

The Committed Workforce

The Committed Workforce:
Evidence from the Field

By

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**CAMBRIDGE
SCHOLARS**

P U B L I S H I N G

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Evidence from the Field,
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BOOK SUMMARY

Organizational commitment and job satisfaction are two interrelated work attitudes, and the kind of relationship is influenced by the economic sector and the type of employment. Also, employees develop commitment profiles that relate differently to job satisfaction and its facets. Furthermore, individuals experience two different regulatory foci that relate to the forms of organizational commitment and these foci develop into separable characters that moderate the commitment/satisfaction relationship. Finally, since commitment predicts organizational citizenship behaviours, and satisfaction relates to these behaviours, then job satisfaction mediates the relationship between organizational commitment and organizational citizenship behaviours (OCBs). Study 1 investigates the research hypotheses based on the moderating role of the economic sector to job satisfaction/organizational commitment relationships, and especially to the forms of commitment and the facets of satisfaction – extrinsic satisfaction and intrinsic satisfaction. Overall, 618 employees successfully completed the questionnaires (258 from private sector companies and 360 from the public administration). Then, distinguishable organizational commitment profiles developed and constructed from the forms or constructs of commitment. Two different samples are used in Study 2 in order to test the relevant hypotheses – 1,119 employees from the private sector and 476 from the public sector. Study 3 uses the concept of regulatory focus, where the two foci relate differently to forms of organizational commitment and these two states moderate the satisfaction/commitment relationship and furthermore, individuals develop four separable regulatory focus characters based on the two major regulatory foci. Moreover, the moderating intervention is crucially influenced by the employment status of the individuals. The research hypotheses developed in this part are tested through two samples of employees: 258 working in the private sector and 263 in the public sector. Study 4 examines the mediating role of job satisfaction on the organizational commitment/organizational citizenship behaviours relationship. It argues that job satisfaction mediates the relationship between the forms of commitment and OCBs, and furthermore, job satisfaction mediates more strongly the relationship between these forms and loyal boosterism (one of the OCB dimensions). The relevant hypotheses were tested

through a combined sample of 646 employees, equally drawn from the two sectors. The results are discussed, implications and contributions analyzed, and limitations and recommendations for future research presented.

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ABBREVIATIONS

α	Cronbach's α coefficient
AC	Affective commitment
ACS	Affective Commitment Scale
AOC	Affective organizational commitment
BOCS	British Organizational Commitment Scale
CC	Continuance commitment
CCS	Continuance Commitment Scale
df	Degrees of freedom
ES	Extrinsic satisfaction
F	F value
GJSQ	Global Job Satisfaction Questionnaire
HISAC	High sacrifices
HRM	Human Resource Management
INHE	Interpersonal helping
ININ	Individual initiative
IS	Intrinsic satisfaction
JDI	Job Descriptive Index
JDS	Job Diagnostic Survey
JI	Job involvement
JIG	Job-in-General Scale
JS	Job satisfaction
JSS	Job Satisfaction Survey
LO	Loyalty
LOALT	Low alternatives
LOBO	Loyal boosterism
m	Mean value
Max	Maximum
Min	Minimum
MSQ	Minnesota Satisfaction Questionnaire
N	Sample number/size
NA	Negative affect
NC	Normative commitment
NCS	Normative Commitment Scale
NPM	New Public Management
NPR	New Public Reform

OB	Organizational Behaviour
OC	Organizational commitment
OCB	Organizational citizenship behaviour
OCQ	Organizational Commitment Questionnaire
OCS	Organizational Commitment Scales
OD	Organizational Development
OI	Organizational identification
OJS	Overall Job Satisfaction Scale
p	Level of significance/p-value
PA	Positive affect
PANAS	Positive and Negative Affectivity Scale
PEIN	Personal industry
POS	Perceived Organizational Support
PREV	Prevention focus
PROM	Promotion focus
PSM	Public Service Motivation
REGFOC	Regulatory focus
RFT	Regulatory Focus Theory
s.d.	Standard deviation
SDT	Self-determination Theory
SET	Social Exchange Theory
t	t-value
WOP	Work and Organizational Psychology

CHAPTER ONE

INTRODUCTION

Justification and contribution to knowledge

The relationship between organizational commitment and job satisfaction has not been thoroughly investigated within the Greek cultural and organizational context and there have been only studies examining indirectly organizational commitment and job satisfaction with respect to other variables (cf. Labiris et al., 2008; Togia, 2005; Peeters et al., 2005; Togia, Koustelios, & Tsigilis, 2004; Koustelios, Theodorakis, & Goulamaris, 2004; Antoniou, Davidson, & Cooper, 2003; Bourantas & Papalexandris, 1992, etc.). However, a study on the relationship of organizational commitment to job satisfaction was conducted in the 1990s by Karassavidou and Markovits (1994), although it focused on one particular scale and conceptual framework of organizational commitment (Cook & Wall, 1980) and the sample was constituted of blue-collar workers. Most of the studies in Greece related job satisfaction to stress and burnout and focused more on the individual level, rather than the organizational one. Moreover, no empirical studies – either in Greece or elsewhere – have been implemented concerning organizational commitment and job satisfaction and the effect these have on their relationship to the type and form of employment, i.e., employees working under private sector contracts and employees recruited to work for the State – both at a central and a regional level – as civil servants. Thus, the present research examines how the economic sector influences the relationship between the forms of commitment and the facets of satisfaction, questioning a stereotype that civil servants are poorly committed and, by and large, dissatisfied with their jobs. The examination of these research questions is important since the knowledge of the relationships developed for employees working into different economic sector and employment forms may influence the development of *Human Resource Management* (HRM) policies and provide explanations for the differences on job-related attitudes exhibited in the private sector and the public sector.

