Enhancing long-term worker productivity and performance
The connection of key work domains to job satisfaction and organizational commitment

Jonathan H. Westover
Utah Valley University, Lehi, Utah, USA

Andrew R. Westover
Brigham Young University, Provo, Utah, USA, and

L. Alan Westover
Human Capital Innovations, LLC, Hamilton, Missouri, USA

Abstract

Purpose – The purpose of this research is to explore key work domains that impact worker job satisfaction and organizational commitment, which in turn impact long-term worker productivity and performance.

Design/methodology/approach – The paper utilizes factor analysis, ordinary least squares (OLS) regression analysis, and basic descriptive statistics (Pearson Correlations, standard deviations, means) to explore the relationship between job satisfaction and organizational commitment and 17 unique work domains.

Findings – Survey data confirm 17 statistically valid and reliable work domains that are relevant to understanding worker job satisfaction and organizational commitment. Additionally, OLS regression results produce highly explanatory models of worker motivation and job satisfaction.

Research limitations/implications – The main limitation of the research is the lack of generalizability of the findings – that it represents data from just one organization, not a sampling of organizations. While the statistical results are highly significant and demonstrate a high level of validity and reliability in the measures, research findings can only tentatively be applied to other organizations.

Practical implications – In an increasingly competitive global market, more and more organizations have to ask the difficult question, "How can we get more out of our employees?" However, although there are diverse "quick-fix" methods of achieving rather short-term gains in worker productivity and performance, long-term and enduring improvement requires a strengthening and spreading of core organizational values and beliefs that help to create a high engagement and achievement organizational culture.

Originality/value – The main contribution of this paper is the development of 17 unique and highly statistically reliable and valid work domains relevant to organizational commitment and job satisfaction. Additionally, the new "passion" domain is found to be particularly predictive of worker job satisfaction and organizational commitment.

Keywords Performance management, Job satisfaction, Work organization

Paper type Research paper

Introduction

In recent years, XYZ Company (a mid-sized social work organization specializing in mental health services in the western USA) has been faced with financial crisis, which

necessitated a number of key changes in the company, including changes in top leadership. Under the new leadership, the initial goal of XYZ Company top management was to make the company a financially viable entity through budget cuts, reductions in force, policy changes, and increased productivity standards. Once the above goal was largely completed, the management team concluded that the next step was to address company culture, which began by focusing on strengthening and spreading its core values and beliefs. XYZ executives then turned to making XYZ Company an employer of choice.

The following research question was adopted by top management: "What factors lead to increased job satisfaction and organizational commitment amongst XYZ Company employees, which in turn can help to increase long-term worker productivity and performance?" Though the research identifies many key correlates with job satisfaction, one variable that is often ignored is passion. Due to personal experience in the field (suggesting that social workers are more inwardly motivated to be in the field than outwardly by things like wealth and fame), it is hypothesized that passion will play a large role in the determination of job satisfaction and organizational commitment.

In what follows, we outline and summarize the existing literature related to worker motivation and job satisfaction, starting first with an overview of five categories of models of worker motivation. Next, we provide an overview of the academic research that links job satisfaction to many other organizational outcomes, including performance and organizational commitment. We then provide a detailed explanation of the research methods and statistical procedures used to collect and analyze the data. Finally, we present the key findings, followed by a discussion of results and recommendations.

Review of literature

The principles of job satisfaction and motivation are closely linked to each other, and to an effective and productive workplace (see Kinicki and Kreitner, 2007; Koys, 2001; Chen and Francesco, 2003, Tziner *et al.*, 2008; Mowday *et al.*, 1982; Mathieu and Zajac, 1990; Bono *et al.*, 2001; Greguras *et al.*, 2004). The following vignette illustrates the critical nature of these principles to successful business practice:

> You can't have a great life unless you have a buffer of like-minded people all around you. If you want to be nice, you can't surround yourself with crabby people and expect it to work. You might stay nice for a while, just because – but it isn't sustainable over years. If you want a happy company, you can do it only by hiring naturally happy people. You'll never build a happy company by "making people happy" – you can't really "make" people any way that they aren't already. Laura and I want to be in love with life, and our business has been a good thing for us in that journey (Wakeman, 2001).

