

## ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: THE INFLUENCE OF INDIVIDUAL AND ORGANIZATIONAL FACTORS ON SALES PERSONS' WORK ATTITUDES IN TRAVEL AGENCIES

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### **Abstract**

*Lately, organizational commitment and job satisfaction have been important topics in the work environment and extensively researched by researchers. Thus, in this study, the predictors of organizational commitment and job satisfaction were investigated in a sample of 459 sales persons randomly chosen from the travel agencies. We proposed that the variables as individual and organizational would operate as the antecedents of the sales person's organizational commitment and job satisfaction. Multiple regression analysis was used and the results showed that the level of perceived accountability to the supervisor was the most significant predictor of organizational commitment of sales persons. On the other hand, job satisfaction was best predicted by perceived performance on the job and level of perceived accountability to the supervisor. But gender, age, marital status, educational level, job contract type, psychological well-being and, company size were found to have no significant predicting power on organizational commitment and job satisfaction of sales persons.*

**Keywords:** Organizational commitment, job satisfaction, psychological well-being, perceived performance, perceived accountability, sales person.

## ÖRGÜTSEL BAĞLILIK VE İŞ TATMİNİ: BİREYSEL VE ÖRGÜTSEL FAKTÖRLERİN SEYAHAT ACENTELERİNDE ÇALIŞAN SATIŞ ELEMANLARININ İŞ TUTUMLARI ÜZERİNDEKİ ETKİSİ

### **Özet**

*Organizasyonel bağlılık ve iş tatmini, son zamanların iş ortamına ait önemli konu başlıkları olmuş ve yoğun bir şekilde araştırılmıştır. Buna bakılarak bu çalışmada organizasyonel bağlılık ve iş tatmini, tesadüfi seçilen 459 seyahat acentesi satış personelinin oluşturduğu bir örnekleme araştırılmıştır. Bir kısım bireysel ve organizasyonel değişkenlerin satış personelinin organizasyonel bağlılık ve iş tatmininin öncülleri olabileceği düşünülmüştür. Çoklu regresyon analizi kullanılmıştır ve sonuçlar, satış personelinin organizasyonel bağlılığının en önemli tahminleyicisinin denetçiye yönelik algılanan sorumluluk düzeyi olduğunu göstermiştir. Öte yanda, işdeki algılanan başarı ve denetçiye karşı duyulan sorumluluk algılamasının iş tatminini en iyi tahminleyicisi olduğu görülmüştür. Fakat cinsiyet, yaş, medeni durum, eğitim düzeyi, iş sözleşmesi türü, psikolojik iyi olma hali ve işletme büyüklüğü gibi faktörler satış personelinin organizasyonel bağlılık ve iş tatmini üzerinde önemli bir tahminleyici değildir.*

**Anahtar Sözcükler:** Organizasyonel bağlılık, iş tatmini, psikolojik iyi olma hali, algılanan başarı, algılanan sorumluluk, satış personeli.

## **Introduction**

Organizational commitment and job satisfaction were examined as firmly connected work attitudes in this study. These are the common concepts held responsible for the costly consequences for the managers for decades. (Mitchell 2001:1106). Since, these are known to be leading to important consequences for managers such as turnover, absenteeism, productivity and, customer satisfaction (Robbins 2003:72). As the number of studies producing evidence on this knowledge accumulated, curiosity arised on the antecedents of job satisfaction and organizational commitment of the sales persons. Then the individual and organizational aspects in a large spectrum were explored holding responsible for the changes in organizational commitment and job satisfaction.

In this study, the context of the research was set by the operationalization of some individual and organizational variables on organizational commitment and job satisfaction of the sales persons. Then, we proposed that the variables categorized as individual and organizational will operate as the antecedents of the organizational commitment and job satisfaction. In the context of the study, the constructed concepts were organizational commitment, job satisfaction, psychological well-being, employee empowerment, perceived accountability to the supervisor and perceived job performance.

## **Conceptual Background**

### ***Organizational Commitment***

Organizational commitment in the work environment has been an important topic and has been variably and extensively defined, measured and researched. Many authors have defined this concept in a number of ways. Some, view that commitment to the organization as the strength of involvement with an organization (Brown 1969; Hall and Schneider 1972; Mowday et al. 1979). Others suggest that commitment is shown through congruence between personal and organizational goals and values (Buchanan 1974) or through an exchange of behavior for valued rewards (Becker 1960; Meyer and Allen 1984). In another way, commitment is defined as (a) a belief in and acceptance of organizational goals and values; (b) a willingness to exert effort towards organizational goal accomplishment; and (c) a strong desire to maintain organizational membership (Mowday et al. 1979; Morrow 1983).

