

Extrinsic Job Satisfaction of Employees, Regarding their Intention to Leave Work Position. A Survey in Small and Medium Enterprises.

Maria Tsourela

Anna-Maria Mouza

Dimitris Paschaloudis

Department of Business Administration
Technological Educational Institute of Serres

mt@teiser.gr

mouza@teiser.gr

dim@teiser.gr

Abstract

The primary purpose of this study was to examine job satisfaction of employees working at Small and Medium Enterprises (SME's) in Central Macedonia, Greece. A survey instrument including the Minnesota Satisfaction Questionnaire (MSQ) and demographic questions was used. A total of 369 usable surveys were included in the analysis, representing a 61.5% response rate. In this study, the influences of the extrinsic job satisfaction factors regarding the intention of the employees to stay in the workplace are properly examined and the results are analytically presented. The computed Pearson's correlations coefficients revealed that compensation, supervision - human relations and company policies were positively related with the intention of the employees to stay at their current work. This implies that low extrinsic satisfaction influences the leaving behavior of employees.

Keywords: Job satisfaction, survey, correlation, heteroscedasticity, autocorrelation, extrinsic-intrinsic factors.

Introduction

Job satisfaction is a very important factor that mirrors the work environment and the characteristics of a job (Karsh et al., 2005). The concept of job satisfaction is a development of the human relations movement that started in 1920s along with the studies of Hawthorne. According to many researchers it is power by several factors such as communication with supervisors (Morrison et al., 1997), autonomy (McNeese-Smith, 1997 and Chen & Lin, 2002), salary (Chen & Lin, 2002) and the supervision experience (Garland et al., 1989).

Motivation can be considered as an inside force that is difficulty controlled by exterior factors. Still, owners and managers of businesses should satisfy their employees in order to be motivated although the techniques that they should perform in order to accomplish that are undoubtedly very difficult because they involve both financial and non-financial incentives. This happens to the fact that what motivates people changes constantly (Bowen BE, Radhakrishna RB, 1991).

The terms job satisfaction and motivation are used interchangeably in many cases but despite this there is a borderline. Job satisfaction includes the reactions and responses of people depending on their job conditions and motivation can be described as the invisible force

that guides behavior and forces people to act and behave in one way or another. In other words it is the force that drives people to do something or nothing. It is a definition that includes both emotions and cognition. The need for motivation stems from the need for survival and motivated employees help organizations survive (Smith GP, 1994).

Literature Review

Motivation

Motivation of employees affects both quality of work and productivity and that can be considered the main reason that managers should realize that finding out what motivates employees is the solution to achieve the performance that the business targets to and eventually job satisfaction. Every business manager that wishes to achieve a high performance must influence the factors that motivate employees to higher levels of productivity.

Motivation along with skills and effort can lead to good performance. Skills is something that a person either has or not at a moment. It includes education, experience and training in if the business wants to change and upgrade the skills of its personnel, a procedure is needed that is very time-consuming. On the other hand motivation (on the ground of knowing what will possibly motivate each employee) can take place faster and in many cases can have better results. There are several ways that motivation can be accomplished such as faire treatment of employees, satisfaction of their needs, setting of goals, restructure of jobs ,rewards based on job performance, punishment based on job performance and others.

The two most know motivation theories, Maslow's need-hierarchy theory and Herzberg's two-factor theory, will be briefly described. Maslow's need-hierarchy theory distinguishes five levels of needs: physiological (biological requirements for food, water, air, and sleep), safety (structure, order, security, and predictability), love-belonging (needs for friends and companions, a supportive family, identification with a group, and an intimate relationship), esteem (feelings of prestige, acceptance, and status, and self-esteem) and self-actualisation (morality, creativity, problem solving, acceptance of facts, honesty awareness).He believed that lower level needs have to be satisfied before the next higher level need could motivate (Maslow AH, 1943).