This is just one method, of many, used to approach job satisfaction and motivation. Despite various methods used, as long as business has been, business owners and managers have sought answers to the same questions: "Who is the right person for the job?" and "What can we do to improve morale and productivity in our workplace?" This section will discuss some of the key research findings in this area in recent decades.

Key explanatory models of worker motivation
Though every business owner and manager has his/her own unique method of motivating workers, the general methods can be grouped into five distinct model categories: need fulfillment, discrepancies, value attainment, equity, and dispositional/genetic components models (Kinicki and Kreitner, 2007).

According to need fulfillment models, satisfaction is determined by the extent to which a job, with its specified characteristics and duties, allows an individual worker to meet his/her personal needs (Kinicki and Kreitner, 2007). Common needs that workers seek to meet relate to their families. Employers who provide services and accommodations to workers and their families that help to fulfill these needs can substantial steps toward improving employee satisfaction and decreasing turnover (Karr, 1999).

Discrepancy models suggest that satisfaction is a result of met, or sometimes unmet, expectations (Kinicki and Kreitner, 2007). Met expectations are the difference between what a worker expects from a job, and what he/she actually receives (such as pay, benefits, advancement opportunities, etc). Satisfaction is high when expectations are met or exceeded, and low when they are not. Employers using this model will frequently use attitude or opinion surveys to gauge the expectations of their workers and how they are or are not being met (2007).

Value attainment models are based on the belief that satisfaction comes from the perception that one's job fulfills an individual's work values (Kinicki and Kreitner, 2007). For example, a 2005 study found that 53 percent of respondents valued time off more than a raise of $5,000 (Chatzky, 2005). This suggests that employers can improve their employees' job satisfaction by encouraging workers to take their vacations, and to disconnect from work life when they are away from the office (i.e. not take their work home with them). Though values may differ amongst various locations, companies, departments, and individuals, understanding, encouraging, and reinforcing these values can greatly improve employee satisfaction and motivation.

The field of social work has long been known as a field that puts more emphasis upon intrinsic rewards, such as the good feelings or sense of pride gained through working outside of oneself to help other actualize their potential, than upon extrinsic rewards or money, position, and power.

Equity models assert that satisfaction is based on the perception of how fairly an individual is treated at work. This is largely based on how one's own work outcomes, relative to his/her inputs and efforts, compare to the input/output of others in the work place (Kinicki and Kreitner, 2007). Naturally, if one sees that another worker is receiving equal or more rewards for doing less work, this will reflect negatively on his/her level of satisfaction. Therefore, an employer's duty, according to this model, is to seek to understand his/her workers' perceptions of fairness and to seek to interact with said employees in a way that helps them to feel treated equitably.

Dispositional and/or genetic components models, as illustrated in the opening vignette, suggest that individual employee differences are just as important for determining job satisfaction and success as workplace related factors (Kinicki and Kreitner, 2007). In other words, it is important to have the right people (with the desired personality attributes) for the right jobs. As shown in the vignette, crabby people make a crabby workplace, whereas happy people make a happy workplace. Genetic factors

are also tied to satisfaction (Arvey *et al.*, 1989). Dormann and Zapf (2001) estimate that 30 percent of an individual's work satisfaction is correlated with dispositional and genetic components.

Major correlates of job satisfaction
Each of the preceding models provides a particular explanation of what may make employees happy and motivated workers. Though each model is unique, they all share a number of specific correlates of individual satisfaction (see Table I). Among these correlates are job involvement, organizational citizenship behavior, absenteeism, withdrawal cognitions, turnover, perceived stress, and job performance.

Increasingly, the relative success of organizations has been tied to the two motivational constructs of work satisfaction and organizational commitment (Koys, 2001; Chen and Francesco, 2003, Tziner *et al.*, 2008). Organizational commitment has been defined as the psychological attachment of individuals to their employing organization (Mowday *et al.*, 1982). Employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment (Tziner, 2006), and often result in voluntary termination and organizational turnover (Mathieu and Zajac, 1990). These studies find that employees enjoying high levels of organizational commitment are more satisfied and motivated in their work place than those who actively consider other employment.

