

The relationship between job satisfactions, employees' organizational commitment and stress in Guji Zone sports organizations

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Abstract

Background: Sports organizations play an invaluable role in developing the sports of a country, to produce successors and to lead the sport in a proper manner. However, in order to play this very important role, the organization manages the employees in the appropriate conditions, to achieve the goals of the institution.

Objective: The main purpose of this study was to investigate the relationship between job satisfaction, employees' organizational commitment and stress in Guji Zone sports organizations.

Method: For this cross-sectional study, there were 126 respondents selected from 3 towns and 14 Woredas; via comprehensive sampling techniques, among these, 98 were males and the remaining 28 participants were females. Job satisfaction Questionnaire (JSS), Organizational Commitment of Employees (OCQ) and Perceived Stress Scale (PSS) were used to collect primary data from the participants and this data was analyzed quantitatively through descriptive statistics (percentage, mean and standard deviation) and inferential statistics such as t-test and correlation.

Result: The following are the results of this analysis for job satisfaction ($M = 2.42$, $SD = 0.27$), commitment ($M = 2.28$, $SD = 0.26$) and for stress ($M = 2.7$, $SD = 0.2.7$). When we look at the means in the three variables, most of the employees are not satisfied with their job and they are not committed to their task in their organizations, as well as are more stressed. This study revealed that the majority of the respondents, 54.9% ($n=50$) had high levels of stress, while 45.1% ($n=41$) of the participants had moderate levels of stress. In this study, a positive significant relationship ($r= 0.681^{**}$, $p=0.000$) was observed between employees' job satisfaction and commitment. This meant that employees' commitment decreased with decreased job satisfaction. But according to table 5, there was not any other relationship observed between employees' job satisfaction and stress and employees' commitment and stress. This indicated that employees' stress increased with decreasing job satisfaction and commitment.

Conclusion + recommendation: What is surprising in this study is that although women's average score on job satisfaction is slightly higher than men's, their stress level is higher than men's. In general, the fact that the employees in the sports organizations in Guji zone are very low in their job satisfaction has not only prevented them from doing their work decisively, but also led to a lot of frustration in their work and in their daily lives. Therefore, in order to achieve the purpose of the organization and to manage the institution well, it is necessary to create a good working environment and a good relationship between the employees in order to meet the needs of the employees of the institution and develop their skills and abilities.

Keywords: sport organization, job satisfaction, organizational commitment, stress

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I. Introduction

Now we are talking about the Oromia region because it is the birthplace of athletes who have played a significant role in making Ethiopia famous in the world sports arena. Great athletes like Abebe Bikila, Haile Gebre Selase, Kenenisa Bekele, Derartu Tulu, Tirunesh Dibaba, Mesert Defar, Tigst Asfa etc. were found in this Oromia region in Ethiopia. Guji Zone is one of the zones in Oromia and has various sports organizations. However, in the place where all those great athletes were born, sports organizations are seen as weak at producing successors. However, no research is being conducted to determine the cause of this weakness. It is known that effective leadership skills, employee motivation, job satisfaction, commitment and coping with

stress due to work pressure are very important for an organization to do a successful job. The main purpose of this study is to assess the job satisfaction of sports organizations and its relation with employees' commitment and stress. Employee job satisfaction plays a key role in the process of achieving the organization's goals. Especially when the employees are happy with their work, they are motivated, they do their work under reasonable pressure and they make the organization effective. According to Kreitner & Kinicki (1998), job satisfaction is defined as an affective or emotional response towards various facets of one's job. Therefore, it is a good option to work on the job satisfaction of the employees in order to create a comfortable working environment for the employees. Salami and Rachel (2017) agree that job satisfaction can provide a better working environment. In the current competitive world, it is not easy to perform at peak levels unless each employee is committed to achieving the organization's objectives and works cooperatively as an effective team member. This shows that the relationship between employee job satisfaction and organizational commitment of employees in sports organizations in Guji Zone should be thoroughly evaluated. Previous studies have shown that the current cost of living and the challenges of being displaced from the workplace and the like make workers reluctant to work hard. For example, Bergmann and his friends (2000) described that in today's workplace, employees face more ambiguity in their daily activities and decreased job security. Currently, organizations are faced with ever increasing global competition and as they prepare for new challenges, one of the main elements of survival is maintaining and improving the organization's ability to use human resources effectively. Katz (1964) described that employee behavior is essential for effectiveness once organizational. Another thing is that the pressure of employees' job satisfaction on stress, whether negative or positive, is not clear. Stress is generally considered as being synonymous with distress and dictionaries define it as "physical, mental, or emotional strain or tension" or "a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize. According to the WHO, a mentally healthy employee is one who is in a state of wellbeing and is able to manage common stresses and when it is unmanageable, then it starts with burnout. In May 2019, WHO recognized burnout as a medical condition in its International classification of diseases. Among various factors contributing to employee stress, job satisfaction plays an important role. We can see the finding by Muhammad and et al (2011) that stress and job satisfaction are interrelated things where, if the individual is stressed and not happy, it may not fully contribute, which influences efficiency. Therefore, this study aimed to investigate the relationship between job satisfaction, employees' organizational commitment and stress in Goji zone sports organizations. The findings of this study play a role in filling the gaps in the process of producing substitutes in various sports fields, especially in the sport management field. In addition, this study helps the leaders of the institution to achieve the organization's objectives easily by covering the gaps in the management of employees and will serve as new information for psychologists.