Frederick Herzberg's made the Two Factor Theory, figure 1. He named the factors that produce satisfaction motivators and the factors that produce dissatisfaction hygiene factors. This theory implies that in order to advance job attitudes and productivity, managers should identify and concentrate to both sets of characteristics and not take for granted that a boost in satisfaction will lower dissatisfaction.

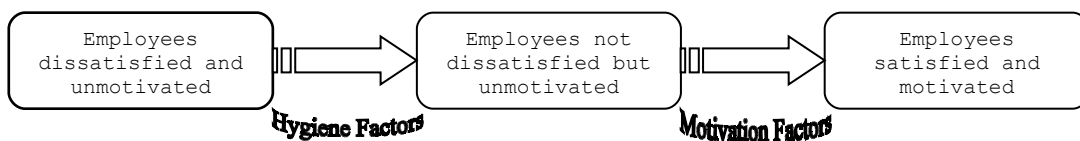


Figure 1: Two-Factor Theory

Hygiene factors are able to provide insurance that an employee will not be dissatisfied. They are extrinsic to the work itself, and

include aspects such as company policies, supervisory practices, or wages/salary (Hackman J. R., & Oldham, G. R., 1976). The typical hygiene factors are (Hertzberg, 1964): working conditions, quality of supervision, salary, status, security, company, job, company policies and administration, interpersonal relations. Motivation factors result from internal generators in employees. Motivators produce satisfaction, arising from intrinsic conditions of the job itself, and are, (Hertzberg, 1964): achievement, recognition for achievement, responsibility for task, interest in the job, advancement to higher level tasks, growth.

Job satisfaction

While satisfaction is studied in countless articles and books much of its underpinnings, as we can see above, lie in the theories of motivation. Herzberg's (1968) two factor theory suggested that a person's job affected by factors intrinsic to it, motivators, and those extrinsic, hygiene and that the first ones are the primary cause of satisfaction on the job while the others are the reason for job unhappiness. The motivators and hygiene factors are similar to the intrinsic and extrinsic job satisfaction factors of other scholars (Weiss et al., 1967).

Job satisfaction is described as the feelings an employee has about their job in general (Smith et al, 1989). Before that Kalleberg (1977) described it as a worker's overall evaluation of his or her job or the perceived work experience. Also, Schneider and Snyder (1975) define job satisfaction as a personal evaluation of conditions present in the job or outcomes that arise as a result of having a job.

According to Cranny, Smith & Stone (1992) job satisfaction is an affective or emotional reaction to the job, resulting from the incumbent's comparison of actual outcomes with the required outcomes and in general is the extent to which people like their jobs, (Hirschfeld, 2000).

Other theorists (e.g. Rose, 2001) see job satisfaction as an idea with two dimensions: intrinsic and extrinsic dimension. This distinction, according to Rose (2001) exists due to the bi-dimensional meaning of the word job, the work tasks performed and the post occupied by the person performing those tasks.

The following passage summarises the importance of job satisfaction for both employers and their workers: *Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy [of a good job] allows a start to be made on such questions as 'In what respects are older workers' jobs better than those of younger workers?' (and vice versa), 'Who has the good jobs?' and 'Are good jobs being replaced by bad jobs?'. In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction, (Clark, 1998.)*

Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves and on the other hand extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks or the work itself (Hirschfeld, 2000). In general, intrinsic job satisfaction can be considered to be a

person's value concerning his or her inventiveness, conveniences, job expansion, enrichment and involvement while extrinsic refer to relationship between employees and employers, promotions, salaries and the quality of the job environment.

Job satisfaction and intention to leave work position

Job satisfaction is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). According to studies employers have more gains when their employees are satisfied because it is of their interest to have low staff turnover and higher productivity. This is more possible to happen if their employees are highly satisfied with their jobs.

A basic element of turnover has to be job's characteristics. Literature proves that many job related elements are unconditionally related with turnover and satisfaction (Mobley et al, 1979). According to Locke (1969) employees who are dissatisfied with their jobs are more likely to leave than those that are satisfied. Some of the most important factors of that can be considered variables to turnover are age, tenure, job content, and job satisfaction.