A research review of literature identified three types of organizational commitment (Allen and Meyer 1990; Dunham et al. 1994): Affective, continuance and normative. These three components make up a construct and an employee may have varying degrees of all three components as a result of his or her relationship with an organization. Affective commitment is defined as an employee's emotional

attachment to identification and involvement in the organization and its goals. Continuance commitment is defined as willingness to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with co workers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community and other benefits that make it too costly for one to leave and seek employment elsewhere. Normative commitment is induced by a feeling of obligation to remain in an organization.

The antecedents of organizational commitment were explored (Luthans et al. 1987; Williams 1986) some consequences (Blau and Boal 1989; Randall 1990; Kacmar et al. 1999). According to the researchers, positive consequences of organizational commitment is a long list that includes higher rate of attendance, reduced burnout, employee retention, improved job performance, work quantity, work quality, limited tardiness, low labour turnover and personal sacrifice on behalf of the organization. (Tan and Akhtar 1998; Walton 1985; Somers and Birnbaum 1998; DeCotiis and Jenkins 1986).

### **Job Satisfaction**

The operational definition chosen for this study was Vanous and Lawler's (1972:95) definition as "A salesperson's overall job attitude and evaluation". Job satisfaction indeed is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives (Robie et al. 1998:470). Brief (1998:86) defines job satisfaction as "an internal state that is expressed by affectively and \ or cognitively evaluating an experienced job with some degree of favor or disfavour". In Hackman and Oldham (1980:160)'s definition of job satisfaction, job satisfaction exists when a job contains the following components: task identity, skill variety, task significance, autonomy, and feedback. In general, job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated or deserved (Oshagbemi 1999:388).

Job satisfaction is an important determinant of work life because of its relevance to the physical and mental well being of employees; i.e. job satisfaction has relevance for human health (Oshagbemi 2000:88). Work is an important aspect of people's lives and most people spend a large part of their working lives at work. Thus, an understanding of the factors involved in job satisfaction is relevant to improving the well being of a significant number of people. The topic of job satisfaction is also important because of its implication for job related behaviours such as productivity, absenteeism and turnover (Hackman and Oldham 1980).

Therefore, apart from its humanitarian utility, it appears to make economic sense to consider whether and how job satisfaction can be improved.

The effects of organizational restructure on employee satisfaction (Howard and Frink 1996:278), the effects of selected individual characteristics (self-efficacy and effort) on frontline employee job satisfaction (Karatepe et al. 2005:547), the relation between job level and job satisfaction (Robie et al. 1998:470), the effect of work environment variables and demographic variables on job satisfaction (Reiner and Zhao 1999:5) were researched.

### **Psychological Well-Being**

May be defined as the positive psychological functioning of individuals. In the psychology literature, there have been debates about how to operationalize the construct of psychological well-being. Traditionally, many scholars tend to use happiness or life satisfaction as indicators of psychological well-being (Wang 2001:21). These scholars claim that happiness, which is the translation for the Greek word eudaimonia is the goal of a human being's life. However, Ryff and Keyes (1995:99) believe that this operationalization of the construct of psychological well-being was in the past twenty years. According to Ryff and Keyes, the real meaning of psychological well-being (eudaimonia) should be full development of an individual's potential.

Health and well-being have important consequences for individual employees, as well as for the organization in which they work, as these variables affect illness-related absenteeism rates (Ntoumani 2005:610). Furthermore, gains in employee health and well-being are generally agreed to go beyond financial profits since they can be perceived as a sign that the employees are valued by their company. Health promotion programmes may therefore work to improve the image of a company as an organization that cares about the welfare of its employees, and this may attract productive employees (Ntoumani, 2005: 610). Well-being is a relatively modern term that is generally used to signify a state of mental, physical, emotional, spiritual health and contentment of an individual (Ostroff, 2000: 31).

Generally speaking, scholars have tended to treat "happiness" as psychological well-being, also referred to as emotional well-being or subjective well-being (Wright and Cropanzano 2000:84). According to Ryff and Keyes (1995:101), well-being is not simply composed of positive or negative affect or life satisfaction; rather, well-being is best conceived as a multidimensional construct made up of life attitudes. Based on tenets of humanistic psychology, with such constructs as purpose in life and autonomy, Ryff and Keyes center attention on normative criteria for mental health. The result is a means for assessing a person's level of positive functioning and psychological well-being. Ryff and Keyes (1995:102) created the Scales of Psychological Well-Being based on the integration of mental health, clinical and life

span developmental theories. These dimensions are assumed to measure all aspects of well-being including self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth (Ryff 1995:102). In our research, we also used this scale to understand the psychological well-being of sales persons.