Furthermore, the existence of organizational commitment profiles has been mainly restricted to the American and Western organizational context (cf. Dello Russo, Vecchione, & Borgogni, 2012; Irving, Cawsey, & Cruikshank, 2002; Herscovitch & Meyer, 2002; Meyer & Herscovitch, 2001) with the notable exception of Wasti's (2005) work in Turkey and that of Tsoumbri, and Xenikou (2010) in Greece. The later one followed and based on its conceptual part on the research and the published work conducted by the author could not be regarded as the first empirical work on commitment profiles in the Greek organizational context. However, even these studies focused on the existence of profiles based on Meyer, Allen and Smith's (1993) three-commitment framework – affective commitment, continuance commitment, and normative commitment. This field research extends the present scientific knowledge by examining another conceptual framework – organizational commitment constructed by organizational identification, job involvement, and loyalty (Cook & Wall, 1980) and distinguishing these profiles according to the form of employment relationship, i.e., private sector and public sector employees. Moreover, the organizational commitment profiles are related to job satisfaction, whereas, all previous studies examined profiles with respect to focal and contextual task performance. Thus, the new material introduced via this research is the relation of commitment profiles to job attitudes and their examination with respect to the employment differences, i.e., the distinction between private and public sector employees. The answers provided to the respective research questions will have a two-fold scope: on the one hand, they will cross-validate the development, existence and relevance of organizational commitment profiles for other cases, apart from organizational citizenship behaviours and turnover intentions, and on the other hand, they will strengthen the argument for profiles by pointing out that their existence is not related to the methodological tool used, i.e., Meyer and Allen's three-dimensional model of organizational commitment.

So far, it is known that regulatory focus is distinguished between promotion focus and prevention focus and affect, goals, outcomes and performance. However, little is known concerning the relationship of regulatory focus to organizational commitment. This research examines how the two regulatory focus states relate to the three forms of organizational commitment and goes beyond this by examining the intervening effect of regulatory focus to the organizational commitment/job satisfaction relationship. This issue has never been examined and its significance is important since the relevant self-regulation foci construct distinguishable personality characters establishing that employees respond

differently to management practices and exemplify different attitudes toward their job. The overall effect is to develop distinguishable employee characters that should respond in different ways to HR policies and practices and have attitudes toward their jobs relevant to their regulatory focus characters. This study examines a novel issue in the relevant *Work and Organizational Psychology* (WOP) field and responds to Meyer and his colleagues' exhortation to see the relationship between self-regulation and attitudes (cf. Meyer, Becker & Vandenberghe, 2004).

Finally, international research updates examined and related attitudes to performance, both extra-role and in-role ones. In particular, it has been seen that organizational commitment and job satisfaction could predict extra-role behaviours at work, such as, organizational citizenship behaviours (OCBs). However, nothing is said on what could influence the degree of the relationship between organizational commitment and OCBs. This research tests the hypothesis that organizational commitment is closely related to OCBs, and that this effect is caused by the strong influence of organizational commitment on job satisfaction. In other words, job satisfaction mediates the relationship between organizational commitment and organizational citizenship behaviours. This model is tested with respect to the forms of commitment and the dimensions of OCBs, showing that affective commitment and normative commitment are closely related to loyal boosterism, due to the strong influence of these forms of commitment on job satisfaction. The final sets of hypotheses relate to the mediating role of job satisfaction on the predictive relationship between organizational commitment and organizational citizenship behaviours, and can provide fruitful arguments and recommendations to academics and HR practitioners on 'how' or 'why' organizational commitment predicts or causes OCBs, and more importantly the forms of commitment predict loyal boosterism. Job satisfaction as a mediator can explain this relationship, since it is the mechanism through which commitment influences extra-role performance.

The hypotheses developed and tested in all four field quantitative studies have both theoretical contributions to the relevant WOP knowledge, being themselves new propositions on the theory, and also practical implications to organizations and management, especially HRM, since the research is conducted in the private and public sector and the results could provide specific recommendations for action to management. All these are discussed thoroughly both during the presentation of the studies, as well as in Chapter Seven, where the conceptual framework developed is reviewed as an integrated whole.