Despite the already made researches the connection of job satisfaction and turnover has not been explained and analyzed adequately, yet. Although the connection between job satisfaction and turnover has been established, the statistics relating to that connection are not very strong and have loose foundations (Mobley, 1979). A good way to explore the subject of turnover in relation with the job satisfaction is to refer to the commitment that the employees have to the business and to find out what influences these levels of commitment. There are several researches that suggested that job satisfaction is a predictor of organizational commitment (Porter, Steers, Mowday & Boulian 1974, Rose 1991). Also, Summers & DeCotiis, (1987) and Mowday, Porter & Steers (1982) showed that job satisfaction exerted a fairly strong positive influence on organizational commitment.

Mandate of management is to create condition for work effectiveness by ensuring that employees have access to necessary information, support and resources that will allow them to accomplish their work as well as providing ongoing opportunities for employee development (Kanter 1993). Working in an environment that is pleasant means that you are able to obtain the information and resources that you need as an employee and that you have the chance to develop in the business. A working environment like the one described above creates committed employers that trust the management and are more accountable for their work and were likely to show job satisfaction (Laschinger & Havens 1996, Lashinger et al. 2001).

METHODOLOGY

Respondents

Respondents were stratified random samples of employees (N= 369) working at Small and Medium Enterprises (SME's) in Central Macedonia, Greece. The number of the employees of our Small and Medium Enterprise is considered to be from 3-25 considering that most of the businesses in Greece are SME's of that size. Questionnaires were distributed and collected between September 20 and December 10, 2007. Six hundred questionnaires were distributed and 425 were collected

(response rate 70.8%). After 56 questionnaires with missing data are excluded, the final sample consists of 369 respondents, resulting to a net respond rate of 61.5%. It should be noted that the questionnaires were completed anonymously.

The following biographical items were included in the questionnaires as control variables: Age (1>31, 2>41, 3>51, 4>61 and 5>71), marital status (1=unmarried, 2=married), children (1=none 2=yes, one or more) and education (1=Elementary School, 2=Senior High School, 3=Technical Institution, 4=University 5=Post Graduate, 6=Ph.D. holder). Work post was measured with (1) for employee and (2) for supervisor. Finally, an item regarding payment was included, which was measured by asking respondents to indicate their total monthly income before taxation (1=300-700€, 2=701-1000€, 3=1001-2000€, 4=2001-3000€ and 5 >3000€).

Measures

Greece is rarely explored in management research (Myloni et al 2004, Papalexandris 1992), although it is represented in major studies of cross cultural variation. The Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al. 1967) was used to gather data on the satisfaction levels. The MSQ categorizes satisfaction into components that either extrinsic or intrinsic to the job. It measures job satisfaction on a five-point Likert type scale. The following measures were used for the study criteria:

Company policies Defines the employee satisfaction with company policies. It was measured by the Minnesota Satisfaction Questionnaire (MSQ) and five-item measures with five-step Likert-type scale were used. A sample item was 'The way company policies are put into practice'. Cronbach's alpha reliability coefficient for the items included in the company policies group, is 0.87.

Compensation. It determines the pay for the work done. In this measure the Minnesota Satisfaction Questionnaire (MSQ) was used. It consists of an average of five items, which are responded to a five-point Likert-type scale. One of the items was about the employee's payment and the amount of work he does. The value of alpha for the items of this group is 0.82.

Supervision (HR). Defines the way the boss handles employees and it was measured by the Minnesota Satisfaction Questionnaire (MSQ). A five-item measure and a five-step Likert-type scale were used. A sample item was 'The way my boss handles his/hers workers' and a five-level response scale were provided, ranging from 'very dissatisfied' (1) to 'very satisfied' (5). Cronbach's alpha for the items of this group is 0.84.

Intention to leave. The three-item Seashore measure of the intention to stay in the workplace was used (Seashore et al., 1982). Responses were made on a five-step (point) Likert-type scale. A sample item was 'I seldom think of leaving the enterprise'. Items were reversed so that the index measured intention to leave. Cronbach's alpha for these items is 0.71.

