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A RESEARCH TOWARDS THE EXAMINATION OF RELATIONSHIP ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION OF ACADEMICS

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Abstract

Each individual has to work to sustain their own lives, to satisfy their own needs and to have a better quality of life. Satisfaction of individuals in their works will contribute to the development of organization and their own, so the organization will be able to produce a better quality of products and services as well. Employees's doing their job fondly will make them feel themselves as a part of organization and result in an increase in commitment to the organization. There is a need to understand the link between individuals and organizations in terms of conceptual framework of organizational commitment. Organizational commitment is an issue examined in a wide range of management and behavioral sciences literature as a key factor in the correlation between individuals and organizations. On the other hand, job satisfaction can be defined as individuals' total feelings about their job and attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization. Also, job satisfaction is a widely researched and complex phenomenon. In this study, we aimed to determine the correlation between organizational commitment and job satisfaction of academic staff working at Selcuk University. Also, it is examined that the inter-correlation among sub-dimensions of organizational commitment and job satisfaction for academic staff.

Keywords: Organizational Commitment, Job Satisfaction, Academic Staff

1. Introduction

The reason of existence of organizations is to protect their existence in economic life and to make a profit as a result of their activities. Human being is one of the indispensable and irreplaceable production factors of organization. Although today's age of technology diminishes the need of human labor numerically, the need of human factor increases qualitatively in terms of continuity of organizations, innovation and creativity.

In this context, the effectiveness and profitability levels of organizations are affected by increasing efficiency and performance in organizations, reducing employee turnover rate, increasing the motivation of employees and, as a result, improving the quality of the work. Organizational commitment emerges as an important factor with these and similar reasons. Job satisfaction and organizational commitment are both each other's determinants and results. Being in a mutual correlation of these two cases is an approach that has a lot of support in

literature. It has been demonstrated in several studies that job satisfaction, in particular, causes to organizational commitment. Organizational commitment is an outcome desired by all organizations. As commitment increases, job satisfaction and performance will increase as well, and many problems based on employees will be resolved.

2. Concept of Organizational Commitment

Commitment, as a word, means "feeling love, respect and sympathy to someone, showing intimacy and fidelity"¹. According to the organizational terminology, the concept of commitment is defined as adopting the interests of the organization more rather than individual interests, feeling responsibility and having a great desire to realize organizational objectives. In this context, the concept of commitment is a subject of much interest in academic research in terms of providing the continuity of the organizations, merging the objectives of the organization with the purposes of the employees, increasing employee satisfaction, reducing the rate of labor turnover, identifying employees themselves with the organization, and employees' using their knowledge and skills for the organization (Balay, 2000; Tok, 2007).

The concept of organizational commitment is important in order to understand the correlation between individuals and organizations. The concept of organizational commitment in management and behavioral sciences literature is described as the most important element of the correlation between persons and organizations (Sharma and Bajpai, 2010).

Organizations' ability to do production depends on employees, and the survival of the organization depends on the employees not to leave the organization. How loyal the employees are to the organization, the organization gets that much powerful. Therefore, the organization attempts to prevent the separation of employees in order to survive. In doing so, it follows ways such as increasing wages, providing the opportunity to rise, providing incentives and so on (Cetin, 2004). However, these stimulating factors may not be enough to increase organizational commitment either. For example, volunteer workers show a high level of commitment to the organization because of emotional ties (Balay, 2000). Those who work connected with the organization believe and accept the organization's goals and values, have a strong desire to stay longer as a member of the organization, show a higher acquisition minding the organization's interests compared to those with a less organizational commitment, spend more effort for the realization of organizational goals, do not think of leaving the organization, but have more positive relations with the organization (Tok, 2007).

In the literature, many definitions are made about organizational commitment and in one of the most highly regarded of them the concept is expressed as the adoption of organizational objectives and a strong belief in these goals, a significant effort on behalf of the organization and willingness to spend this effort, and the determination to continue the membership of the organization (Uygur, 2007).

Again, the concept of commitment can be defined as the emotions and the perception of employees to the organization in general, as well. Because, the employee adopts the organization's objectives, participates in organizational processes with this adoption and gives emotional reactions (Beduk, 2011). Organizational commitment is a psychological state connecting the individual to the organization (Beduk, 2010).