Book overview

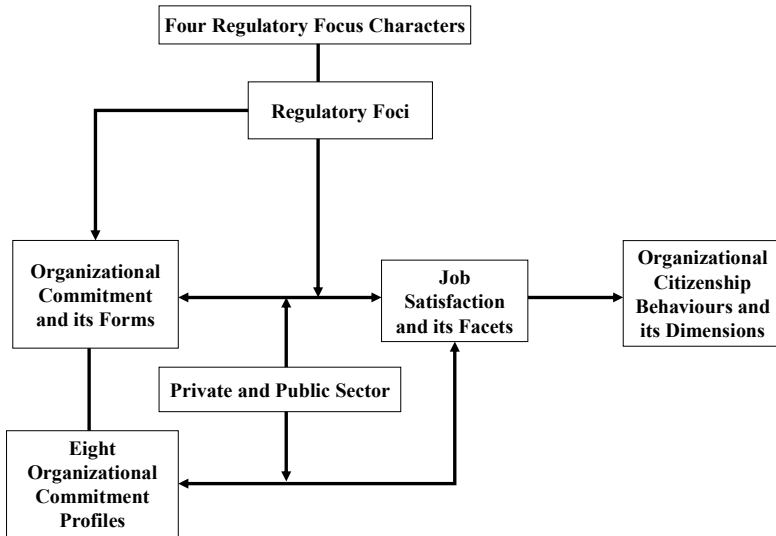
The book is divided into seven chapters: the first chapter has the justification of the research, the contribution to knowledge, and the book overview, and the second chapter provides introductory material and knowledge, the basic definitions of the examined concepts – job satisfaction, organizational commitment, regulatory focus, and organizational citizenship behaviour, and their relations between them, as well as with their antecedents. The third chapter presents the conceptual framework for Study 1 of this research, and examines how the economic sector in Greece moderates the relationship between organizational commitment and job satisfaction. The fourth chapter deals with the conceptual framework for Study 2, develops commitment profiles and relates them with job satisfaction in both sectors. The fifth chapter moves into Study 3, where regulatory focus is introduced and is related to organizational commitment and further, regulatory foci characters are developed and their moderation is examined with respect to job satisfaction and organizational commitment in both sectors. The sixth chapter deals with the final conceptual framework for Study 4, where the mediating role of job satisfaction is examined with respect to the relationship between organizational commitment and organizational citizenship behaviours. The final – seventh – chapter contains the general conclusions derived from this research related to the research hypotheses and the whole conceptual framework, their implications for theory, policy and practice, and the limitations of the research, and recommendations for further research. The book concludes with the references list and the appendices with the various questionnaires adopted for all field studies (Table 1.1 shows all four studies).

Table 1.1: The four studies

Study	Sample
<i>Study 1:</i> The moderating role of the economic sector on job satisfaction and organizational commitment	618 (258 private sector, 360 public sector)
<i>Study 2:</i> Organizational commitment profiles and job satisfaction in both sectors	1,595 (1,119 private sector, 476 public sector)
<i>Study 3:</i> The moderating role of regulatory focus on job satisfaction and organizational commitment in both sectors	521 (258 private sector, 263 public sector)
<i>Study 4:</i> The mediating role of job satisfaction on organizational commitment and organizational citizenship behaviours	646 (323 from private and public sector, respectively)

Figure 1.1 shows the whole integrated conceptual framework that is formulated in order to design the relevant research hypotheses that were tested in the four independent field studies. This integrated framework is separated into four integral parts that compose the four studies.

Figure 1.1: The general conceptual framework



Organizational commitment and job satisfaction are two interrelated work attitudes, but little is known on how their relationship is moderated by the type of employment contract, i.e., how satisfaction and commitment is differentiated in employees from the private and public sectors (e.g., Brunetto et al., 2010; Brunetto & Farr-Wharton, 2006; Naff & Crum, 1999; Karl & Sutton, 1998). This research raises this question and examines the moderating role of the economic sector to the relationship of the forms of commitment with the facets of satisfaction. Moreover, the forms or constructs of organizational commitment develop into distinguishable profiles that relate differently to the various outcomes (e.g., see on commitment profiles: Gellatly, Meyer & Luchak, 2006; Wasti, 2005; Herscovitch & Meyer, 2002; Meyer & Herscovitch, 2001). However, until today, international research has focused on the relationship of these profiles to performance, intentions and behaviours. This research examines these profiles with respect to job satisfaction, and examines them in both private and public sectors, in order to disclose their

differences, and moreover, it extends the profiles framework by using another one methodological tool for organizational commitment – that of Cook and Wall (1980), apart from the one used in all studies so far, i.e., that of Allen and Meyer (1990). It is also known that regulatory foci relate to job attitudes (for instance, see work on the relationship of regulatory focus to job satisfaction and organizational commitment: Kark & Van-Dijk, 2007; Meyer et al., 2004; Van-Dijk & Kluger, 2004; Weiss & Cropanzano, 1996; Higgins, Simon, & Wells, 1988), but remains unknown on which state of regulatory focus – promotion focus or prevention focus – relates more strongly than the other to the forms of organizational commitment – affective, normative, and continuance. This knowledge is important for the development of tailor-made HR policies. This research develops relevant hypotheses and tests then, and in turn, develops distinguishable characters out of the two regulatory focus states and examines their moderation by the organizational commitment/job satisfaction relationship, in both economic sectors. Finally, although other studies have shown that the attitudes predict behaviour (e.g., see on the relationship between the two attitudes and extra-role behaviours: Hsu et al., 2011; Gautam et al., 2005; Herscovitch & Meyer, 2002; LePine, Erez & Johnson, 2002), there is no empirical evidence why commitment is closely related to organizational citizenship behaviours. This research hypothesizes and tests that job satisfaction mediates the relationship between the forms of organizational commitment and organizational citizenship behaviours, i.e., the strong influence of commitment on satisfaction is responsible for the relationship between commitment and OCBs. This conceptual framework is examined through relevant research hypotheses via four independent field studies conducted in Greece to employees from both private and public sector.

