

A Quantitative Examination of the Relationship Between Perceived Job
Satisfaction and Organizational Commitment in Small Business Employees
in the Lynchburg Metropolitan Statistical Area

By
Tammy Brown

A Dissertation Submitted in Partial Fulfillment
of the Requirements for the Degree of
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Abstract

The Lynchburg Metropolitan Statistical Area (MSA) has an average turnover that exceeds the national and regional average. Organizational turnover unfavorably influences productivity and has the potential to adversely affect, not only the Lynchburg MSA, but also the regional, state, and national economy. This quantitative non-experimental, correlational research examined the relationship between perceived job satisfaction and organizational commitment in the Lynchburg MSA. The results of this research supports earlier research and demonstrated a statistically significant positive relationship existed between perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA. The results may serve as beneficial to small business leaders for influencing human resource management processes aimed at increasing retention, reducing turnover, and remaining competitive in both the region and state.

Keywords: Job Satisfaction, Organizational Commitment, Small Business,
Lynchburg MSA

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Dedication

I want to dedicate this research to the most important person that has been with me through the highs and lows of life and throughout this process, Jesus Christ. He is truly my Rock and my Cornerstone. Thank you for my strength when I had none left. Anything I am or will be is due to your faithfulness.

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Table of Contents

| | |
|---|----|
| List of Tables | v |
| List of Figures | vi |
| Section 1: Foundation of the Study | 1 |
| Background of the Problem | 2 |
| Problem Statement | 5 |
| Purpose Statement | 6 |
| Nature of the Study | 7 |
| Research Question | 8 |
| Hypothesis..... | 8 |
| Theoretical Framework..... | 9 |
| Definition of Terms | 11 |
| Assumptions, Limitations, and Delimitations | 13 |
| Assumptions..... | 13 |
| Methodological..... | 13 |
| Conceptual..... | 14 |
| Limitations..... | 15 |
| Delimitations..... | 16 |
| Significance of the Research.... | 16 |
| Reduction of Gaps..... | 16 |
| Implications for Biblical Integration..... | 19 |
| Relationship to Field of Research..... | 20 |

| | |
|---|-----------|
| A Review of the Professional and Academic Literature..... | 20 |
| Job Satisfaction as an Independent Variable..... | 22 |
| Organizational Commitment as a Dependent Variable..... | 22 |
| Small Business..... | 24 |
| Small Business Employees..... | 25 |
| Job Satisfaction and Organizational Commitment..... | 27 |
| Traditional Theories of Employee Job Satisfaction..... | 28 |
| Traditional Theories of Motivation..... | 29 |
| Intrinsic and Extrinsic Motivation..... | 30 |
| Alternative Dynamic Models..... | 32 |
| Contemporary Studies Linking Individual Components to Job Satisfaction | 34 |
| Theories of Organizational Commitment..... | 35 |
| Contemporary Applied Research: Employee Job Satisfaction..... | 38 |
| Applied Research: Employee Organizational Commitment..... | 40 |
| Employee Turnover..... | 41 |
| Job Satisfaction..... | 42 |
| The Multidimensional Nature of Organizational Commitment..... | 49 |
| Organizational Commitment..... | 51 |
| Affective Commitment..... | 51 |
| Continuance Commitment..... | 53 |
| Normative Commitment..... | 54 |
| Turnover..... | 57 |

| | |
|--|-----------|
| Transition and Summary | 61 |
| Section 2: The Project..... | 61 |
| Purpose Statement | 61 |
| Role of the Researcher..... | 62 |
| Participants | 63 |
| Population Description..... | 64 |
| Research Method and Design | 66 |
| Method | 66 |
| Research Design | 68 |
| Population and Sampling | 69 |
| Data Collection | 70 |
| Instruments..... | 70 |
| Data Collection Technique | 73 |
| Data Organization Techniques | 74 |
| Data Analysis Technique..... | 74 |
| Reliability and Validity..... | 75 |
| Reliability..... | 75 |
| Validity..... | 76 |
| Transition and Summary | 77 |
| Section 3: Application to Professional Practice and Implications for Change | 78 |
| Overview of Study..... | 78 |
| Presentation of the Findings | 79 |

| | |
|---|------------|
| Applications to Professional Practice..... | 89 |
| Recommendations for Action..... | 90 |
| Recommendations for Further Study | 92 |
| Reflections..... | 94 |
| Summary and Study Conclusions | 95 |
| References | 97 |
| Appendix A: Survey Questionnaire..... | 127 |
| Appendix B: IRB Documentation..... | 135 |

List of Tables

| | |
|--|-----------|
| Table 1. Tests of Normality..... | 81 |
| Table 2. Pearson Correlation Coefficient..... | 87 |
| Table 3. Spearman's <i>rho</i>..... | 88 |

List of Figures

| | |
|--|-----------|
| Figure 1. Theoretical/Conceptual Framework Map..... | 11 |
| Figure 2. Box plot Job Satisfaction..... | 82 |
| Figure 3. Detrended Q-Q Plot Job Satisfaction..... | 83 |
| Figure 4. Box plot Organizational Commitment..... | 83 |
| Figure 5. Detrended Q-Q Plot Organizational Commitment..... | 84 |
| Figure 6. Histogram of Job Satisfaction..... | 85 |
| Figure 7. Histogram of Organizational Commitment..... | 86 |

Section 1: Foundation of the Study

A wealth of literature exists that suggests that motivational constructs, such as job satisfaction and organizational commitment, are precursors to turnover and other key indicators used to assess the overall well-being of an organization's human capital and position in the market (Grant, 2008; Springer, 2011). However, the strength of the association and interaction between job satisfaction, commitment, and turnover remains unclear in small businesses where non-standard work models challenge the traditional employer-employee dynamic (Cappelli & Keller, 2013; Springer, 2011). The perception of employee job satisfaction and commitment is dynamic and variable, and also has a direct impact on employee productivity, turnover, and ultimately organizational sustainability. Engaged employees do not think of leaving the organization (Olowu, 2008).

Akinbobola (2011) claimed that when employees are not being treated well, they develop a negative attitude towards the work, the employer, and co-workers that entertain thoughts of leaving. Job dissatisfaction has been associated with a decrease in individual and organizational performance and productivity. In turn, these pose a threat to the financial well-being and bottom-line of the company. Research on the relationship between motivational constructs and performance and productivity measures has focused primarily on large private and public businesses, healthcare organizations, and government entities (Zhang et al., 2009). Understanding how these constructs impact small businesses is critical given the disproportionate effects associated with the cost of

turnover and sub-optimal human resource management. Attempting to understand the relationship between employees' perceptions of job satisfaction and commitment may help provide the key to the retention of a stable and productive workforce that can maximize internal resources for a sustainable future. This research may help small business leaders create an action plan to proactively address and enhance employee job satisfaction and organizational commitment (Salleh, Nair, & Harwin, 2012). It is necessary to understand the background of the problem in order to have greater clarity on the problem itself. The following section will discuss turnover in small businesses in the Lynchburg Metropolitan Statistical Area (Lynchburg MSA).