II. Materials and Methods

A cross-sectional analytical research design in which quantitative approach was employed in this study to gather information related to employees' job satisfaction, stress level and organizational commitment to achieve the objectives of the study. In cross-sectional research, data is collected at only one point in time (Mugenda & Mugenda, 1999). The study was conducted in Guji Zone. Guji zone, found in Oromia Regional State, which has 3 towns and 14 woredas, Negele is the zonal town of the zone. The target population of the study was Guji zone sport organizations' employees. The total numbers of the population for this cross-sectional study were 126 from 3 towns and 14 Woredas; among these, 98 were males and the remaining 28 participants were females. Since the target population of the study is manageable, all the target groups were selected as a sample via comprehensive sampling technique.

2.1 Measures

Job satisfaction Questionnaire (JSS) was developed by Spector in 1985 to examine six dimensions of job satisfaction as well as overall job satisfaction. Then, the JSS again revised to assess five dimensions of job satisfaction in 1997. The revised job satisfaction scale was used in the current study. Each of the five dimensions contains components and each of the components is rated by the following rater scale. A five point scale is used for raters to provide their answers; 1 = strongly disagree, 2 = Disagree, 3 = neither disagree nor agree, 4 = Agree, 5 = strongly agree.

Organizational Commitment of Employees (OCQ)

The employees' organizational commitment was measured using the organizational commitment questionnaire which was developed by Porter and his associates in 1974. The instrument was designed to measure the relative strength of an individual's identification with and involvement in a particular organization. Based on the above definition, organizational commitment could be characterized by the following factors: a strong belief in and acceptance of the organization's goals and values, a willingness to invest considerable effort

on behalf of the organization, and a strong desire to maintain membership in the organization (Mowday et al.1982). This Employees' Commitment Questionnaire consists of 15 items, and each item was measured on a seven point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). To manage response bias, the following six items (item 3,7,9,11,12 and 15) in the instrument were negatively phrased and reverse scored. To arrive at a summary indicator of employees' commitment, scores for all items were summed up and divided by 15. The higher the score, the greater the individual's commitment to the organization..

Perceived Stress Scale (PSS)

The perceived Stress Scale (PSS) was used to collect data related to perceptions of the participants about how different situations affect their feelings and their perceived stress. The questions on this scale ask about your feelings and thoughts during the last month. The Perceived Stress Scale (PSS) is a classic stress assessment instrument, which was originally developed by Cohen et al (1983) and it includes 10 questions. For each question, the respondents chose from the following alternatives: 0–never, 1–almost never, 2–sometimes, 3–fairly often, and 4–very often. Individual scores on the PSS can range from 0 to 40 with higher scores indicating higher perceived stress. Therefore, to get the total score of the participant first, reverse their scores for questions 4, 5, 7, and 8; in the following way: 0 = 4, 1 = 3, 2 = 2, 3 = 1, and 4 = 0. Then add up their scores for each item (10 questions) to get a total and the cut-off points are put in the following way:

- ▶ Scores ranging from 0-13 would be considered low stress.
- ▶ Scores ranging from 14-26 would be considered moderate stress.
- ▶ Scores ranging from 27-40 would be considered high perceived stress

2.2 Procedures

Prior to data collection, the purpose of the study was clearly explained to the participants by the researchers. Then participants responded to a survey that included measures of a personal information questionnaire, job satisfaction, motivation, and perceived stress of the participant. Most employees have completed the survey in their office. It took about 10 minutes to complete the survey.