2.1. Dimensions of Organizational Commitment

Organizational commitment can be dealt in three dimensions called as emotional, normative and rational commitment. Meyer and Allen had set apart commitment as emotional commitment and rational commitment initially, but then, brought them together in three groups adding the

¹ Turkish Language Institution, 2013. [online] Available at: <http://www.tdk.gov.tr/index.php?option=com_gts&arama=gts&guid=TDK.GTS.51c6b2d5215b24.35440965>. [Accessed Date: 10.01.2013]

normative commitment which is perceived as remaining in the organization, and reflecting liability (Meyer *et al.* 2002).

2.1.1. Emotional Commitment

Emotional commitment, which focuses on people's relations with their organizations, can be defined as the consistency of the individual's own values and objectives with the organization's values and objectives (Keles, 2006). Emotional commitment is about individual's being related to the organization, identifying themselves with the organization and their belonging to the organization emotionally. Employees with a strong emotional commitment continue to work for the organization because they want it to be so, and they are more motivated and on-demand to make significant contributions to the organization (Meyer and Allen, 1991; Surgevil, 2007). Strong emotional commitment means remaining of individuals in the organization and their acceptance of the values and goals of the organization (Cetinel, 2008).

2.1.2. Rational Commitment

In the literature, this type of commitment is called as rational commitment or perceived cost as well (Yuceler, 2005). Individuals want to maintain relations with the organization due to the damage of quitting the work, instead of maintaining relations with the organization emotionally (Keles, 2006). In this sense, rational commitment is the employee's awareness of the costs quitting the work will bring (Beduk, 2011). Therefore, rational commitment depends on the high cost of leaving the organization, the lack of another alternative. In other words, rational commitment is shaped up as a result of the employees' need to stay in the organization. Employees prefer to stay in the organization because they believe that the costs would be too high to terminate the membership of the organization due to the investments they did for the organization (Meyer *et al.* 2002; Cetin, 2011). Because it is going to cost for them to leave, it is going to create difficulties. For example, they are going to have to get used to another organization or to move to another city, or they may become unemployed (Samadov, 2006).

2.1.3. Normative Commitment

Normative commitment reflects the responsibility and moral feeling of the employees related to staying in the organization. People with normative commitment do not behave in this way for personal benefit, but they show certain behaviour because they believe what they do is right and moral (Balay, 2000). At the same time, normative commitment is composed of employees' sense of responsibility towards their organization, too. People, who have these kinds of feeling, believe that organization deserves their loyalty because of organizational practices, socialization efforts or their personal situation (Gundogan, 2009).

In the light of descriptions above, the common point of emotional, rational and normative commitments is the existence of a link reducing the likelihood of leaving the organization between person and organization. Namely, in each of the three type of commitment, employees continue to remain in the organization, but the motive to remain in the organization in emotional commitment is based on desire, it is based on the need in rational commitment, and it is based on liability in normative commitment (Balay, 2000). Each of these items can be found in varying degrees in employees. For example, employee may need to stay in organization, or in other words, may feel obligated to, but they may not have desire about it. Because of this, one's commitment to the organization will be a reflection of the sum of each of these psychological conditions (Balay, 2000; Keles, 2006).

3. Job Satisfaction and Sub-Dimensions

Job satisfaction can be defined as the emotional orientation towards job owned by an individual or their emotional response towards the job (Balay, 2000). In short, job satisfaction is the emotional attitude of the employees towards their job and work-life. In other words, it can be

expressed as individual's attitude and perception that can affect the degree of compliance between them and the organization about the owned job and various aspects of the job (Lumley *et al.* 2011).

Sub-dimensions of job satisfaction (Koroglu, 2012) are as follows:

- a. **Internal Satisfaction:** Consists of items related to the satisfaction about the inner nature of the job such as achievement, to be known or to be appreciated, the job, and the responsibility of the job, promotion and reshuffle due to a promotion.
- b. **External Satisfaction:** Consists of elements of the work environment such as business policy and management, control method, correlations with colleagues and subordinates, working conditions and wage.