Background of the Problem

According to the Bureau of Labor Statistics (BLS) (2013), the number of small firms in the United States of America (U.S.A.) was 28,443,856 of which 35% employed between 1-99 employees. Turnover accounted for 2.2% (199,106,992) of small businesses in the U.S.A. The amount of employee turnover in small firms accounted for an average of 2.2% (2,684,000) in the Southern Region. The Lynchburg MSA has a population by size of small businesses of 6,719 and an average turnover that exceeds the national and regional average at 8.3% or 557 (Virginia Employment Commission, 2013). Much of the small business employee turnover in the Lynchburg MSA may be associated with the relocation of companies to larger cities or states that are considered to be more favorable to small business needs (Gentry, 2009). The economic impact of employee turnover in small businesses is a significant problem in the Lynchburg MSA. Salleh,

Nair, and Harwin (2012) stated that job satisfaction and management commitment in the small business sector is far below those of other industries.

Given its importance to performance and productivity, job satisfaction and organizational commitment have continued to be two of the most researched constructs in the management literature since the 1960s (Fisher, 2003). According to Locke (1976) job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience(s). Weiss, Dawis, England, and Lofquist (1967) proposed that an employee is motivated to find and maintain a correspondent that will meet individual needs and expectations of the working environment. Research conducted by Roos, Watson, Wensing, and Peters-Klimm (2014) lent support for the argument that job satisfaction is a strong factor associated with employee retention. Thus, the success of an organization is highly dependent upon the identification of internal (intrinsic) and external (extrinsic) factors that influence perceived levels of employee job satisfaction that may impact the long-term engagement and commitment of its human capital (Bateman & Strassett, 1984; Chen, 2011; Herzberg et al., 2010; Johnson, Groff, & Taing, 2008; Yucel, 2012). Recognizing the elements of both intrinsic and extrinsic job satisfaction is important for organizational success and in proactively addressing employee retention (Hausknecht, Hiller, & Vance, 2008). Newman and Sheikh (2012) described the impact that extrinsic and intrinsic rewards may have on the way in which small business employees develop a greater employee commitment and thus a higher retention rate. The greater the positive relationship between the employee level of

perceived job satisfaction and the organization, the more likely the employee will be committed to the organization.

Wang & Hwang (2012) speculated that an organization should be committed to its employees and employees should be committed to the organization. Seminal thinkers (Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993) developed the Three-Component Model (TCM) of organizational commitment that continues to prove a popular topic in the management literature. Contemporary research (Akhtar, 2014) defined organizational commitment as an employee's evaluative assessment of the employing organization. The TCM segments commitment into three distinctive categories: affective, normative, and continuance commitment.

According to the TCM, an employee's psychological condition either reinforces or diminishes the perceived link with an employing organization (Meyer & Allen, 1997; Taing, 2011). Affective commitment occurs when an employee fosters an emotional connection with the organization. The emotional connection creates an association that ties the employee to the organization and influences the employee's resolution to either remain or to exit. Normative commitment is described as a compulsory emotion that an employee may encounter that directs the employee's feelings to be that of an obligatory nature to stay with the present employer (Taing, 2011). Finally, continuance commitment narrates a story of the employee that is mindful of the sacrifices linked with abandoning the current place of employment or the industry.

The influences of job satisfaction and organizational commitment have become a major concern for organizations as employee turnover can have long-term implications

(Fisher, 2003). Employees who experience reduced levels of job satisfaction may simultaneously experience increased levels of job dissatisfaction that contribute to unwanted or dysfunctional organizational turnover. Organizational turnover adversely affects both long-term knowledge management and organizational sustainability. In addition, turnover has the potential to affect not only the individual small business but also the available labor supply as a whole (Wessels, 2001). This is further clarified in the problem statement that emphasizes how small businesses in Lynchburg MSA are challenged by above average turnover rates.

Problem Statement

The problem to be addressed is that there is a gap in the existing literature on the relationship between job satisfaction and organizational commitment in small businesses (Villanueva, 2014). The research will add to the literature that has thus far produced differing results. Some researchers suggest only a moderate relationship exists between job satisfaction and performance measures (Diestel, Wegge, & Schmidt, 2014) whereas others claim a strong statistically significant relationship exists between the variables (Mafini & Dlodlo, 2014; Miller, Erikson, & Yust, 2001; Moynihan & Pandey, 2007). Still other researchers have suggested a less controversial relationship exists between motivation and job performance, with the underlying assumption that motivation influences job satisfaction and performance measures such as intent to leave and turnover (Fisher, 2003; Grant, 2008; Halbesleben & Bowler, 2007).

Given the aforementioned average turnover rate in small businesses in the Lynchburg MSA, the results of this research may aid small business leaders in improving

human resource management processes aimed at enhancing job satisfaction and retention to remain competitive in the region. The results may aid small businesses in better understanding the factors that increase job satisfaction and provide a working environment that will prevent the development of job dissatisfaction, apathy, and frustration (Herzberg et al., 2010). By understanding the relationship between both intrinsic and extrinsic factors' contribution to job satisfaction and organizational commitment, small business owners and managers may proactively develop strategies to retain valued employees.

Purpose Statement

The purpose of this non-experimental quantitative research was to examine the relationship between job satisfaction and organizational commitment in small business employees in the Lynchburg MSA. The independent variable was job satisfaction and the dependent variable was organizational commitment. Job satisfaction was measured by the MSQ questionnaire (Weiss et al., 1968) and organizational commitment was measured by the TCM questionnaire (Meyer & Allen, 1991; Powell & Meyer, 2004). Job satisfaction was generally defined as an employee's harmonious relationship with the working environment. Organizational commitment was defined as the total sum of an employee's affective, normative, and continuance commitment scores.

Small business employees were defined as those employed by an employer retaining 99 or fewer employees. Population contact information consisting of phone numbers, email addresses, and mailing addresses was obtained by permission from each owner of the small business organization surveyed, registrants, and attendees of the

Lynchburg Regional Business Alliance expo, and the Lynchburg Regional Business Alliance membership database. These methods of collection are important and are further explained in the description of the nature of the study.

Nature of the Study

The nature of the research was a quantitative, non-experimental, correlational method. The goal of correlational research is to discover relationships and provides the ability to measure the degree in which two or more variables relate without inferring cause and effect (Becker, 2015). Non experimental research is ideally suited for identifying cause and effect and associative relationships.