### **Perceived Performance**

Perceived performance is widely used in academic researches and frequently used by firms to identify the key drivers of satisfaction and dissatisfaction. So, a greater understanding of the conceptual nature of perceived performance is needed. Perceived performance is usually modeled as an antecedent of disconfirmation of some standards, and sometimes is included as a direct antecedent of satisfaction (Spreng 1999:208).

An assessment of a salesperson's value to the firm provided by a salesperson's past actions is defined as sales performance (Leach 1998:50). To evaluate the performance, Behrman et al. (1982:355) suggest that individual salespersons have more complete knowledge of their behavioral performance than supervisors and hence are in a better position to provide more accurate information. This means that perceived performance of salesperson is very important to evaluate their performance.

Salespeople often work on their own in the field, so their behaviors may not be observed consistently by any particular individual (e.g., customers or sales managers) (Wang and Netmeyer 2002:806). They believe that salespeople themselves are the most appropriate and reliable judge of their creative behaviors. So they operationalize the construct as the salesperson's own assessment on the frequency with which he / she generates new ideas and / or exhibits new behaviors in carrying out job activities during a given period. Grote (1998:52) also mentioned that there is nothing more powerful than giving everyone in your department a blank copy of the performance appraisal form and asking them to generate a self-appraisal.

In examining the effects of research variables on salespersons' perceived performance, the operational definition that is accepted (Sujaan et al. 1994:45) and used is the assessment of a salesperson's value that the firm provided by a salesperson's past actions in this study.

### **Employee Empowerment**

The term employee empowerment refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals (Herrenkohl et al. 1999). The term became prominent as part of the total quality movement, although its roots are in issues raised earlier under the heading "employee involvement" (Lawler 1988; Wilkinson 1998) or employee participation. Empowerment in work

organizations, other than personal empowerment of therapists and educational empowerment in education forums, has been examined through two main point of views (Bodner 2003). First, the management empowerment of employees from the relational perspective or the macro approach and second, the psychological empowerment of employees from the psychological perspective or the micro approach. Former dealing with the extrinsic elements of motivation of employees and second dealing with the intrinsic elements of motivation both focus on how to motivate employees in the organizational life. Regarding the results of some research, relational empowerment may produce with the psychological empowerment. Outcomes of psychological empowerment are listed as innovation, upward influence, and effectiveness (Cyboran 2005).

Empowerment also necessitates sharing with employees information and knowledge that enables them to understand and contribute to organizational performance, rewarding them based on the organization's performance and giving them the authority to make decisions that influence organizational outcomes (Bowen and Lawler 1992). Seen this way, the concept of empowerment is something broader than the traditional concepts of delegation, decentralization and participatory management as the responsibility for the decision-making process is stretched beyond a mere contribution to a specific decision area.

### **Perceived Accountability**

Perceived Accountability has been suggested to be the most fundamental factor that influences people's behavior, especially performance, in organizations (Ferris et al. 1997; Frink and Ferris 1999). To accomplish organizational goals, managers cannot afford to depend on chance or employees' goodwill for obtaining the performance behaviors needed for the achievement of goals (Kerr 1975). Their role is to induce proactively all desirable behaviors from their members to accomplish organizational goals by increasing the accountability for the behaviors through various formal or informal organizational or job related features (e.g., job characteristics, task difficulty, job type and behavioral norms, etc.). (Dose and Klimoski 1995; Drucker 1993).

Perceived Accountability is accepted as a motivational state in which there is an increased sense of self-relevance for a certain situation (Dose and Klimoski 1995). This means that individuals come to see their actions or behaviors as salient, important or consequential. PA increases self-awareness relative to a task, role or a decision to be made. Individuals who are accountable, then are more likely to act in a consider and motivated manner.

Perceived Accountability refers to an individual's feeling of obligation and need to justify one's actions to others (supervisors, co-workers and clients) or self (Frink and Klimoski 2004; Weigold and Schlenker 1991). Another definition of Perceived