Job involvement describes how personally involved a worker is in fulfilling his/her work role. Job involvement is a function of personality and organizational climate and is associated with higher levels of organizational effectiveness (Elankumaran, 2004). Therefore, in order to improve job involvement, employers should foster a satisfying work environment for a range of personality types (Kinicki and Kreitner, 2007). According to Brown (1996) job involvement is moderately related to job satisfaction.

Organizational citizenship behaviors (OCBs) consist of employee behaviors that go above and beyond the regular call of duty: constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the spirit as well as the letter of housekeeping rules, care for organizational property, and "punctuality and attendance well beyond standard or enforceable levels" (Organ, 1990). Like job involvement, research suggests a moderately positive relationship between OCBs and job satisfaction

Variable related with job satisfaction	Direction of relationship
Life satisfaction	Positive
Job performance	Positive
Worker motivation	Positive
Job involvement	Positive
Organizational commitment	Positive
Organizational citizenship behavior	Positive
Employee tardiness	Negative
Employee absenteeism	Negative
Withdrawal cognitions	Negative
Employee turnover	Negative
Worker health	Positive
Perceived stress	Negative

Table I.
Important outcomes of
job satisfaction

(Erez *et al.*, 2002). Though, like job involvement, OCBs are largely tied to work environment, unlike job involvement, OCBs are determined more by leadership than individual personalities (Duffy *et al.*, 2004; Bachrach *et al.*, 2000). Therefore, it is crucial for employers to foster a friendly work environment, and for leadership to implement employee-related decisions in a fair and equitable way (Kinicki and Kreitner, 2007).

In order for job involvement and OCBs to take place, employees must first show up to work. Absenteeism is a large problem faced by employers and a great expense to companies – $789 per employee per year, according to a 2002 survey (Demby, 2004). A large part of the problem is employees calling in sick when they are anything but sick. The top three reasons behind calling in sick, according to one study, are doing personal errands, catching up on sleep, and relaxing (Gurchiek, 2005). One recommendation to relieve this expense has been to increase job satisfaction. Research in this area has shown only a weak negative relationship (as satisfaction goes up, absenteeism goes down) between job satisfaction and absenteeism (Hackett, 1989).

Prior to quitting a job, most employees go through a process of thinking about whether or not they should do it; the concepts of withdrawal cognitions and organizational commitment seek to encapsulate this process by representing the worker's thoughts and feelings regarding self-termination (Kinicki and Kreitner, 2007). Research suggests a strong negative correlation between job satisfaction and withdrawal cognitions (Hom and Kinicki, 2001). Therefore, employers can decrease withdrawal cognitions (and therefore turnover) by focusing on enhancing job satisfaction.

Turnover, including both separation and replacement expenses, is very costly to businesses. According to some estimates, the cost of turnover for an hourly employee is approximately 30 percent of the worker's annual salary, and the turnover costs for professional employees can range up to 150 percent the annual salary (Lermusiaux, 2005). Turnover sacrifices expertise and organizational stability, and can lead to decreases in morale and perceived job security. Employers are generally advised to improve employee satisfaction in an effort to decrease turnover, inasmuch as job satisfaction and turnover are negatively related (Griffeth *et al.*, 2000). Some research suggests that this can be done by improving working relationships with leadership, increasing incentives, and valuing employee needs (James, 2005).

Perceived stress and burnout are negatively related to job satisfaction (Blegen, 1993). Stress is also positively correlated with absenteeism, turnover, coronary heart disease, and viral infections (Griffeth and Hom, 1995). Therefore, wise employers attempt to decrease stress by improving job satisfaction and visa versa.