2.3 Data Analysis

The data was carefully examined before inputting the data into the database, then quantitatively analyzed using SPSS statistical package software (version 23.0 for windows). Descriptive statistics (percentage, mean and standard deviation) were used to describe the variables. Furthermore, inferential statistics such as t-test and correlation analysis were used to determine the relationship between variables and to analyze the impacts of job satisfaction on employees' motivation and stress in Guji Zone sports organizations. The independent samples t-test is used to compare the means of job satisfaction, commitment and stress in terms of gender. Pearson's product-moment correlations were conducted to evaluate the presence of bivariate linear relationships and to determine the significant relationships between job satisfaction, motivation and stress.

2.4 Ethical consideration

The studies involving human participants were reviewed and approved by The Ethics Review Board of the University of Gondar. This study addressed ethical issues. The study respected the privacy and confidentiality of research participants. Because the study was conducted according to our university's rules, policies, and codes relating to research ethics, consent was obtained from participants in the study to collect the data.

III.Results

a. Demographic characteristics of the participants

Table 1: Demographic information of the respondents of the study

	Gender	Frequency	Percent
Valid	Male	65	71.4
	Female	26	28.6
	Total	91	100

Age

Valid	20-30 years	17	18.7
	31-40 years	39	42.9
	41-50 years	15	16.5
	51 and older	20	22.0
	Total	91	100.0
Educational background			
Valid	Certificate	16	17.6
	Diploma	20	22.0
			34.1
	Degree	31	12.1
	MSc	11	14.3
	Others	13	100.0
	Total	91	
Valid			
Job title			
	Leader	18	19.8
	Expert	11	12.1
	Coach	15	16.5
	Logistic	19	20.9
Valid	Others	28	30.8
	Total	91	100.0
Working experience			
	1-5 years	38	41.8
	6-8 years	26	28.6
	9-11 years		
	> 11 years	15	16.5
	Total	12	13.2
		91	100.0
Number of employees in your organization			
Valid	Less than 15	55	60.4
	15-25	32	35.2
	26-36	3	3.3
	More than 36	1	1.1
	Total	91	100.0

As the result of the study indicated in table 1, employees at all levels of working position actively participate. In spite of this, from the total number of participants (N=126), both employees and leaders returned 72.2% (N=91) of the participants filled and returned back the questionnaires. Majorities (71.4%) of the participants were males and only 28.6% were females. The age group with the highest number of participants, 42.9%, was 31-40 years old. In the current study it was observed that the majority (34.1%) of the respondents had a first degree, while 12.1% of the respondents obtained a master's degree (Table 1). Among the participants (80.2%) were subordinates, while others (19.8%) were leaders. Out of the total of 91 respondents, 38 players, which was 41.8%, worked only 1-5 years in their organization, 12 employees, which were 13.2%, worked more than 11 years. As the table below shows, only one in the town has more than 36 employees, but the majority of the Woreda has less than 15 employees.

Table 2: Descriptive statistics of job satisfaction subscales

Job satisfaction subscales	N	Minimum	Maximum	Mean	Std. Deviation
General working conditions	91	1.00	4.00	2.47	.53
Pay and promotion potential	91	1.00	3.40	1.93	.45
Work relationships	91	1.33	4.67	2.87	.73
Use of skills and abilities	91	1.00	5.00	2.72	.77
Work activities	91	1.33	4.67	2.42	.63
Valid N (listwise)	91				

The result depicted in table 2, N = 91, M= ranges between 1.93 (for general working conditions the lowest) and 2.87 (for work relationships the highest). The standard deviation ranges from .45 (for pay and promotion potential sub score the lowest) and .77 (for use of skills and abilities the highest). Considering the rank order of job satisfaction subscales, the first in a rank was employees' satisfaction in their relationships with relationships at work, the second subscale was employees' satisfaction with use of skills and abilities in their

organization, the third was employees' satisfaction with general working conditions, the fourth was employees' satisfaction on their work activities and the last was found to be employees' satisfaction on Pay and promotion potential. When we look at the meaning, it seems like one is better than the other, but it is obvious that most employees in their organization were not satisfied. However, based on the standard deviation of the subscales, it looks like their satisfaction differs quite a bit.