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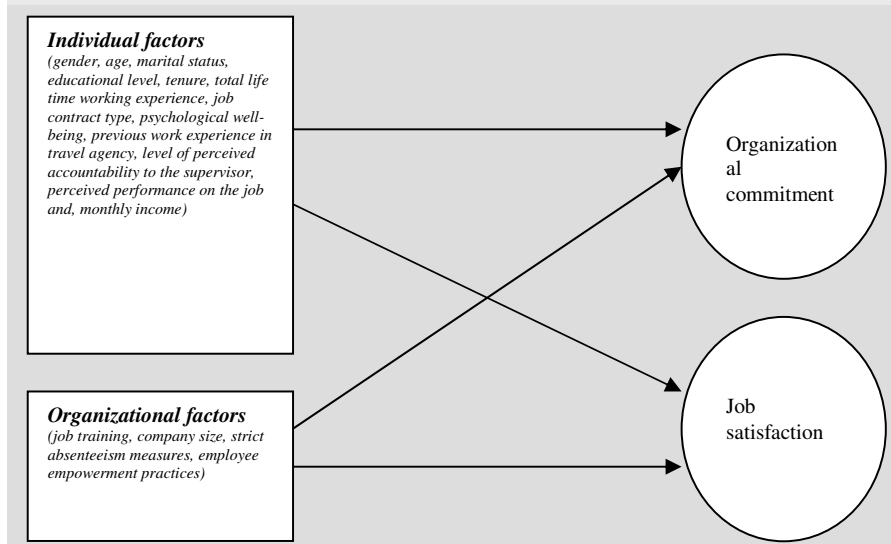
Accountability to Supervisor is that it is the extend to which actions are evaluated by an external constituency who is believed to have reward and sanction powers that are contingent on this constituency 's view of those actions (Ferris et al 1997). Then Perceived Accountability to Supervisor does take both internal factors (e.g., value system incorporated in self-image; Schlenker et al. 1994) and external factors (e.g., formal evaluation systems, reward systems, disciplinary procedures, organizational culture, social norms, informal organizational network and so forth; Frink and Klimoski 1998).

### Research Design

Organizational commitment and job satisfaction as the dependent variables of the study designed to be influenced by some chosen individual and organizational variables. It was assumed that there are linear relationship among individual-organizational variables and dependent variables.

First, composite scores were obtained for independent variables (psychological well being, level of perceived accountability to the supervisor, perceived performance on the job and, employee empowerment practices) construct with multiple items. Then, non-metric independent variables were dummy coded. After that, composite scores obtaining procedure was applied to two dependent variables (organizational commitment, job satisfaction) construct with multiple items. In the end they were planned to be regressed on all the independent variables to identify significant relationships.

**FIGURE 1**  
**The Simplified Proposed Model of Significant Antecedents of Organizational Commitment and Job Satisfaction**



## **Method**

### ***Sample and Procedures***

The respondents were randomly chosen from a population of sales persons in travel agencies where 14000 people were employed as a sub sector of tourism sector in Turkey in 2007.

Sales persons in these agencies participated to the survey on the voluntary basis. Self-report variables were obtained from a survey administered at the job sites during work days. Generally, survey was taken on their break hours.

Respondents were asked to consider their attitudes towards work in terms of organizational commitment and job satisfaction, their psychological well-being, perceived performance on the job, evaluation of the employee empowerment practices, level of perceived accountability to their supervisors.

Macorr's sample size calculator figured out 374 as minimum sample size in a given population of 14000, 95% confidence level, 5% confidence interval. High expectations of nonresponses led the researcher to be cautious. Thus, 459 valid survey forms were acquired in the end of data collecting period.

### ***Measures***

All measures met the criteria of having at least 0.60 alpha coefficient as internal consistency (Nunnally 1978).

***Dependent variables.*** Organizational commitment was measured with 18-item scale that are adopted from Meyer et al. (1993)'s study and each item was presented with 5 options in Likert style. The scale produced continuous data on a 5 points scale in which 1= strongly disagree and 5= strongly agree. The scale found internally consistent with 0.90.

Job Descriptive Index as a self-report attitude type measure is extensively used to measure job satisfaction. Compact and multifaceted (the work itself, pay, promotions, supervision and coworkers) version of the same tool was developed by Vanous and Lawler (1972:100). This scale consisting 21 statements wording like "I am satisfied that my job provides self esteem and respect" was used in this study. The scale produced continuous data on a 5 points scale in which 1= strongly disagree and 5= strongly agree. The scale had 0.89 as reliability coefficient.

***Independent variables.*** Independent variables were in two parts as individual and organizational.

Ryff and Keyes' 18-item global Psychological Well-being scale with 6 sub-dimensions of 3-item sub-scales were used to measure a salesperson's



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psychological well-being (1995:721). The scale had 0.71 as internal consistency coefficient. A five point Likert scale was used ranging from 1= strongly disagree to 5= strongly agree.

Level of Perceived Accountability to the Supervisor had 0.86 as internal consistency coefficient value. The measure had 12 items aiming job dedication that was originally developed by Van Scotter and Motowidlo (1996).

Perceived Performance on the Job had 0.78 reliability coefficient. Sujan, Weitz and Kumar's self-report scale was chosen for measuring the salesperson's performance perception (1994:45). The scale consisted 10 statements wording like "contributing to my company's acquiring a good market share" on a 5 point Likert scale. 1= "I am much worse" and 5= "I am much better".

