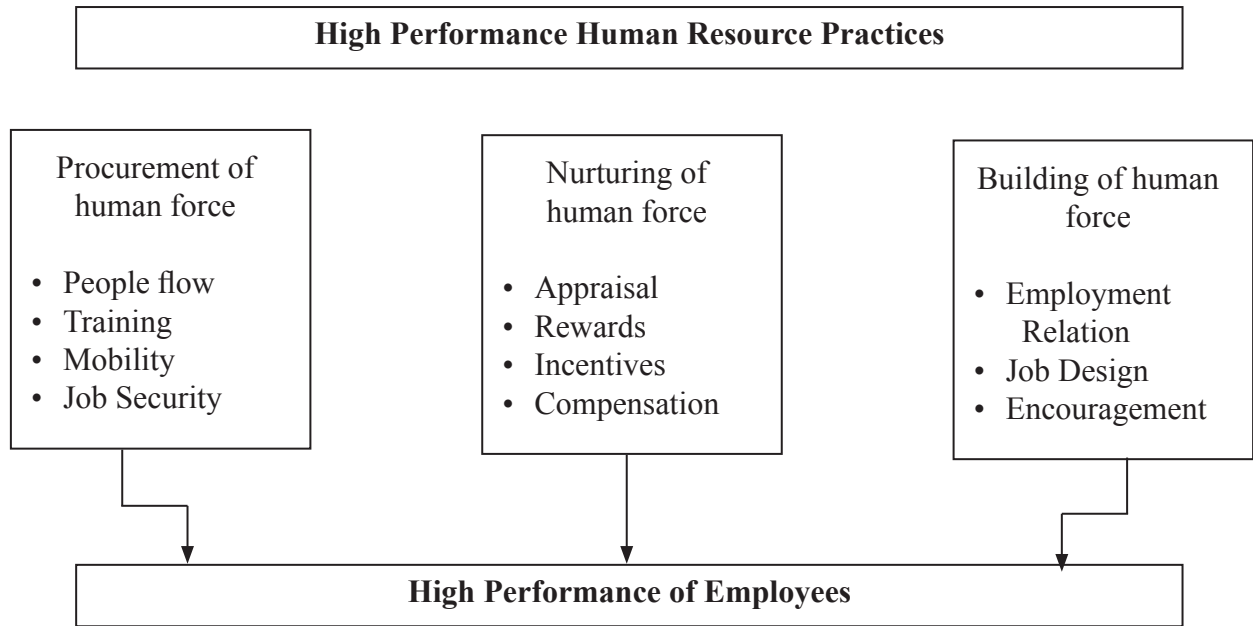


Figure 3: Core Elements for Calling on High Performance

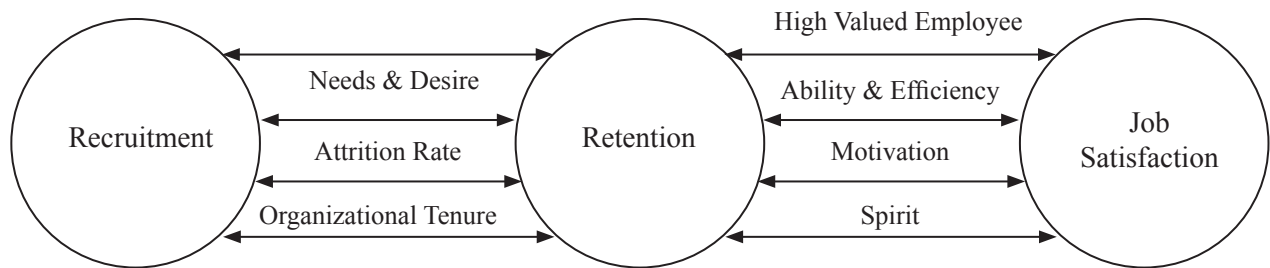


Figure 4: Interlinking Recruitment - Retention - Job Satisfaction

1982). The fulfillment of the owners’ endeavor and employee well-being ties the knot of mobilization, satisfaction, and preservation of employees in the challenging route to excel the height of achievement with reward and recognition. The grass-root component of any organizational achievement rests on the siblings of “man-mind-mechanism” as the origin designed in the form of recruitment, job satisfaction, and retention. Selecting the best alternative amongst the population for a particular assigned task suited with the available sources is the foundation for any staffing process (Wasti, 2003). Blending of engagement of man-power, evaluation of human abilities, and

enhancement of job opportunities are keys to ensuring job satisfaction and contentment among employees. This is illustrated in Figure 4.