The relationship between job performance and job satisfaction is highly debated. It is often difficult to tell if job performance causes job satisfaction or if job satisfaction causes job performance (Bono *et al.*, 2001). Research suggests a moderate positive relationship and that the two variables seem to interact with each other indirectly through individual differences and work-environment characteristics (Greguras *et al.*, 2004). This research arena has been greatly limited by insufficient and incomplete measures of individual performance (Kinicki and Kreitner, 2007).

Relevance of job satisfaction to this research project
Happy and satisfied workers are motivated workers and employers find it useful to identify which employment domains are most closely associated with the overall

motivation and job satisfaction of their employees (Kinicki and Kreitner, 2007). Understanding the discrete contributors to global job satisfaction empowers employers to make workplace adjustments that will raise the motivation levels and ultimately the performance of their workers. The explanatory models, previously described help account for job satisfaction of employees and the work related concerns with which work satisfaction is correlated. These models should not be viewed as mutually exclusive, but rather as ingredients in the figurative job satisfaction pie.

This research project seeks to identify the motivational factors within XYZ Company as a whole, as well as within specific demographic groups within the company. Variables representative of all but one of the identified explanatory models (dispositional/genetic models) are included in the 17 scales comprising the survey used (see Appendix for more detailed description of the 17 work domains). While it was recommended to XYZ Company management that dispositional factors also be measured using an additional survey, XYZ Company elected not to include this survey in the study due to the increased time that would be required to gather this data. Future research would benefit by also including dispositional factors in explanatory models of job satisfaction and organizational commitment.

Methods and procedures

Sample
The population of interest is all employees of a social work organization in the western United States. With a relatively modest total employee count of only 327, it was deemed unnecessary to sample the population, but rather all employees in the organization were invited to participate. The entire population received instructions via email (from company executives) and direct supervisor contact. Periodic reminder emails were sent by management throughout the data collection period. Employees were assured that their responses would be anonymous and their candor protected. In all, 215 (66 percent) of the 327 employees completed the survey. Because individual respondents voluntarily completing the survey were not identified, follow-up with non-respondents to ascertain their reasons for non-participation was not possible.

Model specifications
Two individual models were used to measure the two dependent variables of job satisfaction and organizational commitment (see Figures 1 and 2). Each model originated with a number of controls (including age, gender, education, tenure, job category, and department). Likewise, each of the 17 work domains (as seen in Appendix) were initially included in each model as they relate to job satisfaction and organizational commitment respectively (only statistically significant and predictive work domains were included in the final models of job satisfaction and organizational commitment. Additionally, it is important to note that all 17 scales (as illustrated in
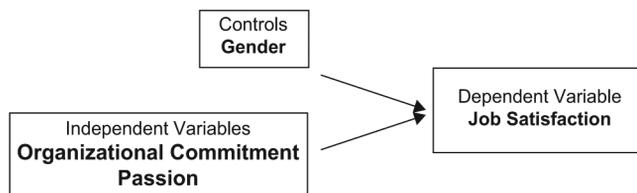

Figure 1.
Model 1 – job satisfaction

Table II) are both highly valid and highly reliable measures. In this case, however, they did not all explain a significant part of the variance in the two dependent variables.

As was noted above, after initial analysis, non-significant variables were removed. In Model 1 (the measure of job satisfaction) all controls but gender were found insignificant. Similarly, the only significant independent variables were organizational commitment and passion. All other work domains were thus removed from the model. Significant controls for Model 2 (the measure of organizational commitment) included education and age, whereas significant independent variables included job satisfaction, passion, talent not used by employer, value congruence, and fair pay.

Measurement
The *Jobsat* survey consisted of 80 items, each assigned to one of 18 distinct scales measuring satisfaction levels in 17 substantive work domains (these survey items and
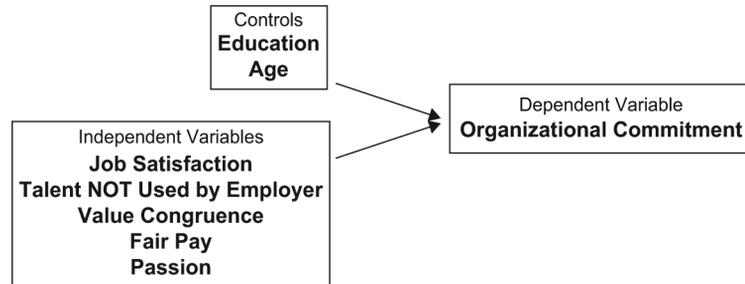