CHAPTER TWO

THE RESEARCH AND THE THEORETICAL CONCEPTS

Research background

This research was initiated by a field study conducted by the author and Eleonora Karassavidou, Assistant Professor of Human Resources Management at the Aristotle's University of Thessaloniki back in the mid-90's where blue-collar workers from 11 manufacturing companies answered a structured questionnaire measuring job satisfaction, organizational commitment, organizational trust, and job security. This was the first study in these areas ever conducted in Greece and the results were presented at the 6th European Conference of the European Association of Labour Economists held in Warsaw, Poland in 1994. Since then there have been no other field studies conducted in Greece; leaving this area of work and organizational psychology ill-explored and researched in Greece. In the meantime, new scales of measurement have developed in the field and new situations emerged in the Greek organizational and social context, the most significant being, Greece's full membership to the European Union and the globalization of the socioeconomic and industrial relations issues. Furthermore, HR policies and procedures adopted both in the private and public sector, and the modernization of the organizational environments, e.g., adoption of the *New Public Management* (NPM) concept in the public administration, flexible working patterns, ownership changes in the private sector companies through mergers and acquisitions, extensive privatization of public sector organizations, reduction of the social security system and of welfare state, harshening of socioeconomic conditions for the majority of the citizens, massive immigration from Eastern Europe and the Balkans, new forms of discrimination and the increasing conservatism of society, were some of the most prominent developments in Greek society.

The present research, taken under consideration of the aforementioned changes and developments (positive and negative alike), investigated current Greek employees – both in the private and public sector – and examined issues related to their degree and type of job satisfaction and organizational commitment. All field studies were conducted within the Greek socioeconomic and organizational environment, since the researcher, apart from being a Greek national, is also working and living in this country. Numerous employees from the private sector and the public sector were approached and asked to complete the questionnaires developed for the purposes of the research studies. The employees were found either in their workplaces or in vocational training seminars. In most of the cases, they answered the questionnaire instantly; although, many of them decided to fill them in at their own convenience and pace.

Research problem

The present research examines the general relationship between organizational commitment and job satisfaction within the Greek organizational and cultural context and its interplay with other factors, such as sectoral differences, self-regulation processes and work-related behaviours. In particular, it examines the importance and significance of measuring and examining these organization and job attitudes for employees. Since employees in the private and public sector experience substantially different employment and organizational conditions, contracts and work environments, the relationship between organizational commitment and job satisfaction should differ substantially, resulting to the development and implementation of tailor-made management practices and policies for human resources. So far, there have not been any studies examining the role of economic sector and type of employment on the interplay between organizational commitment and job satisfaction. Moreover, Study 1 of the current research proposes that economic sector (private vs. public) plays a moderating role on the relationship between commitment and satisfaction. Furthermore, this study questions the belief that civil servants are poorly committed towards their organization. This research examines these objective differences and proposes appropriate HR policies and procedures in order to keep employees satisfied with their jobs and committed toward their organizations. A satisfied and committed employee is most likely to be motivated at work, to perform well and be effective, productive, and efficient. Thus, the first general problem investigated in the current research is the role of the economic sector on the organizational commitment/job satisfaction relationship. As it will be

seen in the forthcoming chapters, this issue has not been investigated in the relevant international bibliography, but instead organizational commitment and job satisfaction is examined with respect to private and public sector employment independently.

Following from these acknowledged sectoral and objective differences, a number of distinguishable and theoretically interpretable organizational commitment profiles for these employees have been developed, demonstrating an influential effect on employees' job satisfaction, resulting from the employment status of the individuals, i.e., private or public sector employees. These organizational commitment profiles are based – for the first time – on two different commitment conceptual frameworks, the first initially developed by Cook and Wall (1980) and the second by Meyer et al. (1993). Although, commitment profiles have been examined extensively during the last decade, their research was restricted to organizational citizenship behaviours, turnover and withdrawal intentions. The current research relates the profiles issue to job satisfaction, thus, extending the relevant study on commitment profiles and makes a further contribution by examining these profiles with respect to the private/public sector distinction. Apart from the theoretical contribution, the practical relevance is obvious, since based on the findings and the differences associated to the type and form of employment, appropriate policies could be developed in order to make employees feel satisfied with their jobs. Thus, the second research problem is: which commitment profiles make employees more satisfied with their jobs and how do these differ from private sector to public sector?

The third study examines the relationship of the self-regulation processes with the aforementioned attitudes. Self-regulation has been conceptualised through the *Regulatory Focus Theory* (RFT) proposing two separate regulatory foci – promotion focus and prevention focus. For the first time, it is proposed that individuals develop four regulatory focus characters based on the two major regulatory foci, and these characters intervene in the relationship between organizational commitment and job satisfaction by moderating it. Moreover, this intervention is crucially influenced by the employment status of the individuals – private or public sector employees. By acknowledging these four characters and managing to distinguish them, relevant management policies are constructed and related to those based on the development of the organizational commitment profiles. This study relates and examines empirically – for the first time – the relationship between regulatory focus states and organizational commitment forms and extends this by showing how regulatory focus moderates the commitment/satisfaction relationship,

taking under consideration the type and form of employment. This examination, together with the development of the distinguishable regulatory focus characters, is new material to the WOP theory, having also considerable practical implications for HR managers.