According to Barczak (2015) quantitative research is more effective in establishing a correlation between multiple variables than qualitative research because of the precise measurements and logical structure that occurs in testing the hypothesis. The research design is consistent with the research question that asked what is the relationship between two variables of an interval level of measurement. Whereas a qualitative design would capture greater contextual detail, a cross-sectional correlational design is appropriate where the population and sample size is large. According to Pathak, Jena, and Kalra (2013) qualitative research is utilized for non-numerical data to comprehend individual opinions, experiences, attitudes, behavior, and relations. Creswell (2010) explained that quantitative research allows for the quantification of trends or attitudes of a population. In addition, Creswell (2010) explained that non-experimental research methods often incorporate the use of survey research. Wisdom (2012) defined mixed

method research as one that integrates both qualitative and quantitative data within a single study.

A mixed methods study was not chosen for this research due to limited resources such as time and the alignment to the research questions. The topic was better suited to a design for a relatively large population and sample. A descriptive design would not be appropriate to this research as it would report only a percentage summary on a single variable whereas a quasi-experimental or experimental quantitative design, would seek to infer or imply a predictive cause and effect without considering the relationship between dependent and independent variables. The research question measured the strength of any relationship or non-statistically significant relationship between the independent and dependent variables.

Research Question

R1. Is there a relationship between perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA?

Hypothesis

The corresponding null and alternative hypothesis for this research was:

H₀1: There is no statistically significant relationship between perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA.

H_A1: There is a statistically significant relationship between perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA.

The theoretical framework introduces and describes the theory that explains why the research problem exists.

Theoretical Framework

The modernist perspective takes an objective or positivist view in the creation of knowledge and may lend itself to quantitative research seeking to improve efficiencies using “easy-to-measure” control variables based on the five senses (Creswell, 2010; Crotty, 1998). The nature of the research’s design was quantitative and correlational. The research examined the relationship between job satisfaction and organizational commitment based primarily upon the theories espoused by Weiss, Dawis, England, and Lofquist’s (1967) Theory of Work Adjustment, Meyer and Allen (1991) and Meyer, Allen, and Smith’s (1993) Three Component Model of Organizational Commitment (TCM). The independent variable of job satisfaction was generally defined as employees’ harmonious relationship with their environment. The dependent variable(s) was generally defined as the total sum of employees’ Affective, Normative and Continuance Commitment towards the employing small business in the Lynchburg MSA.

Weiss, Dawis, England, and Lofquist’s (1967) Theory of Work Adjustment’s main theme is that of the employee and the work environment. The Theory of Work Adjustment was created with two purposes in mind: the advancement of instruments for measuring the work adjustment aptitude of candidates, and the assessment of work adjustment results. The basic assumption is that an individual will seek to achieve and maintain correspondence with his or her environment. Satisfaction, or correspondence

with one's job, is achieved when the individual is bringing certain skills to the environment while the environment is providing either extrinsic or intrinsic rewards.

Job satisfaction is achieved when there is balance and harmony among the contributions of the individual and the work environment. There are three levels or conditions that describe the relationship between the individual and the work environment: pleasant, fitting, or complementary. As correspondence between the two entities increases the probability of retention also increases. Thus, more satisfied employees are less likely to seek new employment remaining committed to their current employer. For this reason, examining the factors associated with job satisfaction and commitment was both practical and valuable.

The Three Component Model of Organizational Commitment (TCM) suggests that an employee experiences job commitment in three ways (Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993). The mindset of an employee is revealed through affective, normative, and continuance commitment. Affective commitment reflects an emotional attachment to the employer. Normative commitment relates to commitment experienced as an obligatory manner or sense of duty. Continuance commitment reflects the outcome of a perceived cost and benefit analysis that can be both economic and social in nature.

The research of Weiss, Dawis, England, and Lofquist (1967) suggested that the greater the equilibrium and harmony among the contributions of the individual and the work environment, the greater the level of job satisfaction. Yee, Yeung, and Cheng (2010) supported this position and argued that the greater an employee's conditions are

met through intrinsic or extrinsic measures, the greater the degree of job satisfaction. Further, Freund (2005) explained that the relationship between job factors that influence various types of employee commitment and the relationship that exists between the employee and the organization is an area warranting future research. Each term defined relates directly to a significant concept in the research and must be defined for clarity of the reader.

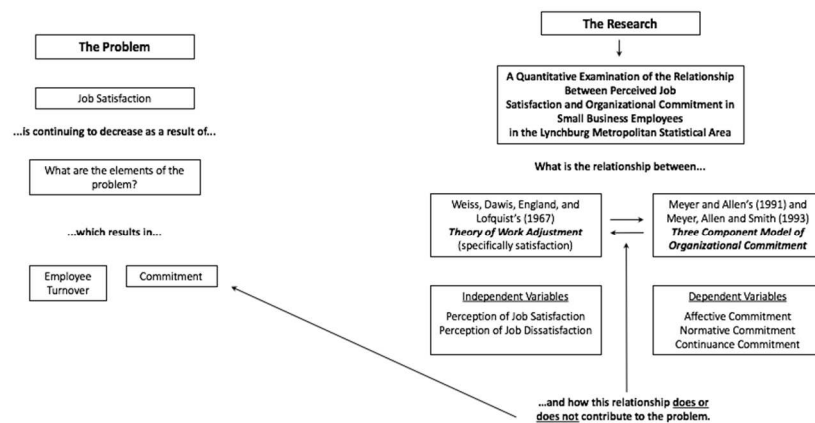


Figure 1. Conceptual framework

Definition of Terms

The following terms are defined relative to their use in this research:

Affective Commitment (AC): Affective commitment is defined as an employee's emotional attachment, involvement or identification with a particular organization (Meyer & Allen, 1997).

Continuance Commitment (CC): Continuance commitment is defined as an employee's awareness of the costs associated with leaving an organization (Meyer & Allen, 1997).

Extrinsic Motivation (EM): Extrinsic motivation is defined as the motivation to perform a behavior to earn a reward or avoid punishment (Herzberg, 2003).

Intrinsic Motivation (IM): Intrinsic motivation is defined as behaviors that are driven by internal rewards (Herzberg, 2003).

Job Dissatisfaction: Job satisfaction is defined as an employee's emotional state that is displayed when job expectations are not met (Mattarelli & Tagliaventi, 2015).

Lynchburg MSA: Lynchburg MSA is defined by the combined geographical areas of Amherst county, Appomattox County, Bedford County, Campbell County, and Lynchburg City (Virginia Community Profile, 2013).

Normative Commitment (NC): Normative commitment is defined as an employee's sense of obligation to his or her employer or organization (Meyer & Allen, 1997).

Retention: Retention is defined as the measures taken to encourage employees to remain in an organization for a maximum period (James & Mathew, 2012).

Satisfaction: Satisfaction is defined as an effective response to one's job, resultant from the official assessment of definite conclusions with those that are desired (Pagan-Rodriguez, 2015).