Gender, age, marital status, educational level, tenure, total life time working experience, job contract type, previous work experience in travel agency and monthly income were the demographics gathered to identify the profile of the respondents.

Employee Empowerment Practices as an organizational variable proved to be internally reliable with 0.88 coefficient. Spreitzer's (1995) 16-item scale was used to assess the degree of sales personnel's empowerment. Each item was presented with 5 options in Likert style.

Other organizational variables were job training (whether a job training programme in the company exists or not), company size (the number of total personnel in the company) and, strict absenteeism measures (whether personnel have any difficulties in getting permission).

### **Hypotheses**

Hypotheses to be tested in the study were categorized into four groups as follows.

*H<sub>1</sub> = Individual factors significantly influence a salesperson's organizational commitment in a travel agency.*

*H<sub>2</sub> = Organizational factors significantly influence a salesperson's organizational commitment in a travel agency.*

*H<sub>3</sub> = Individual factors significantly influence a salesperson's job satisfaction in a travel agency.*

*H<sub>4</sub> = Organizational factors significantly influence a salesperson's job satisfaction in a travel agency.*

## Results

### *Missing Values and Descriptives*

459 valid forms used in the study. It was found that minimum sample size used was 350 by excluding the missing values listwise in multiple linear regression analysis. Coding scheme and the aspects of the respondents and their organization can be examined in Table 1.

**Table 1:** *Descriptive Statistics*

	N	Minimum	Maximum	Mean
Gender	459	Female	Male	,50
Marital status	456	Single	Couple	,65
Educational level(having university degree or not)	459	0	1	1,69
Age	458	18	57	28,83
Tenure (in months)	449	1	318	43,58
Total lifelong working time (in months)	451	2	384	96,28
Monthly income (in US\$)	375	165	2100	800
Company size (in number of working staff)	443	1	585	21,57
Existence of job training programmes	452	No	yes	,68
Strict absenteeism measures	451	Loose	strict	,25
Job contract type	445	Seasonal	Full time	,91
Previous travel agency experience	459	No	yes	,30
Valid N (listwise)	350			

### *Basic Assumptions of Multiple Linear Regression*

There are many assumptions to consider, but it will be focused on the major ones and tested with SPSS (Leech et al. 2005:90). Four major assumptions for multiple linear regressions were tested: *linearity, normality, multicollinearity and independence of residuals* (Hair et al. 1998: 69).

The assumption of the linearity is that there is a straight-line relationship between two variables. The linearity of the relationship between dependent and independent variables represents the degree to which the change in the dependent variable is associated with the independent variable. If there are substantial nonlinear relationships among variables, they are ignored. Nonlinearity can be diagnosed either from residuals plots or from bivariate scatterplots between pairs of variables (Tabachnick and Fidell 1996). The linearity assumption was confirmed in three ways as normality probability plot, partial regression plot and curve estimation. In this study, normality probability was used to meet the assumption. Normality probability plot showed that a linear relationship exists for each dependent variable and their

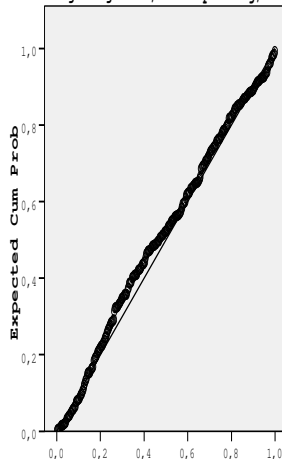
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independent variables in the study. So, linearity of the relationship assumption was met.

Normal P-P Plot of Regression Standardized Residual

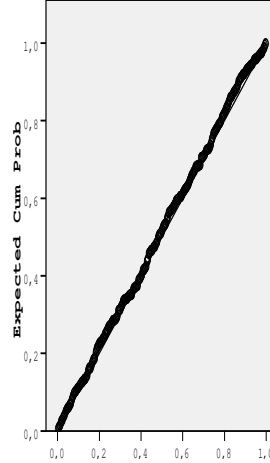
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: COMPUTE jobsat = MEAN(memnundeğilsaygı, memnungeleştirme, memnundeğilprestij, memnungözetim, memnundeğilbağımsız, memnunprestij, ...)



Organizational Commitment

Dependent Variable: COMPUTE commitm = MEAN(eğerbuişletmeye, buişletmeden, kendiyarıma, çalıştıjımyere, buişletmenin, birmeccuriyet, şuanbuişletmede...)