4. The Research on the Relationship between Job Satisfaction and Organizational Commitment

a) International Researches

Al-Aameri (2000) conducted a survey to 400 nurses working in state hospital in order to measure nurses' job satisfaction and organizational commitment in his study and received return from 294 nurses. 220 were women and 64 were men of these people. As a result of his study, it was found that the job satisfaction and organizational commitment of nurses working in public hospitals were not very high; however, it was found that the nurses with more job satisfaction had a higher degree of commitment compared to the nurses with less job satisfaction. At the same time, it was attained that there was a strong correlation between job satisfaction and organizational commitment.

310 managers working in the oil industry were applied survey and gained 222 return in Okpara's research (2004) the difference between job satisfaction and organizational commitment of Nigerian and American managers were examined. In the light of these data, it was concluded that the American managers, in comparison with the Nigerian managers, had more high levels of job satisfaction and organizational commitment. However, the difference between the overall level of job satisfaction between the American and the Nigerian managers was found as marginal.

Cha *et al.* (2009) investigated a private club staffs' job satisfaction, organizational commitment and contextual performance differences according to working conditions (full-time-part-time), and level of emotional intelligence. According to the results, it was not found a significant difference in terms of job satisfaction, organizational commitment, and contextual performance between the full-time employees and the part-time employees. On the other hand, it was concluded a significant difference in terms of job satisfaction, organizational commitment and contextual performance between the staff with low emotional intelligence and the staff with high emotional intelligence.

Moynihan detected a presence of a strong correlation between job satisfaction and commitment in Lisa M.'s study (2000) over organizational commitment, job satisfaction, performance and leadership. It was found that job satisfaction has a positive correlation with performance, and it was found that rational commitment has a negative correlation with both performance and leadership.

Finally, it was found that age and tenure have a significant correlation with organizational commitment in Cohen's study (1993) over the correlation of organizational commitment with age and tenure. It was concluded that the correlation between organizational commitment and age has a strong significance at the level of young people, the correlation between organizational commitment and tenure has a strong significance at the level of former employees.

b) National Researches

In Yuksel's study over the subject (2003), statistically significant correlation was found between job satisfaction, job commitment, work stress, pressure of work, and lack of autonomy and role ambiguity. In the study, correlation between job satisfaction and commitment was found as positive. According to this result, as it can be seen psychological reactions such as stress, fatigue and unhappiness, unwillingness to work, estrangement to workplace and colleagues, compliance issues with the group they are member of, griping about the job and workplace, and often encountered with complaints of illness in people who can not be satisfied of their job (Acikalin, 2011)

In the study (2007) Yalcin and Iplik did over travel agents, the correlation of employees' organizational commitment with their ages and tenure was found in opposite direction, and the correlation with the level of education was found in positive direction.

In the study (2005) Yuceler did in academic groups, participants' commitments are low because of being unsatisfied of wages and not supporting the policies applied related to themselves. However, employees' commitments increase in the case of expressing what they are supposed to, in the absence of role ambiguity and role conflict, and having chance to improve themselves within the organization.

In the study (2008) Gul, Oktay and Gokce did on Tokat State Hospital medical staff, it was concluded that the organizational commitment and job satisfaction affect the intention to leave the job in negative direction, and they affect performance in positive direction.

In the result of the study (2009) Yilmaz and Karahan did, it was found that job satisfaction levels do not change according to the hospital staffs' demographic characteristics such as gender, marital status and level of education.

In the study (2008) Duygulu and Korkmaz did on nurses, it was revealed that high organizational commitment and job satisfaction generally result in higher performance and better productivity, and nurses' commitment to their organization reduces as their satisfaction of job reduces.

In Izgar's study (2008) on commitment and job satisfaction of school administrators, school administrators' job satisfaction levels showed significant differences according to gender and management seniority; however, their levels of organizational commitment did not differ according to gender, and management seniority significantly. A significant and linear correlation was found between school administrators' job satisfaction and organizational commitment.