Small Business: A small business is defined as one that employs 99 or fewer employees, taking into account the number employed by affiliates. A small business is

defined further as one that is eligible by virtue of the number of its employees to receive Small Business Administration (Small Business Administration, 2015) and other federal program funding.

Turnover: Turnover is defined as an employee's permanent advancement outside the boundary of the organization, incorporating intention to search for an alternative employer, quit the existing employer, and entertaining thoughts of the intension to quit (Rahman & Nas, 2013).

The assumptions, limitations, and delimitations clarify, instruct, and explain the research, participants, and demographics involved in the research. The assumptions associated with this research are factors that potentially influence the research, are specific to this research, but are generic to correlational research in a general sense.

Assumptions, Limitations, and Delimitations

Assumptions

Methodological

The research assumed that participants understood the survey questions and answered honestly. Building on the seminal work of Durkheim (1897), who argued that causality is independent of consciousness, Donaldson (2005) suggested functionalism provides the justification for decision-makers who adopt strategies and structures for optimal performance. It was assumed that an identifiable relationship existed between small business employees' self-reported perceptions of job satisfaction and organizational commitment.

According to Garson (2012), violations of data level assumptions frequently occur in the social sciences and increase the real chance of falsely rejecting the null hypothesis, or making a Type 1 error. This violation is a common practice when using Likert scale data in surveys, that technically require interval-level data, and causes the real standard error to be greater than its computed value (Garson, 2012). The debate surrounding levels of measurement is relevant in the present context since this research supported the use a cross-sectional Likert-type survey instrument. It is also assumed that survey participants understood the survey questions and answer honestly.

Conceptual

Job satisfaction has been measured through various components and predicted by an employee's expectations and the degree of importance placed upon the atmosphere of the workplace. Thus, any identified relationship may not be associated with perception, but rather with expectations. In the workplace, the risks associated with expectations are easily mitigated through clear expectations and personalized management or human resource management oversight but may not be captured by a survey taken at a snapshot in time. If the risks associated with expectations are not true, then a greater amount of turnover is possible within the organization. Expectations are also manageable within a confine of communication and coaching. This research also assumed that a happy employee is a productive employee who will be less likely to leave an organization (Hoxsey, 2010).

Those employees who are motivated by intrinsic factors are often surprised by the level of support they receive in the areas of productivity and job satisfaction (Becchetti,

Castriota, & Tortia, 2013). A greater amount of support is in favor of extrinsic motivations to support this idea. Happiness is a temporal feeling that manifests itself in differing situations. Quantifiable extrinsic and intrinsic factors that are supported by data collection can determine the level of satisfaction among employees at a snapshot in time.

Limitations

The literature focused on job satisfaction and organizational commitment in small businesses was relatively scarce and the number of newly published studies examining job satisfaction in general has diminished within the last five years. The willingness of the sample population to be candid in their responses as a result of this research was one factor. Each employee must consider the data collected to be private information and the responses could be weakened as a result. The Minnesota Satisfaction Questionnaire must be implemented in the correct manner as demonstrated by the survey to avoid bias or distortion of the data. This questionnaire must be administered and defined correctly to ensure the integrity and validity of the data.

Limitations of using a cross-sectional survey questionnaire approach are that it does not capture any change in perceived levels of job satisfaction or commitment even though they develop over time. Neither does it allow participants to provide the richer contextual information that a qualitative, case research approach, would afford for a greater understanding of the underlying issues that influence levels of job satisfaction. As with all correlational research, the findings measure the strength of association between the variables without inferring cause and effect.

Delimitations

The delimitations refer to the bounds or scope of the research. The boundaries described in the research will be limited to employees of small businesses in the Lynchburg Metropolitan Statistical Area (MSA). Each of these businesses have reported earnings of less than five million and each has 99 or fewer employees, including those employed by affiliate companies. The perception of 131 employees in small businesses in the Lynchburg MSA regarding job satisfaction and organizational commitment was examined. Understanding the relationship between perceived levels of job satisfaction and organizational commitment, as well as addressing a gap in the literature on motivational constructs in small businesses, was important to the overall research and target population.

Significance of the Research

Reduction of Gaps

The significance of this research may be revealed through an examination of the existing literature concerned with job satisfaction and organizational commitment. Weiss, Dawis, England, and Lofquist's (1967) Theory of Work Adjustment conceptualized the model of work adjustment to explain how job fit and workplace harmony created job satisfaction. The measure of job satisfaction was determined using the Minnesota Satisfaction Questionnaire (MSQ) and discussed in relation to organizational commitment in the workplace.

An employee and the environment became the focus of correspondence. The theory stated that each employee innately held specific skills and conveyed these skills

into the workplace. The work environment afforded intrinsic and extrinsic rewards to the employee. It is when the employee's skills and the work environment are balanced that each is congruent. Job satisfaction is the confirmation that the employee is fulfilling the requirements of the work environment and the work environment has been fulfilling the requirements of the employee. According to Griffin (2010) job satisfaction is the level of enjoyment an employee receives from their work environment. Job satisfaction can not only create enjoyment of the work environment, but also a greater commitment to the organization. According to contemporary research (Balassiano & Salles, 2012; Leite, Rodrigues, & de Albuquerque, 2014; Rosa & Brito, 2010) job satisfaction is an antecedent of organizational commitment, which meditates its relationships with other variables outside of the work environment.

Meyer and Allen (1991) conceived of the three-component model of organizational commitment and established a theory that stated organizational commitment was experienced by employees within the organization. The model also sought to explain the reasoning behind an employee's departure from an organization despite a significant length of tenure. Meyer and Allen's theory was based upon the measurement of affective commitment, normative commitment, and continuance commitment. This theory claimed the three components do not share an equally strong relationship with employee turnover with affective commitment boasting the strongest association. Yang (2012) claimed employee satisfaction to be at the root of intentions to leave and organizational turnover. According to Mishra, Mishra, and Grubb (2015), affective commitment and employee turnover are statistically linked to small business

employees and managers. Kuo (2014) also claimed that employee satisfaction has become an important indicator of a healthy work environment.

This research may help fill gaps in academic understanding and help promote effective leadership practices within small business by examining whether a relationship exists between job satisfaction and organizational commitment in small business employees in the Lynchburg MSA. The results may help small business proprietors and managers acquire a greater awareness of how these motivational constructs may reduce unwanted turnover. Another important attribute of this research was that it added to the body of knowledge by providing an analysis of the degree to which job satisfaction is related to the underlying factors of the combined affective, continuance, and normative commitment. By disseminating the collective results and interpretation of the findings of this research, the research may contribute to improve job satisfaction and organizational commitment in small business employees in the Lynchburg MSA.