Figure 2.
Model 2 – organizational commitment

Scale name	Alpha reliability item number	Mean factor loading	Number of scale item
jobsatisfaction	0.9323	0.9113	3
organizationalcommitment	0.769	0.9013	3
supervisorcompetence	0.963		13
supervisor_competence	0.9225	0.8999	4
performance_appraisal_quality	0.8848	0.9019	3
recognition_appreciation	0.8813	0.8631	4
contributetalentgoals	0.9426		7
opportunity_to_contribute	0.9086	0.8312	4
talentusebyemployer	0.837	0.8041	4
long_term_goals	0.8833	0.9463	2
intrusionpersonaltime	0.4484	0.8028	2
employeeneedsmet	0.933	0.8583	7
careerdevelopment	0.9498	0.7441	2
passion	0.9029	0.915	5
Friendship	0.833	0.9257	2
job_security	0.6977	0.8763	2
anxietywithsupervisor	0.8325	0.8399	4
autonomy	0.8803	0.8562	6
valuecongruence	0.7821	0.7904	4
fairpay	0.9329	0.968	2
fairbenefits	0.5906	0.8423	2

Table II.
Jobsat scale items, item factor loadings, and scale reliability coefficients

work domains were derived from four of the five motivation/job satisfaction models described in the literature review). Definitions of these domains are found in the Appendix. The number of items included in each sub-scale ranged from two to seven. In addition to the global work satisfaction scale, the 17 remaining scales included anxiety with supervisor, autonomy, career development, employee needs met, fair benefits, fair pay, friendship, intrusion into personal time, job security, long-term goals, opportunity to contribute, passion, performance appraisal quality, recognition/appreciation, supervisor competence, talent use by employer, and value congruence (nominal definitions for which are located in the Appendix). Participants were provided seven Likert style response categories ranging from " -3 " to " $+3$ " with the following instructions for assessing each of the 80 survey statements:

> Please indicate how your current work experience compares, favorably or unfavorably, to your "expectations" by marking the appropriate number, where -3 is "much worse than I expect" and $+3$ is "much better than I expect."

The Global Work Satisfaction Scale consists of four items and enjoys high content validity and scale reliability (mean item factor loading of 0.9113 and an alpha reliability coefficient of 0.9323). Of the 17 sub-scales measuring more specific work domains, 14 produced alpha reliability coefficients larger than 0.78, with scale factor loadings ranging from 0.7441 to 0.9680. Only "intrusion into personal time" (alpha $= 0.4484$) and "fair benefits" (alpha $= 0.5906$) failed to achieve a high standard of reliability. High scale reliability ensures that multiple applications of the measurement tool to the same subject would yield nearly identical results each time administered. A chart of specific reliability and validity measures is provided in Table II.

The relationship between work satisfaction in the 17 work domains and employee motivation was also examined by correlating satisfaction with organizational commitment. The organizational commitment scale consisted of two survey items with a mean factor loading of 0.9013 and an alpha reliability of 0.7690.

Statistical analysis

After data collection and cleaning of the data, regression analysis was run on both models. Though all work domains were highly correlated with job satisfaction and organizational commitment, not all were statistically significant according to the regression analysis. As previously mentioned, insignificant variables were removed.

Findings/results

Table III includes correlations of work motivation/satisfaction in the 17 work domains with global work satisfaction and with organizational commitment for XYZ Company employees. Table III reveals a strong positive relationship between global job satisfaction and organizational commitment, both as global measures and specific measures. The obtained correlation of 0.6445 supports the assertion of previous research that satisfied employees are more committed to continued employment than dissatisfied employees.