5. Research Methodology

5.1. The Importance of Objectives and the Study

In today's competitive environment, organizations are required to use all the resources they have effectively and efficiently in order to sustain their existence. In this context, organizations depend on employees' work to manufacture, and survival of the organization depends on employees' not to leave. This is closely related to the organizational commitment of employees. Commitment, which is defined as adopting the interests of the organization more compared to their interests, having responsibility and having a great desire to achieve the objectives of the organization, at the same time, shows signs such as development of the relationship between employees and increasing collaboration, reduction in the rate of labor turnover.

Increasing human factor and productivity within the organization is possible with increasing staff's commitment and satisfaction to the job. And this is provided with motivating the staff to their job. While an employee with a high level of job satisfaction develops positive attitudes towards to work and his/her job, a person who is not satisfied with job is seen exhibiting negative attitudes towards to work and his/her job. With this research, in the light of the obtained data, it is intended to determine the measures to be taken in order to increase job satisfaction and to contribute to improve individual and organizational effectiveness with determination of levels of organizational commitment and job satisfaction of the academics of the University of Selcuk.

5.2. Research Methodology and Sample

Questionnaire form was used to collect data for our research. The questionnaire form used consists of three sections. The first section consists of the demographic questions about faculty, titles, genders and ages of the respondents.

In the second section, "Organizational Commitment Scale" (Organizational Commitment Questioner-OCQ), which was developed by Meyer and Allen (1991), and composed of 16 expressions for the determination of levels of organizational commitment of the academics of the relevant departments of the University of Selcuk were used. Coding related to the 5-point Likert scale used in this part of the questionnaire was made as 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = totally agree. In the third section, scored from 1-5, five-point Likert-type "Job Description Scale" (Job Descriptive Index) was developed by Smith, Kendall, and Hulin and it was used to determine the levels of job satisfaction of the academics. There are not reverse scored items in the scale. This scale consists of 20 expressions determining the level of internal and external satisfaction. Coding related to the 5 point Likert scale used in this part of the questionnaire was made in the form of 1-I am not satisfied at all, 2-I am not satisfied, 3-undecided, 4-satisfied, 5-very satisfied.

The main body of our study consists of the total academic staff the central campus at Selcuk University. The total number of academic staff in the central campus was 1872 as of we conducted the study. The questionnaires were distributed to 250 academic staff selected by random sampling method, and the returns were gained from 110 people. 9 questionnaires of these needed to be left out of evaluation, and 101 questionnaires were subject to valuation.

5.3. Hypotheses of the Research

H₁: There is a significant correlation between the levels of job satisfaction of academics and their organizational commitment statistically.

H₂: In terms of organizational commitment dimensions (Emotional, Rational and Normative), there is a statistically significant difference between academic title groups.

H₃: In terms of job satisfaction levels (internal and external), there is a statistically significant difference between academic title groups.

5.4. Research Findings and Evaluation

5.4.1. Overall Findings

All the findings about the demographic characteristics such as gender, age, academic title and faculty of the academics subject to the investigation are shown in the Table 1 following;

Table 1. Demographic characteristics of the academic staff

FACULTY	Frequency	Percentage%
Faculty of Economic and Administrative Sciences	42	41.6
Faculty of Law	10	9.9
Veterinary Faculty	9	8.9
Faculty of Communication	6	5.9
Faculty of Engineering	13	12.8
Faculty of Health Sciences	8	7.9
Academy of Physical Education and Sports	13	12.8
GENDER		
Male	68	67.3
Women	33	32.6
AGE		
20-30	42	41.6
31-40	33	32.6
41-50	15	14.8
51-60	8	7.9
61 and above	3	2.9
ACADEMIC TITLE		
Professor Doctor	12	11.8
Associate Professor Doctor	12	11.8
Assistant Professor Doctor	19	18.8
Researcher Assistant Doctor	5	4.9
Researcher Assistant	53	52.5

The range of the academic staff which is subject to the research in respect of the units they work for as shown in Table 1; 41.6% is Faculty of Economic and Administrative Sciences 9.9%, is the Faculty of Law, 8.9% is Veterinary Faculty, 5.9% is the Faculty of Communication, 12.8% is the Faculty of Engineering, 7.9% is the Faculty of Health Sciences, and 12.8% is the Academy of Physical Education and Sports. Among those involved in the study, Research Assistants have the first place with 52.5%, followed by Asst. Assoc. with 18.8%, Prof. Dr. and Assoc. Dr. with 11.8%, Research Assistant Dr. with 4.9%. Of those surveyed 41.6% is between the ages of 20-30, 32.6% is between the ages of 31-40, 14.8% is between the age of 41-50, 7.9% is between the ages of 51-60, and 2.9% is over the age of 61 academics. 67.3% is male academics, 32.6% is women academics of the participants in the study.