According to Irshad and Naz (2011) there is a positive relationship between job satisfaction and organizational commitment. Robbins and Judge (2015) also found evidence to suggest that job satisfaction precedes organizational commitment. These authors recommended further research on the relationship between job satisfaction and organizational commitment to provide managers with the information to help shape policies and practices that may increase retention and reduce turnover in small business organizations. Understanding the Biblical integration of an employee's job satisfaction and organizational commitment is vital to incorporating God's view of faith into the workplace.

Implications for Biblical Integration

According to Van Duzer (2010), the Christian in business enables individuals to express aspects of a God-given identity that provides the opportunity to participate in meaningful and creative work. The Bible explains that work and job commitment are inspirational and vital components of God's future strategy of character improvement for every human being. The Bible has many references in relation to the experience of a meaningful job. Ecclesiastes 3:13 states, "That each person finds pleasure in his work as this is a gift from God." The purpose of work is to bring job satisfaction to the individual and honor to the Lord. Colossians 3:23 states, "Whatever you do, work heartily, as for the Lord and not for men." "Work itself is then considered a divine vocation" (Hardy, 2001, p. 47). If an individual is working for God in his or her divine vocation, a greater retention should be realized and an attitude of enthusiasm and cheer in the workplace should be present. It is through an individual's vocation that his or her service is recognized. Through organizational commitment and wholehearted devotion to the organization and ultimately to God as a form of worship, an individual can express his or her purpose for work. Proverbs 16:3, "Commit thy works unto the Lord, and thy thoughts shall be established." Service to the organization, and to the co-workers employed in the organization, should be carried out with honor and with no malice to those who are not equal in stature. Proverbs 27:18, "If you care for your orchard, you'll enjoy its fruit; if you honor your boss, you'll be honored."

Understanding how human resource management relates to employee satisfaction and job commitment creates a link between relationships and retention. The relationship

between employee satisfaction and job commitment is essential to building an atmosphere that is conducive to reducing turnover and forming a unique bond that signifies loyalty and acknowledges commitment on the part of each employee.

Relationship to Field of Research

Effective human resource management within the organization is a vital link in ensuring and/or influencing employee job satisfaction and organizational commitment within an organization. The human resource management cognate is represented in this research through the topic and measurement of job satisfaction and the potential relationship to organizational commitment. Understanding the unique needs and wants of each employee has the potential to impact overall employee satisfaction and exhibited commitment, thereby reducing costly unwanted turnover. The following section will present a review of both the seminal and current literature on job satisfaction and organizational commitment.

A Review of the Professional and Academic Literature

The literature review discussed, evaluated, and synthesized the critical seminal and contemporary literature that supports and challenges the theoretical framework of the research. The guiding framework underpinning this research was centered on the small business organization and was based on Weiss, Dawis, England, and Lofquist's (1968) Theory of Work Adjustment and Meyer, Allen, and Smith's (1993) Three Component Model of Organizational Commitment. The first section of the review introduced the topic of job satisfaction as the independent variable and organizational commitment as the dependent variable. These topics are important as they relate to the overall research.

The second section discussed small business and small business employees as a precursor to the problem of below average levels of job satisfaction, through to the motivational constructs and application of factors associated with theories of organizational commitment and job satisfaction. The discussion also introduced possible alternative models that influence turnover including an individual's compatibility with an employing organization's culture

Organizational commitment is the second broad topic addressed. This topic was explored from a historical perspective incorporating both classical and current literature as a basis for discovery. Research involving affective, normative, and continuance commitment was also delineated. The fourth section of the review served to link each topic highlighting its potential relationship with job satisfaction, as proposed by England, Dawis, Lofquist, and Weiss' (1968) theory of work adjustment, and how it impacts organizational commitment, as proposed by Meyer and Allen (1991) and revised by Meyer, Allen, and Smith (1993).

The literature review incorporated discussion surrounding the significance of England, Dawis, Lofquist, and Weiss's (1968) Theory of Work Adjustment and Meyer and Allen's (1991) TCM theory of organizational commitment. Contemporary research and the survey instruments utilized in measuring the two motivational constructs were included in the review during the process of evaluation, justification, and rationale for conducting this non-experimental quantitative research.

The independent variable of job satisfaction and the dependent variable of organizational commitment using England, Dawis, Loquist, and Weiss's (1968) Theory

of Work Adjustment and Meyer, Allen, and Smith's (1993) Three Component Model of Organizational Commitment are the basis upon which the research was based upon. Each variable was discussed as it relates to the research.

Job Satisfaction as an Independent Variable

Herzberg (1966) is one of the leading researchers on job satisfaction in the seminal literature. Herzberg's Two-Factor Theory (1959) of job satisfaction was developed at a time when industrial action was diminishing productivity in factories in the USA and so the research was born out of a need to determine those factors in an employee's work environment that caused job satisfaction or dissatisfaction. From the research identifying and relating job satisfaction and dissatisfaction as two distinct factors, the development of the motivation-hygiene theory was birthed. It was determined by the motivation-hygiene theory that factors causing satisfaction are different from those causing dissatisfaction. Notwithstanding, Locke's (1976) Range of Affect theory is based upon the premise that satisfaction is determined by a discrepancy between what an employee wants and perceives to have in a job. Weiss, Dawis, England, and Lofquist's (1968) Theory of Work Adjustment discusses the work personality and the work environment as an explanation for job satisfaction, or dissatisfaction, and its relation with an employee's tenure. These authors' findings created an avenue upon which future studies could be built. Each theory discussed relates to the dependent variable of organizational commitment and its relationship with the independent variable, job satisfaction.

Organizational Commitment as a Dependent Variable

Meyer and Allen's (1991) three-component model of commitment is the leading theory of organizational commitment that relates it to employee satisfaction within the organization. This model validates the recognition of an employee's devotion and therefore personal commitment to an organization. The three components that comprise this model are founded from a psychological state and contain the following elements: affective, continuance, and normative commitment.

Etzioni's (1961) model of commitment specifies three sources of organizational control and corresponding forms of employee commitment within the organization. Each form of commitment develops in response to the form of control exercised over the individual employee. Etzioni's position asserted that the opposite of moral involvement is zero moral involvement rather than alienation, the opposite of alienated involvement is zero alienation rather moral involvement.

According to Penley and Gould (1988) argued in favor of two predominant views of organizational commitment: affective and instrumental. In the instrumental view of organizational commitment an employee replaces personal involvement for compensation. This solidifies a commitment to the organization. Therefore, this theory states that extrinsic reward is more important than any other factor relating to commitment in the workplace.

Each of these theories relating to individual perceptions of organizational commitment support its positive role and relationship with individual perceptions of job satisfaction; whereas commitment on behalf of the organization solidified and increased overall performance, job satisfaction, enhanced levels of retention, and decreased

turnover. The linkage between organizational commitment and job satisfaction is especially important in that of a small business since turnover may have a disproportionately high impact on productivity compared to large businesses and because they represent the majority of growth with the United States of America (USA) economy.