We have to underline that all the Cronbach alpha scores for the items of the above groups are quite satisfactory.

From the included biographical items we remarked that the 46.3% were male and the 53.7% female. Also we noticed that the 55% of the respondents were up to age of 30, the 23.8% from 31 to 40 years old,

the 16.3% from 41 to 50 years old and the rest 5.9% represent the employees that were older than 51 years. About the education degree, 134 (36.3%) employees were graduated from Senior High School, 123 (33,3%) from Technical Institutions, 57 (15.4%) from University, 34 (9.2%) from Elementary School, 17 (4.6%) were Post Graduates and 4 of them (1.1%) were Ph.D. holders. Regarding the marital status, 168 of the employees (45.5%), were married and the rest 201 (i.e. 54.5%) were single. The 65% of the married employee had no child and the 35% had one or more. About work position it was declared that only the 17.3% held a supervisory position. Finally considering the wage per month, the 37.9% (i.e. 140 employees) had salary from 300-700€, 35.2% (130 employees) from 701-1000€, 16.5% (61 employees) from 1001-2000€, 7% (26 employees) earned 2001-3000€ and 3.3% (12 employees) more than 3000€.

RESULTS

Means, standard deviations and intercorrelations between the study variables are presented in table 1. Biographical variables appear in the top six rows. As could be expected, the respondent age was closely and positively interrelated with the marital status (0.63) and the number of children (0.64), implying that as one variable, e.g. age increases the others tend to increase too. Likewise as it was expected the number of children was highly correlated (0.74) with marital status. Interestingly, the received degree was negatively related with age (-0.15), marital status (-0.07) and number of children (-0.13). The explanation is that the young employees who tend to take high level education have no availability to be homemakers. It is also noted that the mean for the specific item was 2.73 as the 69,6% of the respondents were graduated from Senior High School and Technical Institutions. The positive tension between work position (1=employee, 2=supervisor) corresponding to age, marital status, number of children and degree, is supported by the findings of the qualitative study. This explains that there is a positive correlation (0.28) between the employees of higher working positions and the age (i.e. they are not too young), these employees are rather married (0.29) and have children (0.21). As it was also expected the accession of high degree (0.25) was positive related with work position and it can be explained from the fact that the supervisors must have high education. Regarding the wage per month, significant correlations were found between age (0.36), marital status (0.38),

Table 1: Study variables: means, standard deviations and intercorrelations (N=369).

Variable	Range	M	SD	1	2	3	4	5	6	7	8	9
1. Age of employees	1-5	1.72	.93	-								
2. Marital status (1=unmarried, 2=married)	1-2	1.45	.49	.63**	-							
3. Number of children (1=none, 2=yes)	1-2	1.36	.48	.64**	.74**	-						
4. Degree	1-5	2.73	1.04	-.15**	-.07**	-.13*	-					
5. Work position (1= employee, 2=supervisor)	1-2	1.19	.39	.28**	.29**	.21**	.25**	-				
6. Wage per month	1-5	2.02	1.05	.36**	.38**	.34**	.31**	.65**	-			
7. Company policies	1-5	3.64	0.87	-.02	.03	-.03	.24**	.32**	.25**	-		
8. Compensation	1-5	3.23	1.02	-.05	.03	-.01	.29**	.37**	.34**	.68**	-	
9. Supervision (HR)	1-5	3.43	0.95	-.04	-.04	-.03	.17**	.30**	.22**	.72**	.61**	-
10. Intention to leave	1-5	2.76	1.35	.07	.12*	.09	.08	.15**	.22**	.27**	.27**	.23**

** p << 0.01 (2-tailed)

* p < 0.05 (2-tailed)

number of children (0.34) and education (0.31). The wage per month and the work position were positively correlated other (0.65) since the employees that are paid with good salaries are the ones that have supervisory duties.