5.4.1.1. Organizational Commitment, Factor Analysis of the Job Satisfaction and Scale Reliability Assessment

Factor analysis was made in order to determine organizational commitment sub-dimensions in the study. As can be seen from Table 2, in order to test the appropriateness of the data set to the factor analysis, Kaiser-Meyer-Olkin (KMO) sampling adequacy test and Bartlett's globosity test were applied, the data set was found to be suitable for the factor analysis as KMO value was above 0.50 and Bartlett test's queue possibility was significant at 0.05 significance level.

Table 2. KMO values and Barlett test

KMO_{org.commitment} = 0.829	X²Bartlett: 614.891 p: 0.00
KMO_{job satisfaction} = 0.868	X²Bartlett:1034.670 p: 0.00

KMO sampling adequacy test shows that the variables are suitable for factor analysis pointing to a homogeneous structure of them; and Bartlett's test shows that the correlation matrix of variables is significantly suitable. The obtained data was subjected to factor analysis to determine the sub-dimensions of organizational commitment and job satisfaction, and the questions were analyzed using "Principal Components", namely, varimax rotation method. The factors with 1 and above core values were obtained by removing questions with the adequacy of the sample size were under 0.50, questions remained single under the factor, and questions with close factor weights to each other from the analysis. The reliability of the scales were also

measured, and they were identified as Cronbach Alpha ($\alpha_{\text{org. commitment}} = 0.837$) and Cronbach Alpha ($\alpha_{\text{job satisfaction}} = 0.925$). When we analyzed reliability of the sub-dimensions of Organizational Commitment, 2nd, 6th, 10th and 15th questions were necessary to be removed from the analysis. As a result of factor analysis, likert-scale questions were reduced from 16 expressions to 12 expressions and Cronbach's alpha coefficient values were utilized for the calculation of the internal consistency of the factors, eventually, 3 sub-dimensions were obtained. Factors, respectively, were named as emotional, normative, rational commitment dimensions. When we analyzed the reliability of the sub-dimensions of job satisfaction, it was seen that there was no need to remove any of the questions from the analysis. Likert-scale questions related to job satisfaction consisted of 20 expressions, 2 sub-dimensions were obtained, and they were named as *the internal satisfaction* and *external satisfaction*.

Thus, as a result of the factor analysis, three factors related to organizational commitment and two factors related to job satisfaction were identified. The percentage (total variance) of explanation of the concept of organizational commitment (emotional, normative, and rational) for organizational commitment was found as 72.527%. The percentage of explanation of emotional commitment for organizational commitment was 34.546%, the percentage of explanation of normative commitment for organizational commitment was 22.418%, and the percentage of explanation of rational commitment for organizational commitment was 15.562%. The percentage of explanation of job satisfaction factors (internal and external satisfaction) for the concept of job satisfaction (total variance) was 51.736%, and the internal consistency coefficient of entire inventory was calculated as 0.868. The percentage of explanation of internal satisfaction dimension for job satisfaction was found as 27.802%, the percentage of explanation of external satisfaction dimension for job satisfaction was found as 23.933%.

5.4.2. Findings Related the Field

5.4.2.1. Determining the Correlation between Organizational Commitment and Job Satisfaction Levels of Academics

H₀: There is no statistically significant correlation between the levels of job satisfaction and organizational commitment of academics.

H₁: There is a statistically significant correlation between the levels of job satisfaction and organizational commitment of academics.