The research concludes by reaching to the final set of relationships, i.e., job satisfaction is already proved to be related to the positive and extra-role job-related behaviours, such as the so-called organizational citizenship behaviours (Judge et al., 2001). The aim of the fourth study was to examine this hypothesized mediating relationship between organizational commitment-job satisfaction-organizational citizenship behaviours. This is a new contribution to the relevant theory and practice, since, so far, job satisfaction was seen as a mediator between dispositional or demographic factors and extra-role behaviours or turnover intentions. This examination on the current research shows that organizational commitment is closely related to organizational citizenship behaviours, and in particular to one of its dimensions – loyal boosterism, and that this effect is caused by a strong influence of organizational commitment on job satisfaction. In other words, this research problem is associated with the factors affecting the strength of the predictive relationship between commitment and extra-role behaviours, and it concludes that job satisfaction is responsible for this. This is important both from a theoretical standpoint and a practical one, since HR managers should aim to select employees showing a potential for commitment and on the other hand, management should develop policies and practices aiming to strengthen organizational identity and culture and providing clear and thorough mission and goals to employees.

Concluding, therefore, the main research problem of this book is to disclose how the various forms of organizational commitment interplay so as to determine or project employees' level of job satisfaction and, in particular, the satisfaction derived from the extrinsic rewards and that derived from the intrinsic accomplishments, taking under consideration the type and form of employment. Also, it considers what sort of commitment profiles make people feel more satisfied with their job, with particular reference to the private sector/public sector distinction. Furthermore, this research examines how self-regulation foci relate to the forms of organizational commitment and moderates the relationship between organizational commitment and job satisfaction, and finally, since job satisfaction is related to OCBs and organizational commitment to OCBs, the research examines the mediating role of job satisfaction to the relationship between organizational commitment and OCBs.

Greek organizational/cultural context

Greece is rarely explored in management research (Myloni, Harzing, & Mirza, 2004; Papalexandris, 1992) although it is represented in major studies of cross-cultural variation. Indeed its position in these studies is quite distinctive. The GLOBE studies (Global Leadership and Organizational Behaviour Effectiveness; House et al., 2004) located Greece in the Eastern Europe cluster while Hofstede's earlier work (1980) located Greece in a broadly "Near Eastern" cluster (cf. Ronen & Shenkar, 1985) including Arab countries, Spain, some Latin American countries and Turkey (the characteristics of this cultural group are high power distance, high uncertainty avoidance, low individualism and medium masculinity). Another cross-cultural study by Griffeth et al. (1985) clustered Greece with the Latin European countries of Spain, Portugal and Italy, and the Netherlands and Belgium. They used job satisfaction (co-work satisfaction, pay satisfaction, supervision satisfaction, promotional satisfaction, and work satisfaction), organizational commitment (the feeling of identification or being part of the company, measured with seven items), role overload, organizational climate and structure, in order to complete their research. Although, Griffeth et al. (1985) used many variables to conduct their cross-cultural research (128 items overall), they did not use any of the generally accepted scales of that time. Furthermore, sample sizes from each country were very small (for example, from Greece the sample size was 23, from Austria 44, and from Finland 36). In terms of the societal values, institutional collectivism and uncertainty avoidance were highly valued, while power distance and assertiveness were less valued than in most of the GLOBE participant countries. Of the nine GLOBE dimensions, only gender egalitarianism was both highly valued and widely practiced in Greece. Societal practices (in contrast to values) were reported to be high on assertiveness and power distance, and low on performance orientation, institutional collectivism, humane orientation and uncertainty avoidance. Hofstede's findings were largely similar, although he reported high power distance being valued rather than just practiced. This shift from Hofstede's study to the GLOBE findings may be a function of economic development and related changes that Greece has experienced in the past 30 years.

All cross-cultural studies show that Greek managers and management attitudes and decisions are different from those of the British, Germans, or the US. Starting this literature review from the work by Lammers and Hickson (1979), Greece is characterized more as a typical bureaucracy, with a high power distance between employees and employers, and a high

rule orientation. These cultural patterns are exactly the opposite from those that predominate in the Anglo-Saxon countries. Hofstede (1980) – in his pioneering work on cross-cultural comparisons – found that the cultural characteristics of Greek managers were: very strong on uncertainty avoidance, rather high on power distance, rather collectivist on attitudes, and high on masculinity. Also, Hofstede (1983; 2001) provided a more complete cluster analysis of 50 countries and three regions where Greece is clustered together with Spain, Argentina, Turkey, Brazil, and the Arab countries and Britain is clustered together with Ireland, New Zealand, Canada, Australia, and the USA. The differences between Greece and selected countries on the four cultural dimensions of Hofstede (in brackets are the maximum and minimum scores per dimension) are presented on Table 2.1. However, all these cross-cultural studies compared and contrasted values exemplified by managers, whereas, the present research examines attitudes expressed by employees. Greece, in general, is different – culture-wise – compared to the countries that most of the empirical studies on job satisfaction and organizational commitment have been conducted. However, it is not the intention of this research to provide either a cross-cultural examination of the job satisfaction/organizational commitment relationship or to argue that any differences disclosed on job satisfaction and organizational commitment among employees from different countries should be explained through a cultural prism.