Small Business

A small business is defined as an entity; whether sole-proprietor, limited liability company, partnership, or corporation that employs fewer than 100 individuals (Heneman & Berkley, 1999; Small Business Administration, 2015). Small businesses are the fastest growing segment of economic development in the USA. Competition in both domestic and international markets presents a unique opportunity for small businesses to prove themselves through niche markets and segments. Small businesses in the US are growing in number every year and, in order to remain sustainable, each must maintain an internal network of support and resources. The role of a small business in the current economy requires that a minimum level of productivity, profitability, and an engaged workforce be maintained.

According to Headd (2010) small businesses account for nearly one-half of all private-sector jobs and historically accounted for nearly 65 percent of net job creation. Figures reported by the Small Business Administration (2015), claim that small businesses represent 99.7% of all employer firms. In 1995, the small business segment accounted for 64% of all growth in the U.S.; whereas in 2015 small businesses represented 78% of all economic growth. Individuals come to the US from across the globe to realize dreams of owning a business and through these efforts, the economic

ingenuity of America is strengthened (Watson, 2006). From the local economies of rural America to the bustling urban centers of larger cities everyone benefits from the success of small businesses (Rogoff, 2004).

Small Business Employees

The small business sector is the cornerstone of the U.S. economy and the majority of human capitals are contributors to the economic engine. A small business serves as a catalyst to fulfill the economic needs of the nation. Jones (2010) proposed that the process by which small businesses change to meet the desires of Americans is a requirement to increase their effectiveness. This effectiveness is based on many factors. U.S. Census (2015) claims that business owners are well-educated with as many as 50 percent holding a college degree. Conversely, a small business is often used as the starting point for those who are considered unemployable by larger corporations to gain experience or overcome other employment related obstacles. In a Monthly Labor Review, Lockard, and Wolf (2012) claimed that employees in small businesses are often considered less employable by larger corporations because of a relatively lower level of educational achievement and limited job experience.

According to Greenidge (2012) small businesses differ from larger businesses on a number of defining characteristics. Many hire employees on a part-time or half-time basis only and do not enjoy the same benefits associated with full-time employment. Generally small business owners have limited resources and are unable to afford to pay comparable wages relative to that of a large corporation. However, a smaller company may be more likely to permit an individual to voice concerns and engage in participative

decision making for the good of the company. The need to multi-task in a small business is essential as in many instances the business owner is responsible for multiple responsibilities within the company.

Many small businesses lack the financial resources to compete with larger firms. According to Allen, Ericksen, and Collins (2013), many small businesses lack the capacity for a dedicated human resource management department to develop recruitment and retention strategies for hiring and developing critical talent. Villanueva (2014) recommended that future studies should address the gap in the literature by examining retention issues in small businesses. Existing literature suggested that human capital policies and practices in small business are created by individuals for individuals and not for corporations.

According to Pajo, Coetzer, and Guenole (2010) managers seeking to foster organizational commitment among employees of small business must create a supportive atmosphere. Often times the atmosphere of a small business allows for more support as the environment is intimate. The individuals that are entrepreneurial and creative by their nature tend to migrate to employment in small businesses where each decision or idea is heard and frequently readily implemented with ease.

As noted previously, small businesses account for the majority of businesses in the U.S.A. therefore, the rationale for conducting this research is that the findings may be utilized by managers and non-managers alike to better understand the differences that occur in employee perceptions and levels of job satisfaction in the work environment. Understanding the relationship between perceptions of job satisfaction and organizational

commitment may help managers strategically impact the workplace environment.

According to Da Silva, Hutcheson, and Wahl (2010), the better the job fit between the goals and objectives of the organization and the employee's individual intrinsic goals the more committed the employee will be to the organization. Suma and Lesha (2013) stated that understanding how an employee becomes satisfied and committed to work supports a better job fit and fosters greater workplace performance. The linkage between job satisfaction and organizational commitment will be discussed in the next section.

Job Satisfaction and Organizational Commitment

The relationship between employee job satisfaction and employee performance and productivity remains one of the most popular among scholars and practitioners alike (Edmans, 2012; Fisher, 2003; Gerstner & Day, 1997; Locke, 1976; Spector, 2005; Vandenberghe & Tremblay, 2008). Within the past five or so years, job satisfaction has been correlated with other constructs and models within the business administration and management scholarly literature including organizational commitment (Johnson, Groff & Taing, 2008), turnover (Chen, Thomas, Anderson, & Bliese, 2011; Jones, Havens, & Thompson, 2009; Nyberg & Ployhart, 2015), absenteeism (Angermeir, Dunford, Boss, Boss, & Miller, 2009), Person-Job Fit (Peng & Mayo, 2015), and culture (Ng, Sorensen, & Yim, 2009; Zhang & Zheng, 2009). Frequently, scholars examine how the relationship between job satisfaction and organizational commitment is contingent upon leadership and/or motivation and retention (Edmans, 2012; McAlearney, 2006; Pichler, 2012). Both job satisfaction and organizational commitment are multi-dimensional in nature and measured at the individual, team, and organizational unit levels in relation to performance

and productivity (Brimeyer, Perruci, & Wadsworth, 2010; Latham, 2004; Dong, Mitchell, Lee, Holtom, & Hinkin, 2012).

Traditional Theories of Employee Job Satisfaction

Scholars continue to agree with Locke's (1976) definition that job satisfaction is an "emotional state resulting from an appraisal of one's job or job experiences" (p. 1300). Locke's conception has endured the test of time for over 40 years during which time a wealth of research, of various perspectives and utilizing multiple methodologies, has cited Locke's seminal thinking and drawn various conclusions building upon the premise that job satisfaction is an emotional or attitudinal construct. Findings from the early research were limited in their reliability and external validity given how studies frequently utilized a cross-sectional survey methodology that failed to capture how it is prone to temporal changes and dynamic in nature (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Suddaby, 2010).

The theoretical framework of a number of enduring theories and applied research examining job satisfaction and motivational behavior is developed from the classical concepts of basic needs (Mayer et al., 1992; Meyer et al., 1993; Spector, 2005). Whilst they are frequently referenced synonymously (Furnham, Eracleous, & Chamorro-Premuzic, 2009), motivation has been defined as "an internal state giving rise to a desire or pressure to act" (Westwood, 1992, p. 288), whereas job satisfaction has been described as the extent to which people are satisfied with their work (Vroom, 1995; Warr, 2002).

The following review discussed pre and early foundational thinking on theories of work-based motivation that continue to form the basis for contemporary research, and on

which evidence-based practices are developed (Rousseau, 2006). This review also firmly placed the research's findings within the field of motivation as it investigated the seminal and contemporary research on intrinsic and extrinsic factors, and their proclaimed relationship with turnover.