The last four rows present the satisfaction variables. Mean scores indicate an inclination for positive rather than negative self-evaluation. The means of company policies, compensation, supervision - human relations and intention to leave were slightly above the medians of the respective scales. As compared to surveys in the USA, Canada, England and Scotland (Aiken et al., 2001), these figures depict an optimistic view, with relatively low dissatisfaction and high control levels.

The findings shown also in table 1, illustrate how company policies are correlated with the existence of high level education (0.24), the received wage per month (0.25) and the work position (0.32). From these figures we can perceive that respondents with supervisory responsibilities consider company policies more positively, in relation to their task. Compensation and company policies were high and positively correlated (0.68). Positive inter correlation was found between compensation and degree (0.29), work position (0.37) and wage per month (0.34). This verifies that supervisory positions correspond to higher salaries when compared to the ones for employees. The highly positive correlation between supervision (HR), company policies (0.72) and compensation (0.61) emphasizes the determinant role of the supervisor as far as the employees development and satisfaction is concerned. Also, there is a positive correlation between supervision (HR), work position (0.30), wage per month (0.22) and degree (0.17).

Finally, regarding the intention of the employees to stay at their current work, it was found that it is positively correlated with compensation (0.27), company policies (0.27), supervision (HR) (0.23), wage per month (0.22) and work position (0.15). These findings also reveal that high-salary workers, employees realizing supervision (HR), good company policies and better compensation, have an increased level of satisfaction so that they don't intend to leave their current work position.

These findings indicate that the above factors are important in effecting the employee's attitude to leave the company, as well as their work satisfaction.

The main results from the hierarchical multiple regression applied here, are presented in table 2.

It is recalled that beta coefficients, being independent from the units of measurement, can be viewed as a measure of the existing relation between the dependent variable and the corresponding explanatory one, depicting at the same time the extend up to which each independent variable contributes in explaining total variation of the dependent variable.

Variables of block 1 were entered first and it seems that they didn't explain any significant portion (almost 0.9%) of total variation, regarding *Company policies* ($F = 1.099$, $p = 0.35$). When the variables of block 2 were entered, a significant increase of the explained total variation (almost 14.2%), was observed ($F = 9.973$, $p < 0.01$). For $\alpha = 0.05$, we may conclude that there is a rather significant

relation (0.12) between Educational degree and Company policies. A significant relation (for $\alpha \leq 0.01$) is observed between Work position and Company policies.

Regarding *Compensation*, variables of block 1, as in the previous case, explain a very small portion (1.3%) of total variation. We accept the null, regarding the significance of all coefficients ($F = 1.61$, $p = 0.187$). After entering the block 2 variables, we see that the portion of the explained total variation is considerably increased (21.7%). Further, from the F statistic, we reject the null that all coefficients are equal to zero ($F = 16.76$, $p < 0.01$). We observe a significant relation (for $\alpha \leq 0.01$) between Age of employees and Compensation (-0.181) and between Wage per month and Compensation (0.205).

Table 2: Results from the hierarchical multiple regression.

Explanatory variables	Dependent variable			
	Company policies	Compensation	Supervision (HR)	Intention to leave
Block 1	Beta coefficients			
Age of employees	-0.97	-0.181**	-0.083	-0.048
Marital status	0.43	0.031	-0.121	0.069
Number of children	-0.071	-0.029	0.027	0.005
R ²	0.009	0.013	0.002	0.015
F	1.099	1.608	0.259	1.840
Block 2				
Degree	0.120*	0.137	0.056	0.018
Work position	0.260**	0.252	0.286**	0.007
Wage per month	0.092	0.205**	0.083	0.202**
R ²	0.142	0.217	0.122	0.053
Change in R ²	0.133**	0.204**	0.120**	0.038**
F	9.973**	16.76**	8.374**	3.397**
Durbin-Watson d	1.81	1.72	1.78	1.92
Condition Number (CN)	16.13			
* $p < 0.05$				
** $p < 0.01$				

The details regarding the third dependent variable [*Supervision (HR)*], are almost identical to the ones, already presented for variable *Company policies*. In this case, we observe only a significant relation (0.286) between Work position and Supervision (HR), for $\alpha \leq 0.01$.