Job Satisfaction

**Figure 2: Normality Probability Plots For Organizational Commitment and Job Satisfaction**

The second assumption was the *normality* assumption. Screening continuous variables for normality is an important early step in almost every multivariate analysis, particularly when the inference is goal. This assumption was tested by Kolmogorov-Smirnov Test.  $p = 0.377$  for organizational commitment,  $p = 0.183$  for job satisfaction. So, the organizational commitment and the job satisfaction were believed to have normal distribution. Since they both have significant values higher than 0.05 (Hair et al. 1998: 72).

The third assumption was the *multicollinearity*. Independent variables were analyzed in a bivariate correlation matrix where cases having missing values were excluded listwise. As expected, there was some correlation among these measures. However, the magnitude of the observed correlations were not more than 0,50 at 0,05 (2-tailed) significance level. This has meant that there were no collinearity among independent variables prepared for the regression equation. So, the multicollinearity assumption was met. In addition to this, tolerance values (1/VIF) were confirmed. It was found around "1" showing that no multicollinearity among independent variables exist (Leech et al. 2005:95).

**Table 2 :Correlations**

		gender	Marital status	Educational level	age	ten	Tot.l t w t	Mo. inc	Comp.S ize	Job Tr.	St.Abs.Mea	job cont, type	Tra. ag. ex.	Psyc. W.Be	Em. emp	Lev.of acc.	Perc.Perf
Gender	P.Cor																
	Sig.2-(tailed)																
Mar sta.	P.Cor	-.07															
	S2-t	,13															
Edu. Lev.	P.Cor	-.11 (*)	,08														
	S2-t	,02	,12														
Age	P.Cor.	,08	-.47(**)	,06													
	S2-t	,10	,00	,25													
Ten.	P.Cor.	,05	-.24(**)	,06		,45(**)											
	S2-t	,27	,00	,23	,00												
Tot. l. T w t	P.Cor.	,15(**)	-.42(**)	-.04	,80(**)	,57(**)											
	S2-t	,00	,00	,41	,00	,00											
Moninco	P.Cor.	,06	-.28(**)	,21(**)	,41(**)	,35(**)	,45(**)										
	S2-t	,19	,00	,00	,00	,00	,00										
Comsize	P.Cor.	-.03	,07	,08	-.02	,05	-.03	,08									
	S2-t	,51	,17	,10	,59	,30	,54	,12									
job train	P.Cor.	-.07	,09	,12(*)	-.02	,12(*)	,01	,12(*)	,04								
	S2-t	,150	,07	,01	,69	,01	,85	,02	,43								
S.abs Mea	P.Cor.	-.03	,03	-.08	-.01	,05	-.02	-.02	,04	-.09							
	S2-t	,51	,51	,12	,74	,31	,70	,62	,38	,08							
job C typ	P.Cor.	-.01	-.08	-.02	,08	-.00	,09	,00	,00	-.00	-.03						
	S2-t	,76	,11	,65	,13	,90	,07	,91	,93	,91	,55						
Tra a expe	P.Cor	-.04	-.05	,10(*)	,08	-.03	,10	,12(*)	-.08	-.00	-.08	,00					
	S2-t	,43	,34	,04	,11	,53	,05	,01	,09	,89	,12	,93					
Psy. well	P.Cor	-.01	,09	,14(**)	-.08	-.05	-.04	-.05	-.00	,09	-.08	-.00	,00				
	S2-t	,83	,06	,00	,13	,31	,36	,29	,90	,08	,10	,96	,99				
Empemp	P.Cor	-.06	-.08	,11(*)	,05	,18(**)	,15(**)	,18(**)	-.07	,15(**)	,00	,01	,08	,38(**)			
	S2-t	,20	,12	,03	,32	,00	,00	,00	,13	,00	,86	,74	,12	,00			
Lev of ac	P.Cor.	-.07	-.00	,01	,02	,09	,07	,07	-.08	,03	-.02	-.00	,12(*)	,23(**)	,53(**)		
	S2-t	,17	,98	,73	,64	,07	,14	,15	,13	,53	,62	,86	,02	,00	,00		
Per. Per.	P.Cor.	-.18(*)	,01	,08	-.02	,05	,00	,07	,00	,21(**)	,00	,05	-.04	,28(**)	,36(**)	,22(**)	
	S2-t	,00	,76	,11	,63	,29	,98	,16	,93	,00	,96	,32	,40	0	,00	,00	

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

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

a Listwise N=350

The fourth assumption was the *independence of residuals*. Durbin Watson test found 1,948 that is between 0 and 4 and very close to 2. So, the independence of residuals were nearly met (Field 2005).