**JOB SATISFACTION:
LOOKING THROUGH
ORGANIZATIONAL CULTURE**

The conglomeration of varied wings of institutional outlook is an inevitable episode in the tale of organizational success. A perfect blend between organizational philosophy and associational commitment streamlines the channels of fulfillment within a business.

Organizational culture with the core of ideals crafted in the form of trustworthiness, the hub of actions designed through proficiency, and the storehouse of infinite human emotions is the epicenter of enthusiasm, eagerness, and gratification coined as job satisfaction (Cameron & Freeman, 1991).

Appropriate and considerable organizational support merged with dedication, belongingness, and risk initiation gears up the height of human skill thereby spreading the pleased fruits of achievement throughout the business. An agreeable climate is the strongest shield favoring organizational outflow mingled with harmonious industrial relations. In the sphere of organizational processes there are plentiful alternatives available to compensate human effort and ability by way of salary, reward, incentives, and benefits.

The bridge between organizational culture and job satisfaction finds expression with the unified views of the organizational members, strong ethical standards of the organizational system, and institutional pillars of convention—all fostering the way to excellence in terms of commitment and contentment. The identity of an organization is characterized by its uniqueness and distinctive features defined by its tradition-

trade-transformation practices (Odom, Boxx, & Dunn, 1990).

The sphere of organizational atmosphere hovers around sincere promises which paint the organizational horizon, projecting the potentials and the possibilities of the organizational life-line. All these elements go a long way in generation satisfaction, consummation, and contentment at work for employees at large. The sphere of organizational culture is an interwoven bond of worth, attachment, managerial approach, and strategic emphasis as depicted in Figure 5 that is known as the three Ps of organizational culture.

RELATING JOB SATISFACTION WITH CITIZENSHIP BEHAVIOR

The impact of job satisfaction on the diversified behavioral organizational attributes of its associates can be interpreted to execute a central affiliation between job fulfillment and the factors underlying job performance at work. The demographical essentials with typical elements of institutional pleasure exert a positive flow on the yield and attitude of the workforce at large (Lepine, Erez, & Johnson, 2002). The clear picture of



Figure 5: Satisfying Employees with a Cultural Integration

the notion of job satisfaction is identifiable when human effort is aptly connected with forces acting as unions, employee-management cooperation designed for workplace excellence, critical situational circumstances focusing on the human factor at work, and so forth in order to carve a close knit of job characteristics related to job-enhancement, employee satisfaction, and organizational development at large. Behavioral expositions showing satisfaction of employees are expressive by way of individual aspects of self-esteem, motivation, and emotional well-being in the growth process of most modern organizations. The correlation between job satisfaction and organizational citizenship behavior is predominant and inverse variability factor between the two cannot be identified (Bateman & Organ, 1983). The yardstick of relationship is erected with the building bricks of commitment-collaboration-coordination which acts as the source stream of job satisfaction linked with organizational citizenship behavior. Benefits of job are complemented with utilities of urban organizational behavior touching the elevated feet of effectual human resource activity. Most management literature suggests a positive correlation between job satisfaction and the matter of organizational citizenship conduct (Foote & Tang, 2008).

JOB SATISFACTION: INDICATOR FOR EMPLOYEE CONTENTMENT

The roadway to job satisfaction emerges as dedication towards organization with the building bricks of individual and organizational identity. The basis of occupational delight constitutes the element of self-oriented growth and institutional uplift and the consequences embodied within the vibes of trust and conviction. The journey towards “one to many” showing individual aspirations designed for organizational achievements and transformation paves the way towards the job satisfaction leading to life satisfaction routed through the phases of career-concern-commitment. The roots of job contentment have

the underlying layers of human actions crafted to productivity with organizational promises (Igarria & Guimaraes, 1993).

The uncertainties and the disagreements arising out of functional assignment relating to job influence occupational fondness. The human source is an indispensable constituent of organizational resources and its worth is assessed with the synthesis of *Self*—projecting the individual goal—and *Soul*—a lifetime profession. The accreditation of attainment of pleasure can be recognized by way of appreciation in the form of reward, compensation and privileges. Job satisfaction is often appraised through extrinsic manner of remuneration and intrinsic approach of reimbursement. The crops of contentment derived from job increases with the fertility nurtured through job satisfaction. The trio outlook of self-team-task defined as individual-organizational-job factors predicts and determines job satisfaction. A livelihood for better life calls for a prospective carrier with opportunities and optimistic ideals. With the amalgamation of every promising individual carrier, organizational growth path paves the way to accomplishment, flourish, and sustenance. The significant siblings of satisfaction, contentment, and consummation create a positive flow of action in the form of loyalty towards the institution expressed through dedication and commitment. Every organizational action directed for achieving the desired goals is measurable by way of turnover. A positive intention for effective return is the outcome of job satisfaction. The end product of job satisfaction thus acts as a valuable lubricant to run the mechanism of performance, commitment, and turnover in the organizational instrument (Spector, 1997).