Regarding the fourth dependent variable (*Intention to leave*), the details are almost similar to the ones reported for the second dependent variable (*Compensation*). In this case we observe only one significant correlation (0.202) between Wage per month and Intention to leave ($\alpha \leq 0.01$). Further, we estimated an auxiliary regression with *Intention to leave* as dependent variable and the different factors of satisfaction as explanatory ones. The results obtained

reveal that according to F statistic ($p = 0.012$), the combined effect of all these factors can be considered significant in explaining total variation (i.e. the behavior) of the dependent variable.

Additionally, from the value of Durbin-Watson d statistic, we may conclude that no any autocorrelation problem of first order has been detected. A proper test, suitable for the case of many explanatory variables, which is analytically presented elsewhere (Mouza, 2008) has been applied and revealed that no heteroscedasticity problems are present.

The value of CN, which is the greatest condition index, indicates that no any multicollinearity problem exists, in the set of the explanatory variables (Lazaridis, 2007). To test for linearity, we computed from the proper auxiliary regression the LM (Lagrange Multiplier) statistic, which asymptotically follows an X^2 distribution. Given that the value of LM is much less than the tables X^2 for any standard significance level, we may conclude that no linearity problem in the model exists.

It should be emphasized, that all these tests, usually not reported in similar works, ensure the validity and reliability of the regression results. It is necessary to point out that if we trace problems of

- linearity,
- multicollinearity,
- autocorrelation,
- and particularly problems of heteroscedasticity, which are more likely, compared to the above, when working with data sets like the one used here,

then we have to reform our data (the case of multicollinearity), or to adopt a more suitable estimation method. In any case the initial estimation results will be altered, which implies that if one relies on the initial estimation results solely in order to reach some conclusions, although one or more of the above problems are present, then these conclusions will be questionable, as far as their unbiasedness and consistency is concerned.

Conclusion

Herzberg's (1968) two factor theory illustrates that one's job can be affected by certain factors which are intrinsic (called motivators) and extrinsic (hygiene). These factors are the primary cause of employees job satisfaction. He also supports that motivator factors (responsibility, recognition, achievement, advancement etc.) lead to job growth while hygiene factors (company policy, salary, supervision, job security, status) lead to job avoidance. Wernimont (1966) argues that job satisfaction can be due to high level of satisfaction with intrinsic factors and dissatisfaction can be due to low level of satisfaction with these factors. Extrinsic factors cause both satisfaction and dissatisfaction in lesser extend than the intrinsic factors. However individuals are more likely to say they have bad or dissatisfied feelings about these extrinsic factors.

O'Reilly and Caldwell (1980) suggest that individuals typically make up their decision based on either intrinsic or extrinsic factors. Their intention to leave may be influenced either by intrinsic and extrinsic factors. Also there are many articles over the years,

concluding that job satisfaction has long been associated with employees intend to leaving from work (Bhuiyan et al. 1996, Price 2001, Lambert et al. 2001).

Our research on employees working at Small and Medium Enterprises (SME's) revealed that there is a positive correlation between company policies, compensation, supervision (HR) and intention to leave (Hegney et al. 2006, Luna-Arocas & Camps, 2008). We also found that high-salary workers, realizing supervision (HR), good company policies and better compensation, have an increased level of satisfaction so that they don't intend to leave their current work (Coomber & Barriball, 2007). It should be noted that the value of Chronbach's alpha for the items included in the four groups (company policies, compensation, supervision (HR) and intention to leave), ranges from 0.71 to 0.87.

According to the results obtained from a proper multiple regression analysis, we traced a significant relation of compensation with age of employees and wage per month. Also we can say that a rather significant relation of company policies with educational degree and work position exists. In addition we found a significant relation between work position and supervision (HR). Finally a significant relation between wage per month and intention to leave was observed.