Traditional Theories of Motivation

Bassett-Jones and Lloyd (2005) summarized F. W. Taylor's fundamental views adopted by the scientific school of management that considered workers to be motivated by money and other tangible external rewards. Management studies were designed solely to identify and promote greater efficiencies and took little account of the internal state of the worker that reflected self-esteem, a sense of accomplishment, and satisfaction (Edmans, 2012). Later, Henry Fayol promoted a school of thought that considered worker fatigue and wellbeing as critical determinants in sustained efficiencies (Hindle, 2002). Designing metrics to measure the cost of reduced efficiency due to worker dissatisfaction did not enter the management school of thought until Elton Mayo's famous Hawthorne Studies that found an inexplicable increase in worker productivity that the research team attributed to an intangible motivation to enhance performance when aware a worker is being observed (Rowe & Sherlock, 2005). This phenomenon has since been widely known as the *Hawthorne Effect* (Caillier, 2012; Riketta, 2002).

This research adopted the view that the concept of work-related motivation encompasses the external (extrinsic) and internal (intrinsic) factors that determine an employee's "direction", "intensity", and "duration" of effort in completing a job or task (Latham, 2004, p 388). The following section presented some of the content theories of

motivation of which Herzberg et al.'s (1959) Hygiene-Motivation Theory of Job Satisfaction is credited with recognizing the social aspect of motivation in the workplace.

Intrinsic and Extrinsic Motivation

Motivation has been the subject of extensive research in the social and applied sciences with a range of definitions striving to capture what truly influences an individual to work towards a goal (Massenburg, Spurk, & Kauffeld, 2015). Scholars, practitioners, and clinicians agree that the rewards gleaned from work are far more than a pecuniary satisfaction (Lin, 2007). Dominant themes in the management and social science disciplines include needs theory, job characteristics theory, equity theory, goal-setting theory, social cognitive theory, organizational justice theory, and work adjustment (Latham, 2004). Each theme shares a common goal in seeking to identify and understand the factors that motivate employees and to design or match working conditions that enhance feelings of satisfaction and minimize feelings of dissatisfaction and frustration (Caillier, 2012; Massenburg, Spurk, & Kauffeld, 2015).

An extensive review of the literature published during the years 1950 to 1955 provided the rationale for examining whether a relationship existed between an employee's job attitudes and productivity (Herzberg, Mausner, Peterson, & Capwell, 1957; Herzberg, Mausner, & Snyderman, 2010). At the time, the USA was experiencing an unprecedented number of union disruptive actions that were threatening the overall productivity of organizations and the economic well-being of the Pittsburgh area. Herzberg and his colleagues (1959) utilized a semi-structured survey approach and

invited more than 200 accountants and engineers self-reported perceptions of work experiences and job attitudes.

Herzberg et al. (1966) found that the workers reported enduring positive emotions and attitudes towards a job reflected internal (intrinsic factors) whereas ephemeral positive emotions were experienced for particular achievement recognition. Importantly, a small number of factors evoked high-impact attitudes whereas, with the exception of salary, a large number of factors evoked low-impact attitudes that proved to be at the root of dissatisfaction (Bassett-Jones & Lloyd, 2005).

Herzberg et al. (1974) designed a novel model of motivation called the two or dual-factor theory of job satisfaction. The model is also known as the Motivation-Hygiene Theory that attributes positive attitudes to an intrinsic need or desire for achievement, recognition, advancement, and greater responsibility. Job dissatisfaction on the other hand, is an expression of negative attitudes towards external, hygiene or extrinsic, factors such as working conditions, peer relations, or salary. Notably, the lack of a significant relationship between the factors associated with job satisfaction and job dissatisfaction, raised doubts about the traditional belief that job satisfaction existed along a unilateral continuum of needs (Herzberg et al., 1974).

According to Herzberg and his colleagues (1974) perspective, internal factors may cause satisfaction while external factors do not cause job satisfaction but may cause dissatisfaction when these hygiene factors such as working considered fail to meet expectations. Accordingly, the opposite of job satisfaction is an absence of satisfaction and may exist independently of dissatisfaction (Bassett-Jones & Lloyd, 2005). This

position supports Deci and Ryan's (2000; 2008) self-determination theory (SDT) that claimed that satisfaction is generated through the satisfaction of the need for recognition of and individual's abilities, aptitudes, proficiency, relations with others, and empowerment. It also suggests that changes in an evaluative assessment of a job factor may alter an employee's self-perceived level of job satisfaction, which may then initiate a change in the intention to stay with or leave an organization (Chen et al., 2011; Hausknecht et al., 2008; Yucel, 2012).

Alternative Dynamic Models

According to Chen et al. (2011) many theorists have largely overlooked the dynamic relationship of job satisfaction and turnover intentions. Instead four new and distinctive contributions exist in the contemporary research regarding these topics. These theories are: prospect theory, within-person spirals theory, sense-making theory, and conservation of resources theory. Chen's theory (2011) merely expounds on existing research of the empirical questions surrounding job satisfaction and turnover intentions.

The prospect theory was initially created to clarify decision making under ambiguity. According to Kahneman and Tversky (1979) decision making in unreliable environments is fundamentally governed by whether decision makers structure decision choices as gains or losses. The decision to structure these decisions as such is due to the frame of reference or internal standards by which decisions are made. This theory also placed a greater emphasis on losses than gains, and thus avoid uncertain courses of action. According to Chen et al. (2011) one proposition of job satisfaction change is likely to influence change in turnover intentions. This is in reflection of the idea that

individuals have different frames of reference and subjectivism and may attach different meanings to the same job satisfaction at any given time. The theory of within-person spirals can elaborate and enhance the interpretation of the importance and purpose of job satisfaction change.

The theory of spirals involves a systematic and sustained change in a given occurrence over a period of time. Systematic change can either increase or decrease over time. If systematic job satisfaction decreases, then a downward spiral is present. However, if systematic job satisfaction increases, then an upward spiral is present. According to Lindsley (1995) employees that believe in or experience a systematic decline in job satisfaction may come to expect this as normal occurrence and feel out of control in the situation. In comparison to those employees experiencing a systematic increase in job satisfaction may believe their experience will continue to improve. A similar theory of sense making compares and contrasts the employee's work condition to develop an anticipated (either good or bad) theory.

Louis's (1980) theory of sense making proposes that employees have an increased desire to understand inconsistent events at work that reflect change and distinction in the work experiences. This theory compares employees' perceptions in their current and prior work conditions to elaborate on the understanding of why new or inconsistent conditions at work transpired. It is during the observation phase of this theory that expectations are developed. The development of expectations affects an employee's choices to remain at an organization.