Table 3. The Correlation between the levels of job satisfaction and organizational commitment of academics

Independent Variables	Dependent Variables								
	Emotional Commitment			Normative Commitment			Rational Commitment		
	β	t	p(Sig.)	β	T	p(Sig.)	β	t	p(Sig.)
Internal Satisfaction (X₁)	0.375	2.967	0.004	-0.185	-1.031	0.306	-0.039	-0.212	0.832
External Satisfaction (X₂)	0.552	4.113	0.000	0.019	0.101	0.920	0.535	2.772	0.007
	F:	Sig. α : 0.000		F:	Sig. α : 0.438		F:	Sig. α : 0.003	
	37.346			0.833			6.197		
R²	0.459			0.019			0.123		

- Effect of Internal Satisfaction and External Satisfaction on Emotional Commitment

As a result of the analysis, Anova sig. (p) value on the Table 3 was found as 0.000. Because, $p = 0.000 < \alpha = 0.05$, it was concluded that the model was found statistically significant in 95% confidence interval. However, emotional commitment can be explained with internal and external satisfaction. Coefficient of certainty was found as $R^2 = 0.459$. Accordingly, 45.9% of changes in emotional commitment can be explained depending on the internal and external satisfaction. And 54.1% depends on other changes.

According to the Coefficient table, regression equation is:

$$\text{- Emotional Commitment} = -0.086 + 0.375.X_1 + 0.552.X_2$$

Regression coefficient $p = 0.552$ belonged to external satisfaction shows that one-unit increase in external satisfaction will cause 0.552-unit increase in emotional commitment. This shows that there is a positive directioned correlation between external satisfaction and emotional commitment, at the same time, as external satisfaction increases, emotional commitment will increase, as well. The regression coefficient belonged to internal satisfaction $p = 0.375$ states that one-unit increase in internal satisfaction will cause 0.375-unit increase in emotional commitment. This indicates that there is a positive directioned correlation between internal satisfaction and emotional commitment, at the same time, as internal commitment increases, emotional commitment will increase, as well. When regression coefficients are observed, it is seen that external satisfaction has more impact on emotional commitment compared to internal satisfaction. 5% contributions of internal satisfaction and external satisfaction to the regression equation at significance level on emotional commitment was statistically significant (sig. internal = 0.004 < 0.05 and sig. external = 0.000 < 0.05). In this context, internal and external satisfactions have a significant correlation with emotional commitment.

- Effect of Internal Satisfaction and External Satisfaction on Normative Commitment

As a result of the analysis, ANOVA sig. (p) value on Table 3 was found as 0.438. Because $p = 0.438 > \alpha = 0.05$, it is decided that the model is not statistically significant in 95% confidence interval. In other words, normative commitment cannot be explained with internal and external satisfactions. Coefficient of certainty was found as $R^2 = 0.019$. Accordingly, although 1.9% of changes in normative commitment can be explained depending on internal and external satisfaction, the results are not significant statistically.

$$\text{- Normative Commitment} = 3.387 - 0.185.X_1 + 0.019.X_2$$

$p = -0.185$, the regression coefficient of internal satisfaction shows that one-unit increase in internal satisfaction causes 0.185-unit decrease in normative commitment. This indicates that there is a negative directioned correlation between internal satisfaction and normative commitment, at the same time, as internal satisfaction increases, normative commitment decreases. $p = 0.019$, the regression coefficient of external satisfaction exposes that one-unit increase in external satisfaction causes 0.019-unit increase in continuation commitment. This shows that there is a positive directioned correlation between normative commitment and external satisfaction, also, as external satisfaction increases, normative commitment will increase, as well. According to regression coefficients, internal satisfaction has negative and external satisfaction has positive effect on normative commitment. 5% contributions of internal satisfaction and external satisfaction to the regression equation at significance level on normative commitment were not statistically significant (sig. internal = 0.306 > 0.05 and sig. external = 0.920 > 0.05). Thus, internal and external satisfactions do not have a statically significant correlation with normative commitment.

- Effect of Internal Satisfaction and External Satisfaction on Rational Commitment

As a result of the analysis, ANOVA sig. (p) value on Table 3 was found as 0.003. Because, $p=0.003 < \alpha=0.05$, it was found that the model is statistically significant in 95% confidence interval. However, rational commitment can be explained with internal satisfaction and external satisfaction. Coefficient of certainty was found as $R^2 = 0.123$. Hence, 12.3% of changes in rational commitment can be explained depending on internal and external satisfaction.