The outcome of this research suggests that an enterprise which wants to increase the job satisfaction of the employees, should consider changes in extrinsic factors (company policies, compensation, supervision) in order to bring about a more appropriate match between the employees and their job. The results further suggest that when the employees aren't well paid their intention to leave increases, which is an important factor for enterprises to take into consideration.

References

- Aiken, L., Clarke, S., Sloane, D., Sochalski, J., Busse, R., Clarke, H., Giovanetti, P., Hunt, J., Rafferty, A.M and J. Shamian, 2001, "Nurses reports on hospital care in five countries", *Health Affairs*, 20 (3):43-53.
- Bhuiyan, S.N., Al-Shammari, E.S. and O.A. Jefri, 1996, "Organizational commitment, job satisfaction and job characteristics: An empirical study of expatriates in Saudi Arabia", *International Journal of Commerce and Management*, 57, 57-80.
- Bowen BE, Radhakrishna RB. "Job satisfaction of agricultural education faculty: A constant phenomena." *J Agr Educ*. 1991;32:16-22.
- Chen YC & Lin LH, 2002. "Relationships between empowerment and organizational commitment of nurses". *Journal of Tzu-Chi Nursing* 1, 53-64.
- Clark, A.E., *Measures of job satisfaction - What makes a good job? Evidence from OECD countries*, Labour Market and Social Policy - Occasional Paper No. 34, OECD, Paris, 1998.
- Coomber B., and K.L. Barriball, 2007, "Impact of job satisfaction components on intend to leave and turnover for hospital-based nurses: A review of the research literature", *International Journal of Nursing Studies*, 44(2), 297-314.
- Cranny, C. J. Smith, P C. & Stone, E. F. 1992. "Job satisfaction: How people feel about their jobs and how it affects their performance. NY : Lexington Books

- DeCotiis T. & Summers T., 1987. "A path analysis of a model of the antecedents and consequences of organizational commitment", *Human Relations*, 40(7):445-470.
- Diaz-Serrano, L. and Cabral Vieira, J.A., *Low pay, higher pay and job satisfaction within the European Union: Empirical evidence from fourteen countries*, IZA Discussion Papers No. 1558, Institute for the Study of Labour (IZA), 2005,
- Gaziloglu, S. and Tansel, A., *Job satisfaction in Britain: Individual and job-related factors*, Economic Research Centre Working Papers in Economics 03/03, Ankara, 2002
- Hackman J. R., & Oldham, G. R., 1976, "Motivation through design of work", *Organizational behaviour and human performance*, 16, 250-279.
- Hegney D., Plank A., and V. Parker, 2006, "Extrinsic and Intrinsic Work Values: Their Impact on Job Satisfaction in Nursing", *Journal of Nursing Management*, 14(4), 271-281.
- Herzberg, F., Mausner, B. & Snyderman, B.B. 1959, *The Motivation to Work*. John Wiley. New York
- Herzberg, "The Motivation-Hygiene Concept and Problems of Manpower", *Personnel Administration* (January-February 1964), pp. 3-7.
- Herzberg, R.R., 1968, One more time: How do you motivate employees? In S.J.Ott(Ed.), *Classical readings in organizational behavior*. 2nd Edition, Orlando, Florida: Harcourt Brace & Company.
- Hirschfeld, R. R. 2000. "Validity studies. Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire Short Form make a difference?". *Educational Psychological Measurement*, 60: 255-270.
- Kalleberg A., 1977. "Work values and job rewards - a theory of satisfaction". *American Sociological Review* 42, 124-153.
- Kanter RM, 1993. "Men and Women of the Corporation", 2nd edn. Basic Books, New York.
- Karsh B., Booske B. & Sainfort F., 2005. "Job and organizational determinants of nursing home employee commitment, job satisfaction and intention to turnover". *Ergonomics* 48, 1260-1281.
- Lambert, E.G., 2001, "To stay or quite: A review of the literature on correctional officer turnover", *American Journal of Criminal Justice*, 26, 61-76.
- Laschinger HKS & Havens HD, 1996. "Staff nurse work empowerment and perceived control over nursing practice, condition for work effectiveness". *The journal of nursing administration* 26. 27-35.
- Laschinger HKS, Finegan J. & Shamian J., 2001. "The impact of workplace empowerment and organizational trust on staff nurses' work satisfaction and organizational commitment". *Health care management review* 26, 7-23.
- Lazaridis, A., 2007, "A Note Regarding the Condition Number: The Case of Spurious and Latent Multicollinearity", *Quality & Quantity*, 41, 123-135.
- Lock E. A., "What is Job Satisfaction?" *Organizational Behavior and Human Performance*, Vol. 4, No. 4 (1969), pp. 309-336
- Luna-Arocas R. and J. Camps, 2008, "A Model of High Performance Work Practices and Turnover Intentions", *Personnel Review*, 37(1), 26-46.
- Maslow AH. "A theory of human motivation." *Psychol Rev.* 1943:370-396. doi: 10.1037/h0054346.
- McNeese-Smith DK, 1997. "The influence of manager behavior on nurses' job satisfaction, productivity and commitment". *The Journal of Nursing Administration* 27, 47-55.
- Mobley et al., 1979; H. P. Sims, A. D. Szilagyi and R. T. Keller, "The measurement of job characteristics", *Academy of Management Journal*, Vol. 19 (June 1976), pp. 195-212; and J. Sneed, "Job characteristics and Job satisfaction of School Food-service