Table 2.1: Cultural differences of Greece from selected countries

Cultural dimensions	Greece	Turkey	Great Britain	United States	Germany	Netherlands	Belgium	Australia	South Korea
Power Distance Index (104-11)	60	66	35	40	35	38	65	36	60
Uncertainty Avoidance Index (112-8)	112	85	35	46	65	53	94	51	85
Individualism Collectivism Index (91-6)	35	37	89	91	67	80	75	90	18
Masculinity Femininity Index (95-5)	57	45	66	62	66	14	54	61	39

Recent cross-cultural analyses show that Greece is grouped with such a cluster that its cultural parameters and values differ a lot, or in some cases substantially, from the values representing clusters which the Anglo-Saxon, the Nordic, the Latin, or the Central and West European countries exemplify. For example, this is case in the study conducted by Schwartz (1994), which compared countries across the cultural dimensions of: conservatism, affective autonomy, intellectual autonomy, hierarchy, mastery, egalitarian commitment, and harmony. Also, Brodbeck et al. (2000) examined the cultural variation of 22 European countries across various leadership traits and behaviours and validate the cluster analysis of Ronen and Shenkar (1985). Similar results were presented by Bond et al. (2004) – they clustered nations across two social axioms (dynamic externality and societal cynicism) and by Myloni et al. (2004) where countries were grouped on variables such as, performance orientation, future orientation, family/in-group collectivism and power distance.

While Greek values have been explored, the impact of this value set on organizational outcomes has not, in contrast to its neighbour Turkey which has been the subject of an extensive series of studies on organizational commitment by Wasti (2005; 2003; 2002; 1998). Those cross-cultural studies that have included Greece reinforce the contrast between Greek attitudes, decision-making style, values and beliefs and those of more widely researched contexts, primarily the UK and North America (Schwartz, 1994). Bourantas et al. (1990) argued that Greek management is characterized by the fear of responsibility and the low belief on others' knowledge and capacity, a characterization that accords with the GLOBE data. Green, Deschamps, and Páez (2005) clustered countries' individualistic and collectivistic dimensions on the basis of three attitudes: self-reliance (an individualistic attitude), group-oriented interdependence (a collectivistic attitude), and competitiveness (an attitude both individualistic and collectivist). Greece was clustered into the self-reliant non-competitor quadrant (together with Italy), whereas the USA was on the borders of the interdependent competitor quadrant and Turkey was located in the self-reliant competitor quadrant. This seems to indicate an emergent individualism within both Greece and Turkey.

Finally, it is important to mention that the organization of Greek employees is based on the type of employment, thus, there are two confederations of employees: one for the employees working in the private sector and the former public enterprises that currently have been privatized – wholly or partially – and the other is for the employees working for the central, regional, or local government – the civil servants and the public sector employees. The main characteristics of the Greek trade unions are:

(1) internal divisions along political lines, implying a dual organization structure comprised of a formal and an informal one, (2) fragmentation of the labour movement and multi-unionism, partly explained by the fact that unionism is based on occupation, and (3) hostile and adversarial industrial relations with a history of government fierce intervention, external regulation and a continuous fight to gain power and manipulate the demands of the labour movement (Karassavidou & Markovits, 1996: 367-368). On the other hand, employers are organized along the association of Greek industries and the association of hyper-markets and multi-stores representing around 450 private sector companies. However, the majority of companies is small-sized and family-owned and is represented by the handicrafts associations and the ones for the commercial companies, which are loosely organized. This means that the application of HR policies is mainly feasible to those companies that are characterized as big-sized shareholding ones. The small size of the majority of Greek firms is also a significant limiting factor, since they are often not able or motivated to invest in the development of their human resources. Moreover, their small size does not allow them to attract and hire highly professional managers. In many cases, the person who deals with personnel matters is also responsible for finance and administration (Myloni et al., 2004). As far as the level of unemployment, this – on average – does not exceed 15%; although trade unions continuously dispute the official figures and argue that unemployment rates are misleading and hide the “true” picture in the labour market. In short, this issue as well as many others is area of frequent disputes between the trade unions, the employers’ associations and the government. Finally, concerning labour laws in Greece compared with EU Member States which industrialized earlier, labour law developed rather belatedly, at the end of the first decade of the twentieth century. The legislation passed during this earliest period, covering individual labour law, included the laws on female employment and the employment of minors, the judicial settlement of labour disputes, accidents at work and also unions. The period between the wars saw the first legal provisions on collective agreements and collective industrial disputes. The change of direction towards the modernization of labour law began after the 1975 Constitution, and a number of major laws were passed during the 1980s. Many of these owe their existence to, and are harmonized with, those in force in other EU Member States (Koniaris, 2002). Recent developments in Greece, due to the fierce economic crisis, are among others, the severe austerity measures, the reduction of the size of the public sector via redundancies and retirement, the high unemployment rates especially

between the younger population, the financial crisis of the social security system, the reduction of the welfare state provisions, and the liberalization of the industrial relations and employment law.