### Multiple Linear Stepwise Regression Analyses

Meeting the assumptions indicated that the regression equation was valid and reliable. We conducted stepwise regression analyses to investigate the effects of the independent variables and their interactions on each of the dependent variables. Coefficients given are in standardized beta values and significant at the level of 0.05 or better. The level of support of the estimated coefficients for each hypothesis is based on the following criteria:

1. 0,00 - 0.049 indicates weak support
2. 0.05 - 0.29 indicates moderate support
3. 0.30 - 1.00 indicates strong support

Table 3 displays the stepwise multiple regression analysis results. The organizational commitment was regressed on individual (*gender, age, marital status, educational level, tenure, total working experience, job contract type, monthly income*), and organizational (*psychological well-being, previous work experience in travel agency, level of perceived accountability to the supervisor, perceived performance on the job, job training, company size, strict absenteeism measures, employee empowerment practices*) independent variables.

*The level of perceived accountability to the supervisor, tenure, employee empowerment practices, job training, previous work experience in travel agency, strict absenteeism measures* in order of importance as independent variables significantly predicted organizational commitment,  $F(6,343) = 25.13, p < 0.05$ . The beta weights, presented in Table 3 suggest that *the level of perceived accountability to the supervisor*, contributed strongly to predicting organizational commitment and that, *tenure, employee empowerment practices, job training, previous work experience in travel agency and, strict absenteeism measures* also contribute to this prediction moderately. The adjusted R squared value was 0.29. This indicates that 29% of the variance in organizational commitment was explained by the model. This is a considerable effect (Cohen 1988).

$H_1$  hypothesis was partly supported. *The level of perceived accountability to the supervisor, tenure, previous work experience in travel agency* are the variables that significantly influenced the organizational commitment. Other individual variables were not found to have significant influence on organizational commitment of sales persons working in travel agencies.

$H_2$  hypothesis was partly supported. *The employee empowerment practices, job training and, strict absenteeism measures* are the variables that significantly influenced the organizational commitment. Other organizational variables were not found to have significant influence on the organizational commitment of sales persons working in travel agencies.

**Table 3.** Results of Multiple Linear Stepwise Regression Analysis

independent variables	organizational commitment			independent variables	job satisfaction		
	Standardized coefficient beta	R <sup>2</sup>	Δ R <sup>2</sup>		Standardized coefficient beta	R <sup>2</sup>	Δ R <sup>2</sup>
The level of perceived accountability to the supervisor*	0.38	0.22	0.22	Perceived performance on the job*	0.33	0.18	0.18
Tenure*	0.15	0.25	0.03	Level of perceived accountability to the supervisor*	0.32	0.29	0.10
Employee empowerment practices**	0.15	0.27	0.01	Strict absenteeism measures**	-0.13	0.31	0.02
Job training**	0.10	0.28	0.01	Monthly income*	0.09	0.32	0.01
Previous work experience in travel agency*	-0.11	0.29	0.01	Job training**	0.09	0.33	0.01
<b>Strict absenteeism measures**</b>	-0.09	0.30	0.01				

\*individual variables

\*\*organizational variables

Table 3 displays the stepwise multiple regression analysis results for the job satisfaction on the individual and organizational independent variables at the same time. *Perceived performance on the job, level of perceived accountability to the supervisor, strict absenteeism measures, monthly income, job training* in order of importance as independent variables significantly predicted job satisfaction,  $F(5,344) = 34.68$ ,  $p < 0.05$ . The beta weights, presented in Table 3 suggest that *Perceived performance on the job and, level of perceived accountability to the supervisor* contributed strongly to predicting job satisfaction and that, *strict absenteeism measures, monthly income and, job training* also contribute to this prediction moderately. The adjusted R squared value was 0.32. This indicates that 32% of the variance in job satisfaction was explained by the model. This is a considerable effect (Cohen 1988).

$H_3$  hypothesis was supported. So these individual variables significantly influenced job satisfaction. Other individual variables were not found to have significant influence on job satisfaction of sales persons working in travel agencies.