- Employees", *School Food Service Reserah Review*, Vol. 12, No. 2 (1998), pp. 65-68.
- Morrison R, Jones L. & Fuller B. 1997. "The relation between leadership style and empowerment on job satisfaction of nurses". *The Journal of Nursing Administration* 2, 27-34.
- Mouza, A., 2008, "Testing the effect of specific socioeconomic factors on the ischemic rate. The case of Greece", *Hippokratia*, 12(1), 59-64.
- Mowday, R. T., Porter, L. W., & steers, R.M. 1982. "Organizational linkage: The psychology of commitment, absenteeism and turnover. New York, NY: Academic Press.
- Myloni, B., Harzing, A.W. and Mirza, H. (2004) 'Human Resource Management in Greece: Have the Colours of Culture Faded Away?', *International Journal of Cross Cultural Management*4: 59-76.
- O'Reilly III.,C.A. and D.F. Caldwell, 1980, "Job Choice: The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment", *Journal of Applied Psychology*, 65, 559-565.
- Papalexandris, N. (1992) 'Human Resource Management in Greece', *Employee Relations* 14: 38-52.
- Price, J.L., 2001, "Reflections on the determinants of voluntary turnover", *International Journal of Manpower*, 22, 600-675.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Rose, R. W. (1991). *Comparisons of employee turnover in food and beverage and other departments in hotel properties*. Ann Arbor, MI: UMI Dissertation Services.
- Rose, M., *Disparate measures in the workplace...Quantifying overall job satisfaction* , Paper presented at the 2001 BHPS Research Conference, Colchester
- Seashore, S.E., Lawler, E.E., Mirvis, P. and C. Camman, 1982, "Observing and Measuring Organisational Change: A Guide to Field Practice", New York, Wiley.
- Schneider, B. & Snyder, R.A. 1975. "Some relations between job satisfaction and organizational climate", *Journal of Applied Psychology*, 60(3):318-328
- Smith P., Ironson GH & Brannik MT, 1989. "Construction of a job in general scale: a comparison of global, composite and specific measures". *Journal of Applied Psychology* 74, 1-8.
- Smith, GP. Motivation. In: Tracey W. , editor. *Human resources management and development handbook*. 2. 1994.
- Weiss, D.J., Dawis, R.V., England, G.W. and Lofquist, L.H. (1967) 'Manual for the Minnesota Satisfaction Questionnaire', *Minnesota Studies in Vocational Rehabilitation(Bulletin)*: 22-22.
- Wernimont, P.F., 1966, "Intrinsic and extrinsic factors hi job satisfaction", *Journal of Applied Psychology*, 50, 41-50.