- Rational Commitment = 0.892 - 0.039.X₁ + 0.535.X₂

$p = -0.039$, the regression coefficient of internal satisfaction shows that one-unit increase in internal satisfaction causes 0.039-unit decrease in rational commitment. This indicates that there is a negative directioned correlation between internal satisfaction and rational commitment, at the same time, as internal satisfaction increases, rational commitment decreases. External satisfaction regression coefficient $p = 0.535$ shows that one-unit increase in external satisfaction causes 0.535-unit increase in rational satisfaction. This situation indicates that there is a positive directioned correlation between rational commitment and external satisfaction, also, as external satisfaction increases, rational commitment will increase, as well. According to regression coefficients, internal satisfaction has negative, and external satisfaction has a positive effect on rational commitment. 5% contributions of internal satisfaction to the regression equation at significance level on rational commitment is not statistically significant (sig.internal = 0.832 > 0.05). 5% contributions of external satisfaction to the regression equation at significance level on rational commitment is statistically significant (sig.external = 0.007 < 0.05). This is why, there is not a significant correlation between internal satisfaction and rational commitment, but, there is a significant correlation between external satisfaction and rational commitment.

According to the results above, it is understood that there is a statically significant correlation between the levels of job satisfaction and organizational commitment of academics. Generally, as academics' levels of job satisfaction increase, their organizational commitments to the organization increase.

5.4.2.2. Evaluation of the Organizational Commitment of Academics According to Titles

H₀: There is no significant difference in terms of dimensions of organizational commitment (emotional, normative and rational) between the titles of academic groups.

H₁: There is a significant difference in terms of dimensions of organizational commitment (emotional, normative and rational) between the titles of academic groups.

Table 4. Organizational commitments of academics for their emotional commitments according to their titles

Title	Emotional Commitment		Normative Commitment		Rational Commitment	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Prof.Dr.	4.2037	0.63889	2.7778	1.33723	3.0556	1.23603
Assoc.Prof Dr.	3.1296	0.91203	2.4167	1.10397	2.7778	1.12114
Ass.Prof.Dr.	3.6176	0.64217	2.5	0.84779	2.7353	1.21344
Res.Ass.Dr.	3.5333	0.46248	3	0.88388	3.1	1.38744
Res.Ass.	2.8464	0.92306	2.951	0.94739	2.4706	0.92418
Total	3.1905	0.93676	2.7995	0.98758	2.6429	1.05748
ANOVA	F:6.811	Sig. α:0.000 Levene=0.168	F:1.086	Sig. α:0.369 Levene=0.273	F:0.983	Sig. α:0.421 Levene=0.496

For Emotional Commitment

As we analyze the Table 4 above, because significancy value for p values (levene sig.) is above 0.05, variances are homogeneous and ANOVA table is checked. Because sig. value is below 0.05, there is a significant difference between the groups compared, and H_0 hypothesis is rejected. However, it does not show what gorups, variance differences compared, have difference, and in order to find out this difference is between what groups, it needs to be compared with post-hoc test. According to post-hoc test results, the group with Prof.Dr. was compared with Res.Ass. group, and sig. value was found as 0.000 according to the comparison. Because this value is below 0.05, it was found that there is a significant difference between the group with Prof. Dr. and Res. Ass. Emotional commitments of the academics with Prof. Dr. titles are more than the academics with Res.Ass. In addition, Ass.Profs.'s emotional commitments are more than Res. Ass. According to the results, respectively, they are Res. Ass., Ass. Prof., Res.Ass.Dr., Ass.Prof. The most emotional commitment belongs to the academics with Prof.Dr. title.

For Rational Commitment;

As we analyze the Table 4 above, variances are homogeneous and ANOVA table is checked because significancy value for p values (levene sig.) is above 0.05. H_0 hypothesis is accepted because sig. value is above 0.05. In this situation, rational commitment does not differ according to the groups of title. Namely, for these variables, significant differences are not in question according to averages of title groups.

For Normative Commitment;

Again variances are homogeneous and ANOVA table is checked because significancy value for p values (levene sig.) is above 0.05 for p values in Table 4. H_0 hypothesis is accepted because sig. value is above 0.05 in ANOVA table. Normative commitment does not differ according to title groups. Namely, for these variables, significant differences are not in question according to averages of title groups.