This section stressed that Greece has cultural differences compared to the Anglo-Saxon and the Asian countries, where the majority of research has been conducted during the last thirty years. Also, the organizational configuration of the labour market in Greece is closer to the typical Mediterranean one, exemplifying overt politicization, fragmentation, and adversarial attitudes to industrial relations. Thus, apart from the factor that the researcher is Greek and lives in the country, it is convenient and logical to pursue a field study of Greek employees. It is interesting to see how these employees respond towards their work environment and also, is important for the international bibliography, since new material from an under-researched geographical area will be included.

The theoretical concepts

Organizational commitment

Organizational commitment, i.e., the commitment to a particular organization, its goals and objectives, strategies, management policies and procedures, has been defined in the relevant literature as the relative strength of an individual's identification with and involvement in a particular organization, which is characterized by the belief in and acceptance of organizational goals and values, the willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Mowday, Porter, & Steers, 1982; Mowday, Steers, & Porter, 1979). Furthermore, Mueller, Wallace, and Price (1992) define organizational commitment as the loyalty and intent to stay in the particular organization. In an attempt to include as many definitions and approaches to organizational commitment as possible, we could view it as an attitudinal concept (Solinger, Van Olffen, & Roe, 2008), comprising of: "(1) a desire to maintain membership in the organization, (2) a belief in and acceptance of the values and goals of the organization, and (3) a willingness to exert effort on behalf of the organization" (Griffin & Bateman, 1986: 167). In general, Swailes (2002) in his extensive literature review on organizational commitment argues that there is not a single and universally accepted definition, and this was further illustrated in the various ways of measuring the concept. Furthermore, organizational commitment seems to be culturally bound (as job satisfaction), i.e., it is exhibited differently in different cultural and organizational environments,

especially in collectivist and individualist environments. Smith, Fischer, and Sale (2001) on a review of the use of cross-cultural comparisons and researches in industrial and organizational psychology, support the view that organizational commitment could be influenced by culture. Klein, Becker, and Meyer (2009) edited a very important book on commitment in organizations, in which as the subtitle implies, they managed to accumulate the insofar wisdom on the subject matter and provide us with new directions concerning theory and practice on commitment, its antecedents, consequences, correlates, etc.

Organizational commitment is a multi-component construct which describes individuals' feelings of attachment to their organization. For the needs of this research we have used Allen and Meyer's (1990) three component model of affective, continuance and normative commitment; employees remain in an organization because they feel they want to, need to or ought to remain, respectively. *Affective commitment* is viewed and felt individually by the employees based on their emotional attachment to the organization; the employee 'wants to be' to the organization. As far as this form of commitment is concerned, only one study supported the argument that it should be distinguished into two separable emotional components: *joy* (i.e., the happiness arising from the organization) and *love* (i.e., the emotional attraction or affection towards the organization) (Bergami & Bagozzi, 2000: 560). This study is based on the examination of moods and feelings; however, all other studies examined affective commitment as a unidimensional concept. *Continuance commitment* is more of a calculative form derived from the individual's ongoing investment in the organization and the availability of alternative employment of similar value (Dunham, Grube, & Castañeda, 1994); the employee 'needs to be' to the organization. Recently, continuance commitment has been further divided into two distinguishable categories: one is called *high sacrifice* – HISAC – (i.e., the perceived sacrifices associated with leaving from an organization) and the other *low alternatives* – LOALT – (i.e., the lack of alternative employment opportunities) (Bentein et al., 2005; Powell & Meyer, 2004; Meyer et al., 2002; Dunham et al., 1994; Meyer, Allen, & Gellatly, 1990; McGee & Ford, 1987). *Normative commitment* in contrast, is a cognitive form of commitment, where the employee views commitment as either *moral imperative* (i.e., the 'want' part of normative commitment) or *indebted obligation* (i.e., the 'should' part of normative commitment) based on their evaluation of relative individual versus organizational investments (Meyer, 2005; Wasti, 2005a); normative commitment is the employee's 'ought to be' feeling towards the organization. Further research validated the existence of these two faces of

normative commitment (Gellatly, Meyer, & Luchak, 2006; Luchak & Gellatly, 2007).

For the needs of this research another conceptualization of organizational commitment is used, based on the seminal work of Mowday et al. (1979; 1982) in order to get a more complete picture of organizational commitment and its hypothesized relationships and to examine another organizational commitment scale, since almost all studies conducted during the last two decades focused on the three scales of commitment by Allen and Meyer. This conceptualization argues that there are three components of organizational commitment: *organizational identification*, *job involvement*, and *loyalty*. These three psychological variables or components of organizational commitment have been initially defined by Buchanan (1974) and further elaborated by Cook and Wall (1980) when they developed their own measurement scale called *British Organizational Commitment Scale* (BOCS). Thus, according to these scientists, organizational identification is “the adoption as one’s own the goals and values of the organization” and loyalty is “a feeling of affection for and attachment to the organization” (Buchanan, 1974: 533). On the other hand, job involvement is “the willingness to invest personal effort as a member of the organization, for the sake of the organization” (Cook & Wall, 1980: 41). The later conceptualization has been initially tested in Greece by Karassavidou and Markovits (1994).