THE FOUR ‘P’S FOR HUMAN FULFILLMENT FOR JOB SATISFACTION

The search for real worth attributing any organizational performance originates with the exploration of the determinants influencing the

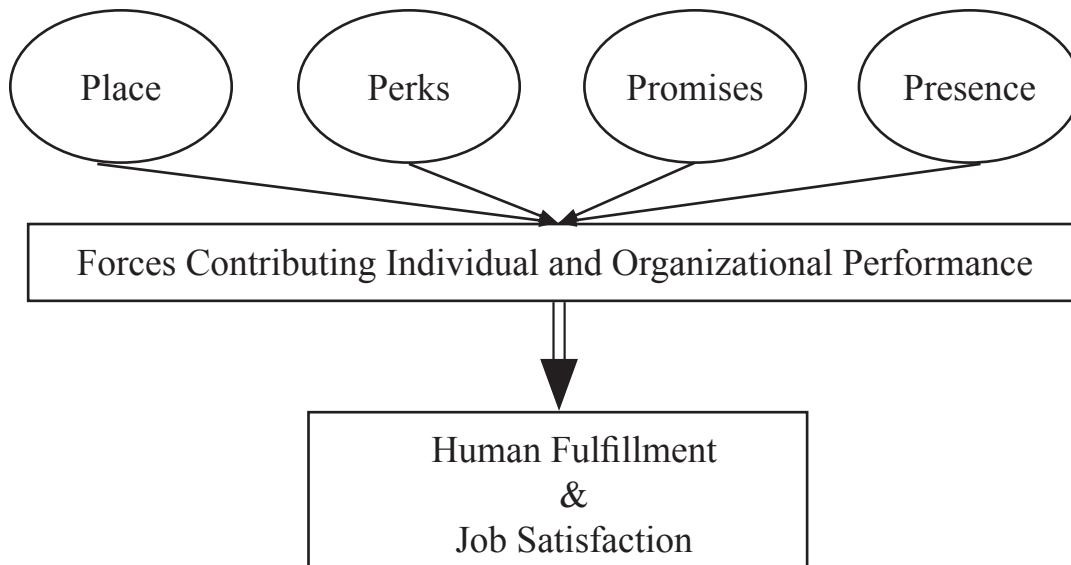


Figure 6: Identifiable Indicators of Human fulfillment and Satisfaction at Work

fondness towards the assignment allocated to work groups. Quite apparently it can be cited that the four directions which predict the right path to reach the destination of a global territory can be explained in terms of ‘4P’s, that is, working location referred to as “place”, remuneration defined as “perks”, uplift termed as “promises” and working duration quoted as “presence” all these pave the doorway to achieve the superlative intensity of fulfillment and satisfaction in the runway of an organizational province as outlined in Figure 6 (Ganzack, 1998). Quite truly, the four P’s stand has critical indicators to generate fulfillment, satisfaction, gratification, and contentment at work.

CONCLUSION

The essence of any organizational motion has its fragrance widened in the form of a delight derived from deed with dedication. The affection towards job centers on in the progression of qualitative performance, productivity, and pleasure. A relative picture between public and private arena narrates the distinctive factors, which supersedes private over public. The human resource practices

and its implications on employees mark a significant impact on job satisfaction. The ways and means of deployment, maintenance and pleasure, forces, and determinants curved within the institutional paradigm, supplemented with the citizenship behavior visualizes the everlasting waves of contentment and consummation in the organizational platform.

This paper thus is an attempt to treat the subject matter of job satisfaction in organizations with all its colors, flavors, and key concerns. The paper is a review discussion of dominant narratives, theories, and concepts in the subject matter and it focuses on concerns and apprehensions on the matter in relation to an average employee at work. The elemental contribution of the paper has been to throw light on job satisfaction from a diverse set of angles, namely: occupational fulfillment, dimensions and attributes, high performance HR initiatives, public and private sector perspectives of the problem, organizational culture, organizational citizenship behavior, self and the soul for contentment, and forces towards human fulfillment at work, all visited from the standpoint of workplace consummation and contentment for superior performance at large and for organizational enhancement in the long run.

NOTES

All figures and charts appearing in the paper are analytical illustrations and diagrammatical expositions drawn, depicted and created by the authors' themselves, crafted from coveted outcomes of the authors' own initiatives in understanding and upholding the subject matter of the paper. However, the ideas to conceive and comprehend the same have been supported and guided by relevant literature-survey work taken up by the authors along the lines of the list of references below, to engender the most desired shape of the paper.

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