According to these results, there is a significant difference between academic title groups in terms of emotional commitment; however, there is not significant difference between academic title groups in terms of normative commitment.

5.4.2.3. Evaluation of the Job Satisfaction Levels of Academics According to Titles

H_0 : In terms of the job satisfaciton levels (internal and external), there is no significant difference statically between academic title groups.

H_1 : In terms of the job satisfaciton levels (internal and external), there is a significant difference between academic title groups statically.

Table 5. Job satisfaction levels of academics according to title

Title Groups	Internal Satisfaction		External Satisfaction	
	Mean	Std. Deviation	Mean	Std. Deviation
Prof.Dr.	4.4444	0.49469	4.1852	0.5
Assoc.Prof Dr.	3.7374	0.47553	3.4938	0.51553
Ass.Prof.Dr.	3.7326	0.81341	3.6928	0.79788
Res.Ass.Dr.	4.0727	0.52381	3.3778	0.70536
Res.Ass.	3.2335	0.69574	3.3813	0.72359
Total	3.5425	0.77607	3.5299	0.73069
ANOVA	F:7.890	Sig.α=0.000 Levene=0.180	F:2.819	Sig.α=0.030 Levene=0.674

As we analyze the table above, because significancy value for p values (levene sig.) is above 0.05 for p values, variances are homogeneous and anova table is checked. Because sig. value is below 0.05 in Anova table, there is a significant difference between average of compared groups, and H_0 hypothesis is rejected. However, it does not show what gorups, variance differences compared, have difference, and in order to find out this difference is between what groups, it needs to be compared with post-hoc test. Prof. Dr. group and Res. Ass. group were compared and sig. value was found as 0.000 and 0.030 according to post-hoc test results. It was found out that there is a significant difference between averages of Prof.Dr. and Res. Ass. groups because these values were below 0.05. Prof. Dr. academics have more internal and external satisfactions than Res. Ass. academics. The least internal satisfaction, respectively, belongs to Res. Ass., Asst. Prof. Dr., Asst. Dr., Res.Ass.Dr. and Prof.Dr. The least external satisfaction, respectively, belongs to Res. Ass. Dr., Res. Ass., Asst. Dr., Asst. Prof. Dr. and Prof.Dr. academics.

6. Result and Discussion

With this research, job satisfaction and organizational commitments of academics working at Selcuk University were evaluated, it was tried to determine their correlation, and these results were obtained;

As a result of analyses, emotional commitment can be explained with internal satisfaction and external satisfaction. Both internal satisfaction and external satisfaction have correlation with emotional commitment. However, academics' external satisfactions increase their emotional commitment more rather than their internal satisfaction. It was concluded that internal satisfaction and external satisfaction increase acedemics' emotional commitment, continuation to work, normative commitment, and there is a same directioned correlation between their organizational commitments and their job satisfactions.

In addition, normative commitment cannot be explained with internal satisfaction and external satisfaction. Internal satisfaction has a negative directioned correlation with normative commitment; as internal satisfaction increases, normative commitment decreases. External satisfaction has a positive directioned correlation with normative commitment; as external satisfaction increases, normative commitment increases, as well.

Again, rational commitment can be explained with internal and external satisfactions. However, internal satisfaction has negative directioned correlation with rational commitment; as internal satisfaction increases, rational commitment decreases. External satisfaction has positive directioned correlation with rational commitment; as external satisfaction increases, rational commitment increases, as well.

According to results obtained from the research; internal and external satisfactions affect rational commitment, but, they have no impact on normative commitment.

In terms of normative and rational commitments, sub-dimensions of organizational commitment, a statistically significant correlation was not found between academic title groups. However, emotional commitment and job satisfaction levels (internal and external satisfaction) significantly differ according to each title group. For example, the least emotional commitment and internal satisfaction are in Res.Ass. title group, the most emotional commitment and internal satisfaction are in Prof.Dr. group. In addition, the least external satisfaction is in Dr. group, again, the most external satisfaction is in Prof.Dr. group.

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