Table 3: Descriptive Statistics of employee' job satisfaction, commitment and stress

	N	Minimum	Maximum	Mean	Std. Deviation
Job satisfaction	91	1.65	3.00	2.42	.27
Employees' commitment	91	1.67	3.20	2.28	.26
Level of stress	91	2.20	3.40	2.7	.27
Valid N (listwise)	91				

According to table 3, measures of central tendency (mean score) and dispersion (standard deviations) were computed to summarize the data and to understand the variability of scores for mean scores of job satisfaction, commitment and stress of the employees, respectively, in sports organizations. The following are the results of this analysis for job satisfaction ($M = 2.42$, $SD = 0.27$), commitment ($M = 2.28$, $SD = 0.26$) and for stress ($M = 2.7$, $SD = 0.27$). When we look at the means in the three variables, most of the employees are not satisfied with their job and they are not committed to their task in their organizations, as well as they are more stressed.

Table 4: Summary Statistics of t-test on Employees' job satisfaction, commitment and stress according to gender

	Gender	N	Mean	Std. Deviation	p-value
Job satisfaction	Male	65	2.38	.26	.021
	Female	26	2.52	.24	
Employees' commitment	Male	65	3.19	.51	.308
	Female	26	3.26	.27	
Level of stress	Male	65	2.68	.25	.239
	Female	26	2.76	.29	

To determine whether there is a difference regarding the three different variables (job satisfaction, commitment and stress) between genders, an independent sample t-test was computed. The overall mean score of job satisfaction for female respondents, at 2.52, is higher than the male participants, which is 2.38, but statistically significant this is not significant at the 5% significant level ($p\text{-value} > 0.05$). The table also shows the mean score of employees' commitment for females at 3.26 is greater than, the males for which is 3.19, but the difference is statistically not significant since $p\text{-value}$, is > 0.05 . Furthermore, the mean scores of employees' stress for female participants are 2.76, which is higher than the male respondents' mean score (2.68), but like the previous variables, this is also statistically not significant as the result depicted (table 4.). Allover, in the three variables, the female respondents' mean scores were higher than the male participants.

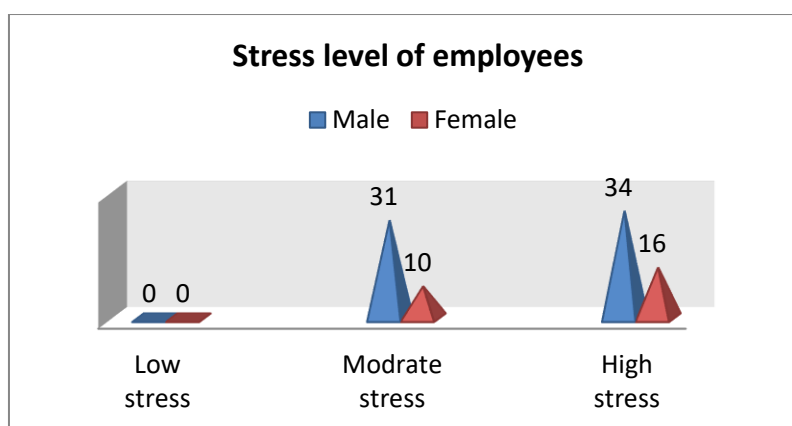


Figure 1: Stress level of employees in Guji Zone sport organization

This study revealed that the majority of the respondents, 54.9% ($n=50$), had high levels of stress, while 45.1% ($n=41$) of the participants had moderate levels of stress (Figure 1). The study also depicted most of the

males (n=34) and females (n=16) participants recorded higher stress that level. Surprisingly, no one had a low level of stress among the respondents of the study.

Table 5: Relations among job satisfaction, commitment and stress of employees in the sport organization

Relationship	r	P-value
Employees' job satisfaction and commitment	.681**	.000
Employees' job satisfaction and stress	.033	.759
Employees' commitment and stress	.114	.280

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

In this study, a positive significant relationship ($r = 0.681$, $p = 0.000$) was observed between employees' job satisfaction and commitment (Table 5.). This meant that employees' commitment decreased with decreased job satisfaction and Vis verse. But according to table 5, there was not any other relationship observed between employees' job satisfaction and stress and employees' commitment and stress. This indicated that employees' stress increased with decreasing job satisfaction and commitment.