When comparing the correlations of employee satisfaction with the 17 work domains and global work satisfaction and with organizational commitment, the

	Work satisfaction	Organizational commitment
Work satisfaction	1.0000	
Organizational commitment	0.6145	1.0000
Performance appraisal quality	0.5392	0.2870
Talent use by employer	0.6361	0.3899
Recognition	0.6003	0.4051
Intrusion on personal time	0.3525	0.2857
Employee needs met	0.5967	0.4651
Career development	0.5441	0.4426
Opportunities to contribute	0.6669	0.4617
Friendship	0.3067	0.2653
Job security	0.3755	0.3927
Anxiety with supervisor	0.4210	0.3938
Autonomy	0.5132	0.4332
Value congruence	0.6249	0.5251
Supervisor competence	0.4509	0.2601
Pay	0.3650	0.4380
Benefits	0.2396	0.3160
Long-term goals	0.6383	0.5406
Passion	0.7697	0.6158

Table III.
Pearson correlations of 17 work domain satisfaction with global work satisfaction and organizational commitment for all employees ($n = 214$)

magnitude of the job satisfaction correlations is consistently greater than the magnitude of the organizational commitment correlations (see Table III).

Table IV shows descriptive statistics for all of the key variables. Since all of these variables are based on a number of survey items, or of several subscales in some cases, the overall scale mean is not terribly informative. Therefore, in an

Variable	Obs	Mean	Std. dev.	Range	Scale items	Adj. mean
globalwork ~ n	215	22.44651	4.197872	9-28	4	5.6
jobsatisfa ~ n	215	16.83721	3.377566	6-21	3	5.6
organizati ~ t	215	15.43000	2.29357	81-91	3	5.1
performanc ~ y	215	15.06512	3.784553	4-21	3	5.02
talentuseb ~ r	215	19.49302	3.70536	5-28	4	4.9
recognitio ~ n	215	20.19535	5.536538	4-28	4	5.04
intrusionp ~ e	215	9.139535	2.579406	2-14	2	4.7
employeene ~ t	215	34.08837	8.524106	13-49	7	4.9
careerdeve ~ t	215	8.744186	2.621737	2-14	2	4.9
opportunit ~ e	215	19.82326	4.976244	6-28	4	4.96
friendship	215	11.12093	2.280408	2-14	2	5.6
jobsecurity	215	9.427907	2.423245	2-14	2	4.7
anxietywit ~ r	215	18.02000	3.345939	33-49	4	4.5
autonomy2	215	19.59535	4.197126	8-28	6	3.3
fairpay	215	9.148837	2.765979	2-14	2	4.6
fairbenefits	215	10.31628	2.541702	2-14	2	5.2
longtermgo ~ s	215	9.869767	2.513843	2-14	2	4.9
supervisor ~ e	215	68.06512	14.72792	24-91	13	5.2
contribute ~ s	215	34.64651	7.985131	12-49	7	4.9
passion2	214	28.15421	4.274562	16-35	5	5.6

Table IV.
Descriptive statistics for job satisfaction and all work domains

attempt to normalize the mean, the numbers of scale items making up each variable were considered in formulating what is labeled as "Adj. Mean", or the Adjusted Mean. Since each scale item is based on a seven-point Likert scale (with a score of four being the neutral response), this new adjusted mean is informative in several ways. First, we see that almost all of the variables received a positive response (anything above 4.0 would be deemed positive, and anything below 4.0 would be deemed negative), with many mean responses being quite high. This should be a very positive sign for the employer, and suggests that their employees are feeling pretty good about these domains. Conversely, however, it also suggests were employee responses were lower, and thus areas for potential improvement. Though negative mean responses are rare, minimally positive responses may suggest additional areas for improvement.

Regression analysis
Table V shows regression results for model 1 (job satisfaction). It shows that both organizational commitment and passion are significantly related to job satisfaction at the 0.001 level. Gender is also significant at the 0.05 level. More importantly, perhaps, is the Adjusted R-squared score of 0.6259, which suggests that these three variables explain just under 63 percent of the total variation in job satisfaction amongst the employees in the organization studied. This is remarkably high for just three variables. Passion plays a particularly large role in this, since for every unit increase in passion, job satisfaction increases nearly 0.5 units.