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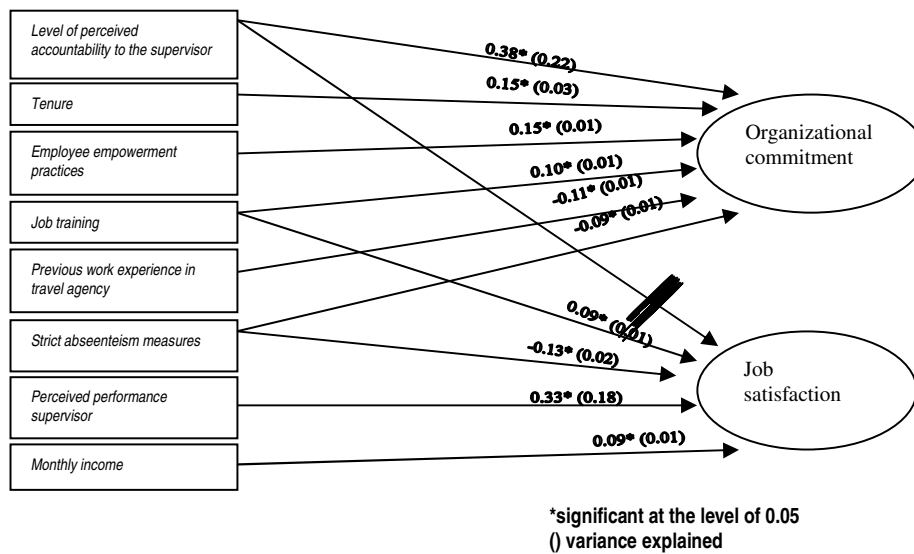
H<sub>4</sub> hypothesis was supported. But the other organizational variables were not found to have significant influence on the job satisfaction of sales persons working in travel agencies.

The relationship among dependent variables and their antecedents can be directly translated into the following equations for the analysis according to tested hypotheses above:

**The Stepwise Regression Model:**

Organizational commitment= 0.38 the level of perceived accountability to the supervisor +0.15 tenure +0.15 employee empowerment practices +0.10 job training -0.11 previous work experience in travel agency -0.09 strict absenteeism measures

Job satisfaction= 0.33 perceived performance on the job +0.32 level of perceived accountability to the supervisor -0.13 strict absenteeism measures +0.09 monthly income +0.09 job training



**Figure 3. The Final Model of Significant Antecedents of Organizational Commitment and Job Satisfaction**

**Discussions**

**Organizational Commitment**

First we set out first to investigate the organizational commitment and its functionality in terms of individual and organizational antecedents.

Our study showed that *the level of perceived accountability to the supervisor and tenure* have positive and the *previous work experience in travel agency* has negative predicting power on organizational commitment of a sales person. Joiner and Bakalis (2006)'s study supports our findings that *tenure* predicts organizational commitment. In contrast to our study, Joiner also found that *gender, marital status and, educational level* were other individual aspects that predicts organizational commitment contradicting our study. On the other hand, Al-Ajmi (2006) supports our finding that gender did not predict organizational commitment in his study. Our regression results showed no predicting power on organizational commitment for *perceived performance on the job*. So the results seem to be consistent with the literature on organizational commitment and self-rated performance where positive but weak correlation was reported (Mathieu and Zajac 1990; Randall 1990; Riketta 2002; Jaramillo et al. 2005).

*Employee empowerment practices and job training* were found to be predicting organizational commitment positively that means the empowered employee in an organization who has job training opportunities has greater organizational commitment. On the other hand, *strict absenteeism measures* was found to be a negative predictor of organizational commitment of sales persons working in travel agencies that means commitment of the sales persons in travel agencies gets worse as the strict permission policies applied.

### ***Job Satisfaction***

As the second target variable was investigated for the effects of individual and organizational antecedents.

*Perceived performance on the job, level of perceived accountability to the supervisor and monthly income* were found to be positive individual predictors of sales persons' job satisfaction in travel agencies. In contrast to our findings; *gender, age, educational level and, tenure* were generally found as responsible factors of change in job satisfaction in numerous researches (Blackburn 1989:22; Heywood and Wei 2006; Helmann 1997). Yet only the study of Al-Ajmi (2006), has supporting findings that gender does not predict the job satisfaction.

Research results ascertained that the existence of *job training* in the organization influence job satisfaction positively. On the other hand, Tharenou (1993:286), in his study of reciprocal absenteeism behavior has found similar evidence about the effects of absenteeism measures on the individuals' job satisfaction that proved our findings that *strict absenteeism measures*, negatively predicts job satisfaction of the sales person.

Since no previous penetration into the effects of *the level of perceived accountability to the supervisor and strict absenteeism measures* as individual and



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organizational dimensions has been made, this study becomes a frontier in the field. The findings on *the level of perceived accountability to the supervisor and strict absenteeism measures* were expected to be used for comparisons by future research searching for the predictors of organizational commitment and job satisfaction.

The primary contribution of the present study is a strong evidence for the connection between *the level of perceived accountability to the supervisor, perceived performance on the job* and the job satisfaction. Given the magnitude of these predictors for agency organizations, identification of any contributing factor may be useful in travel agencies' strategic attempts to maintain a desirable job satisfaction level in the organization. In addition, a greater understanding of *the level of perceived accountability to the supervisor* and organizational commitment relationship should help reveal how to enhance the commitment of sales persons working in travel agencies.

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