The main theoretical conceptualisations developed with respect to organizational commitment throughout the last forty years are:

(1) Organizational commitment viewed as a three-type involvement behaviour: (a) calculative, i.e., an employee behaviour based on the result of a cost and benefit analysis and on calculations made by the individual; (b) moral, i.e., a behaviour determined by the employee’s ethical obligation to work in an organization; and (c) alienative, i.e., a behaviour controlled by the individual’s need to work effectively in order to keep his or her job position (Etzioni, 1961). Thus, organizational commitment regarded to be a behavioural concept.

(2) Organizational commitment distinguished between two types of commitment: the behavioural one (commitment being the result of employees’ behaviour toward the organizational environment and its components) and the attitudinal one (commitment as the result of employees’ attitude toward the organization) (Salancik, 1977). This approach attempts to define commitment simultaneously as attitude and behaviour.

(3) Organizational commitment viewed as a behavioural concept, comprising of three main forms: *organizational identification*, *job*

involvement, and *organizational loyalty*. This approach suggests that there are work experiences and employee behaviours at work influencing the level of organizational commitment (Buchanan, 1974; Mowday et al., 1979; Cook & Wall, 1980).

(4) Organizational commitment examined as having three distinguishable and separable forms: (a) *affective commitment* – the emotional attachment to, identification with and involvement in the organization (i.e., the individual wants to be in an organization), (b) *continuance commitment* – the costs associated with leaving the organization (i.e., the individual needs to be in an organization), and (c) *normative commitment* – the employees' feelings of obligation to remain with the organization (i.e., the individual ought to be in an organization) (Allen & Meyer, 1990; Meyer et al., 1993). A study in Belgium attempted to refine the three-dimensional typology of organizational commitment by supporting that the forms of organizational commitment are four: affective commitment, continuance commitment, internalisation, and compliance (Delobbe & Vandenberghe, 2000). However, this study has not been validated by other confirmatory or longitudinal works, and in the relevant literature the most prevailing conceptualisation is the one supporting the three dimensions of organizational commitment, dividing continuance commitment into *low alternatives* and *high sacrifices* (Powell & Meyer, 2004).

Organizational commitment: Behaviour or attitude?

The two major distinctions in organizational commitment research are between the 'attitudinal' and the 'behavioural' approach to commitment. The 'behavioural' approach views organizational commitment as the engagement with behaviours that make it costly to subsequently reverse a position or disengage from some line of activity (Salancik, 1977), whereas, the 'attitudinal' approach divides organizational commitment mainly between its 'affective' and its 'continuance' (or 'calculative') parts. Further added to the 'attitudinal' typology was the 'normative' commitment (Allen & Meyer, 1990). "Attitudinal commitment is usually defined as a mental state in which individuals identify with and are involved with a target" (Jaros, 2009: 350). At times, continuance commitment has also been associated with the 'behavioural' approach and organizational commitment was seen as a three-construct concept and not as three or four distinct commitments (Mowday et al., 1982). For an extensive and thorough analysis on whether organizational commitment is an attitude, behaviour, force, or bond see Klein, Molloy, and Cooper (2009). The main difference among the alternative interpretations of

commitment is on whether it is a *unidimensional* variable comprised of constructs or it is a *multidimensional* variable with clearly distinguishable forms. In other words, it seems to be an agreement that organizational commitment is, by and large, a job- or organization-related attitude; however, there is disagreement whether we have one or more than one commitment. Nowadays, the tendency is to view organizational commitment as a multidimensional concept, having ‘mindsets’ rather than ‘rationales’, which by themselves “potentially reflect both cognitive and affective elements” (Vandenberghe, 2009: 100).

Organizational commitment measurement

Based on these theoretical typologies of organizational commitment the extensively and widely used measurements for commitment – which will also be used in the present research (for a comprehensive presentation and analysis of commitment measurement see Jaros (2009) are:

(a) *British Organizational Commitment Scale* (BOCS), modelled upon OCQ and taken under consideration Buchanan’s (1974) typology. It has three subscales: *identification with the organization*, *involvement to work*, and *loyalty or desire to stay* (Cook & Wall, 1980).

(b) *Organizational Commitment Scales* (OCS) having three distinguishable forms: *Affective Commitment Scale* (ACS), *Normative Commitment Scale* (NCS) and *Continuance Commitment Scale* (CCS) (Meyer et al., 1993). The later, is further divided into two sub-scales, the LOALT and the HISAC one (Powell & Meyer, 2004).

Antecedents/consequences of commitment

Mathieu and Zajac (1990) produced a large body of work and literature review on organizational commitment, based on the *Organizational Commitment Questionnaire* (OQC) (Mowday et al., 1982). They developed an impressive diagram and classification of antecedents, correlates, and consequences of organizational commitment, where the antecedents were: various personal characteristics, role states, job and organizational characteristics, and group/leader relations. On the other hand, the consequences of experiencing organizational commitment were: job performance, such as, others’ ratings, output measures, perceived job alternatives, intention to search and leave, attendance, lateness, and turnover. However, this work is rather outdated since it could not take under consideration Meyer and his colleagues work on organizational commitment.