Table VI shows regression results for model 2 (organizational commitment). It shows that job satisfaction, talent use by employer, value congruence, fair pay, and age are each significantly related to organizational commitment at the 0.001 level. Passion and education are both significantly related to organizational commitment at the 0.05 level. Unit increases in job satisfaction, value congruence, fair pay, passion, and age lead to increases in organizational commitment of 0.299, 0.132, 0.158, 0.136, and 0.299 units respectively. Talent use by employer (which is actual a negatively worded variable where a high score would suggest that the employee actually feels like his/her talents are *not* being properly utilized) and education both have negative coefficients, suggesting that for every unit increase in talent use and education, organizational commitment actually decreases 0.137 and 0.220 units respectively. Despite a potentially confusing variable name, this actually suggests (as one would expect) that when an employee feels his or her talents are being utilized, their commitment to the organization increases, and that those with higher levels of education are not as committed to the organization (likely because of greater employment options available than lesser educated employees). This model, as a whole, accounts for just over 50 percent of all variation in organizational commitment for this population.

Discussion of results and recommendations
As previously discussed, job satisfaction and organizational commitment are closely linked, and are both very important for general organizational success. Thus, it is in every employer's interest to have an understanding of what variables lead to key increases in work satisfaction and organizational commitment. Therefore, this research sought to identify key correlates and determinants to both.

Source	SS	df	MS
Model	1,529.7852	3	509.928399
Residual	894.107327	210	4.25765394
Total	2,423.89252	213	11.3797771

jobsatisfa $\sim$ n	Coef.	Std err.	t	$p > |t|$	(95% conf. interval)	
organizati $\sim$ t	0.3315943	0.0780545	4.25	0.000	0.1777235	0.4854651
passion2	0.4957699	0.0419853	11.81	0.000	0.4130033	0.5785365
gender	−0.6052516	0.305537	−1.98	0.049	−1.207564	−0.002939
constant	−25.39898	6.262441	−4.06	0.000	−37.74428	−13.05367

Notes: Number of obs $= 214$; $F(3, 210) = 119.77$; Prob $> F = 0.0000$; R-squared $= 0.6311$; Adj R-squared $= 0.6259$; Root MSE $= 2.0634$

Table V.
Model 1 regression table

Source	SS	df	MS
Model	586.541824	7	83.7916891
Residual	538.228129	205	2.62550307
Total	1,124.76995	212	5.30551865

organizati ~ t	Coef.	Std err.	t	$p > |t|$	(95% conf. interval)	
jobsatisfa ~ n	0.299069	0.0473183	6.32	0.000	0.2057761	0.392362
talentuseb ~ r	−0.137158	0.0397262	−3.45	0.001	−0.2154824	−0.0588336
valuecongr ~ e	0.1320066	0.0386064	3.42	0.001	0.0558901	0.2081231
fairpay	0.1579332	0.046782	3.38	0.001	0.0656976	0.2501688
passion	0.1363169	0.0602577	2.26	0.025	0.0175126	0.2551213
education	−0.2201192	0.1109269	−1.98	0.049	−0.438823	−0.0014154
age	0.2988747	0.0842021	3.55	0.000	0.1328615	0.4648879
constant	78.0726	1.07741	72.46	0.000	75.94838	80.19683

Notes: Number of obs $= 213$; $F(7, 205) = 31.91$; Prob $> F = 0.0000$; R-squared $= 0.5215$; Adj R-squared $= 0.5051$; Root MSE $= 1.6203$

Table VI.
Model 2 regression table

This research builds on previous scholarly work by combining multiple models of worker motivation to identify 17 statistically reliable and valid work domains with high correlation and predictive value in understanding job satisfaction and organizational commitment. Key correlates identified by this research include passion, talent use by employer, value congruence, fair pay, education, age, and gender.

Additionally, one piece often missing in other job satisfaction and organizational commitment research is that of passion. It was hypothesized that passion would be a key correlate and determinant with the two dependent variables. The research findings strongly support this hypothesis and demonstrate the importance of including this construct in future research.