IV. Discussion

There is little research conducted by sports organizations regarding the relationship between employees' job satisfaction, commitment and stress. Even though there is some research conducted by other organizations with regard to this title, in Ethiopia it is almost nonexistent. This study plays an invaluable role in delivering information on such an area from scratch and indicates the benefit it has for employees, leaders and the organization as a whole. This study has been conducted with the objective of investigating the relationship between employees' job satisfaction, commitment and stress in sports organizations. Since the objective of this research is to understand the connection between the above three variables. The result of the current study revealed that the employees were not satisfied in all subscales of job satisfaction and they were not committed to their responsibility as well. But the results of the study show that employees are under a lot of stress. The study also depicted most of the males (n=34) and females (n=16) participants recorded higher stress that level. But surprisingly, although women have a better job satisfaction mean score, women's stress levels are higher than men's. This difference is probably because the gender difference is not significant. Whether if there is a difference between the variables due to gender, an independent t-test should be conducted, but as the research shows, the overall mean score of job satisfaction for female respondents was 2.52 and male participants was 2.38, the mean score of employees' commitment for females was 3.26 and the males was 3.19, and the mean score of employees' stress for female participants was 2.76 and for male respondents was 2.68. Although there seems to be a slight difference, statistically this is not significant at the 5% significance level ($p\text{-value} > 0.05$). The result of the study indicated that as concerned to the correlation of job satisfaction with employees; commitment and stress. The researcher obtained the following outputs, i.e. job satisfaction had a highly positive relationship with employees' commitment was $r = .681^{**}$, while employees' stress didn't. Many studies have stated that there is a strong correlation between organizational commitment and job satisfaction. For instance, a previous study found a positive connection between job satisfaction and organizational commitment, Mathieu & Zajac (1990). The result of this study is supported by Tett and Meyer (1993), who maintain that a satisfaction-to-commitment model thinks that satisfaction is a cause for becoming committed. However, the current study result is inconsistent with a previous study conducted by Kalleberg and Mastekaasa (2001) which stated that there is no relationship between job satisfaction and organizational commitment. The current study results depicted that when job satisfaction decreased, employees' commitment also decreased, but employees' stress increased when job satisfaction became low. This result is in line with Muhammad U. et al (2011), finding that stress and job satisfaction are correlated, where if the individual is stressed and not happy, it may be difficult to contribute their invaluable part to the organization, which may influence efficiency. The finding of this study is also supported by Ram N. (2011), because, based on Ram's finding, 80 percent of managers do not fully use their potential due to stress. In the current study, just like all the subordinates, the leaders also had low job satisfaction and high levels of stress. Furthermore, the current study is consistent with the finding of Terry et al (1993), that there is a negative relationship between stress and job satisfaction. High levels of stress are associated with low levels of job satisfaction. If the employee, including the readers, are stressed and dissatisfied with their work, they can't use their skills, experience, and knowledge properly with full potential, as well as

this can affect an organization's objectivity and performance. That is why the sports organizations in Gujji zone are not the most effective. Overall, this study revealed that job satisfaction not only creates a comfortable working environment for employees, but also helps employees to work hard and commitment without too much stress and for the institution to achieve its goals. This idea is described by Salami R (2017). When employees are more satisfied with their work, they tend to be happier, more helpful, and friendlier with their teammates.

V. Conclusion

Sports organizations play the biggest role in developing the sports of a country, to produce successors and to lead the sport in a proper manner. However, in order to play this important role, the organization manages the employees in the appropriate conditions, happy in their work, free from stress to achieve the goals of the organization. Based on this, this study investigated how employees' job satisfaction, commitment and stress related to each other in Gujji Zone sports organizations. Questionnaires on job satisfaction, commitment and stress developed by different scholars adapted by the researcher were used to collect the required data. As the results of data analysis indicated, it was found most of the employees were not satisfied in their job and not committed to doing their responsibility as well. In the current study, the majority of the employees do their work with high stress. Surprisingly, in the three variables, females recorded slightly better mean scores, but the difference was not that significant. In addition to that, job satisfaction and commitment show statistically significant relationships, this meant employees' commitment decreased with dropped job satisfaction. On the other hand, the result of the study revealed that the relationship between employees' job satisfaction and stress was statistically insignificant. This implies that levels of the stress level of employees levels with decreasing job satisfaction. What is surprising in this study is that although women's average score on job satisfaction is slightly higher than men's, their stress level is higher than men's. In general, the fact that the employees in the sports organizations in Guji zone are very low in their job satisfaction has not only prevented them from doing their work decisively, but also led to a lot of frustration in their work and in their daily lives. Therefore, in order to achieve the goal of the organization and to manage the institution well, it is necessary to create a good work environment and a good relationship between the employees in order to meet the needs of the employees of the institution and develop their skills and abilities. However, since there may be other factors in addition to job satisfaction, the commitment and stress of the employees, it will help to get more complete information if other researchers do it in addition to the ones explored in this study.

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