It is recommended that XYZ Company, as well as other similar organizations, consider these factors when making policy and hiring decisions. To accomplish this, employers must seek to understand the values of individual workers and make efforts to instill these values into the workplace. For future hires, it would be wise to seek employees that match up with key organization goals or values, and who report being highly passionate about their work. This suggests, like in the opening vignette, that it really is important to find the right person for the right job.

Once these candidates are identified and hired, their skills must be utilized properly. This may be easier said than done since it may be impossible to have a worker with great mechanical skills, for example, utilize those skills as a therapist. However, employers can still seek to identify particular skills (as appropriate for the job area) that may be helpful to the department or organization. More than anything, these findings are based on employee perceptions. Therefore, even organizational efforts to identify and recognize individual skills/talents (even if there is no immediate way to utilize them) may go a long way toward improving employee perception of their own skill utilization.

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Appendix. Category/scale descriptions

- *Fair pay* (size of check and extent to which pay fairly reflects work performed).
- *Talents use by employer* (use of employee talents in professional role, and training in new technologies, by which skills are enhanced).
- *Opportunity to contribute* (all indicators that employee is trusted and valued; opportunities to contribute, strategize, and give input).
- *Employee needs met* (important arenas of personal need include competent supervision, and expressed appreciation for work performed, as well as the practical needs of reasonable workloads, fair & flexible work schedules, manageable paperwork, and adequate time to complete assigned tasks).
- *Long-term goals* (progress in achieving long-term goals, as defined by the employee).
- *Career development* (fairness of opportunities for advancement, and extent to which career path options are explored).
- *Autonomy* (empowerment vs micromanagement by supervisors, and the fairness of time demands).
- *Recognition/appreciation* (extent to which employee feels his/her work is acknowledged and valued).
- *Passion* (the extent to which an employee is excited by the belief that he/she is capable and that his/her work is both intriguing and makes a real difference).
- *Supervisor competence* (including effectiveness, professional competency, honesty, hard-working, communicator of clear expectations, and provider of helpful *feedback)*.
- *Anxiety with supervisor* (the fear that any mistake will result in undue criticism and retribution from his/her supervisor).
- *Fair benefit* (equitable availability and distribution of benefits – e.g. health, retirement).
- *Friendship* (availability of and opportunity to develop friendships on the job).
- *Value congruency* (the extent to which the values espoused by the organization are congruent with the individual employees' values).
- *Intrusion into personal time* (the degree to which work boundaries are blurry and management intrudes on the personal time of employees).
- *Performance appraisal quality* (the perception of employees as to the quality of the performance appraisal system – e.g is it fair and accurate, while leading to increased performance?).
- *Job security* (how secure an employee feels in the current position and within the entire organization).

About the authors
Jonathan H. Westover is an Assistant Professor of Business at Utah Valley University. He received a Master of Public Administration degree with an emphasis on Human Resource Management and Organizational Behavior from the Marriott School of Management at Brigham

Young University. As a doctoral student in sociology at the University of Utah, his research interests combined comparative international sociology and the sociology of work and organizations. His ongoing research examines issues of global development, work-quality characteristics, and the determinants of job satisfaction cross-nationally. Jonathan H. Westover is the corresponding author and can be contacted at: jon.westover@gmail.com

Andrew R. Westover is a second-year graduate student at Brigham Young University in the Master of Social Work program. He has worked in various capacities for multiple organizations in the social work and mental health fields, and on graduation plans to pursue a career in personal, marital, and family counseling.

L. Alan Westover is co-founder and partner of Human Capital Innovations. He received his BS and MS in Family Studies from Brigham Young University and has provided personal, marital, and family counseling over the past 35 years. He has done extensive postgraduate work at Ohio State University and Oregon State University, teaching courses in family relations, program development and evaluation, and research methods. He has served in administrative positions in the realms of social services and education, and has served on a wide variety of community boards. As a past president of the Association of Mormon Counselors and Psychotherapists, he is currently on the Board of AMCAP Fellows.