Hobfoll's (1989) theory of conservation of resource provides a perspective of objects, personal characteristics, conditions, or anything that is considered valuable to the employee to maintain critical resources. Employees that sense or experience an actual or possible loss of significant resources endeavor to defend what is in place, and search for new resources. Thus, changes in job satisfaction can be a source of stress because it is suggestive of incessant loss. The theory of conservation of resource and prospect theory have similar meanings in that declining concentrations of job satisfaction are prone to and influence turnover intentions.

Contrary to research that assumed that management can understand and, therefore, manipulate internal factors to increase perceived levels of employee job satisfaction, other studies have explored the degree to which external factors contributed to the relationship between satisfaction, performance, and productivity (Ilies, Wilson & Wagner, 2009). Hausknecht et al. (2008) concluded that, while controlling for possible external extraneous variables (such as unemployment rates), interactions between global measures of job satisfaction and work-unit level commitment over an extended period of time accounted for the observed differences in absence rates. However, such a design assumes little or no relationship between employee satisfaction and the intensity of employee-level continuance commitment, or the prevailing economic conditions.

Contemporary Studies Linking Individual Components To Job Satisfaction

Researchers have also found associations and interactions of varying strength between job satisfaction and the three types organizational commitment described in Meyer and Allen's (2004) model. Since empirical studies have shown strong correlations

between the organizational commitment construct and employee performance and productivity, researchers have assumed that job satisfaction is a reliable performance metric (Angermeir, Dunford, Boss, Boss, Wayne, & Miller, 2009; Latham, 2004). Given how the cost of a loss in productivity is disproportionately high in small businesses where losses are less readily mitigated, research is required to explore isolated variables and more interactive elements of job satisfaction and organizational commitment at the individual and team unit levels (Hausknecht et al., 2008).

Contemporary research continues to offer explanations for the relationship between job satisfaction and organizational commitment. However, rather than treating affective, normative, and continuance commitment as acting independently within Meyer and Allen's (2004) TCM, the focus of research has shifted towards measuring the interactions within TCM, as well as between elements of other constructs, including job satisfaction, leadership, and culture (Johnson et al., 2008; Shaw 1990). For scholars, this makes the task of making direct observations and inferences about the relationship between employee job satisfaction and employee performance and productivity harder to identify.

Theories Of Organizational Commitment

Although the issue of causal direction may vary, numerous studies conducted in multiple industries, and nations, have found a significant relationship between job satisfaction, organizational commitment, and turnover (Lambert & Hogan, 2010; Rosati et al., 2009; Yucel, 2012). In addition, studies have consistently shown that employee intentions to leave are the most reliable predictor of real turnover as opposed to a

statement of intention to leave (O'Reilly, Chatman, & Caldwell, 1991; Vandenberg, 2009).

The effects of either organizational commitment and/or job satisfaction have been studied to better understand how they may predict turnover and absenteeism. These studies of both turnover and absenteeism will also draw attention to many author's works, but none have such an extensive amount of research as Porter (1974). Porter et al.'s (1974) seminal work on turnover provided a testable model highlighting the affective nature of job satisfaction as an antecedent of organizational commitment.

Porter's theory argued that job satisfaction mediated turnover and that affective commitment needed time to develop (Meyer & Allen, 1988). Other researchers (Salancik & Pfeffer, 1978) contended that commitment enhances feelings of job satisfaction that, in turn, mediates intentions to leave during a logical inner evaluation of the job. These studies suggested that organizational commitment has only an indirect influence on turnover, as manifested through its contribution to job satisfaction, and that job satisfaction is also the more critical predictor of the two constructs (Bateman & Strasser, 1984; Dossett & Suszko, 1990; Tett & Meyer, 1993).

A third view suggested that job satisfaction and organizational commitment are related but exert varying influence on an individual's intentions to quit (Porter et al., 1974). This implies that the two constructs interact to influence an employee's attitude toward the job, as well as feelings toward the employing organization, that result in an intention to leave or to stay, and or to engage in absence behaviors (Hausknecht et al., 2008; Tett & Meyer, 1993). Meyer and Allen (1991) proposed a three-component model

(TCM) of organizational commitment that is upheld in contemporary theoretical thinking and testing (Yucel, 2012).

According to the TCM, organizational commitment is a psychological state that strengthens an individual's ties with an employing organization (Johnson, Groff, & Taing, 2008; Meyer & Allen, 1991). Affective commitment reflects an emotional bond, and a sense of identification that an individual perceives when seeking a sense of belonging. Continuance commitment reflects an individual's assessment of the opportunity costs associated with leaving an organization. Normative commitment reflects an individual's willingness or perceived moral obligation to stay with an organization.

Tett and Meyer (1993) conducted research that measured how affective commitment developed over time as employees experience enhanced job satisfaction that, in turn, had an indirect impact of an individual's intention to resign from an organization. Although the authors claimed the research was restricted by its underlying assumption that the two motivational constructs and any mediating affects could be easily operationalized and measured, there has been widespread support for assuming that affective commitment included a strong belief, acceptance, or congruence with the mission, vision, and values of an organization. Further, Tett and Meyer claimed that an individual's level of affective commitment was positively correlated with willingness to exert effort to benefit the company. Job satisfaction was assumed to be an effective response to an evaluation of the facets of a job. In support of the hypothesis, Tett and

Meyer (1993) concluded that although job satisfaction and affective commitment were moderately related, they acted independently upon decisions to quit an organization.

Contemporary Applied Research: Employee Job Satisfaction

According to Amoopour (2014), perceptions of job satisfaction are experienced when employees are happy and content with current work responsibilities. In the US small businesses continue to increase in recognizing the critical contribution of job satisfaction in maintaining a competitive edge. This significance grows every year. As small business is the fastest growing segment of economic opportunity, so is the opportunity to employ a workforce of individuals that are satisfied and committed to assigned roles in the workplace.

According to Zhang (2015) job satisfaction is related to an employee's attitude and can be examined through the internal view of an employee's job. Hylton (2013) stated that turnover intent in small organizations (100 employees or fewer) was found to be increasingly related to an employee's attitude and job satisfaction. An employee internally analyzes their workplace to determine if they are satisfied with their current role and atmosphere. Smith, Kendall, and Hulin (1969) stated that individuals who are employed in a small business are more likely to become dissatisfied with the overall atmosphere, work/life benefits, and job security than in a large to medium size firm. The dissatisfaction in a small business can be as a result of the inability to advance and the lack of resources offered to each employee. Davis (2004) held a different perspective by stating that workers in small businesses reported their work to have the highest correlation to job satisfaction than those in large corporations. This is due to the

capability of the owner to give individualized attention to each employee and to manage a slower pace of work flow.

The lack of job satisfaction can be detrimental and significant in the role of a small business. This is mainly due to the fact that there are fewer employees in a small business and a greater risk to the underlying atmosphere of the firm if an employee is not committed or satisfied. According to Gountas, Gountas, and Mavondo (2013), if an employee is happy they have a deep desire to serve with passion, delivering the highest level of service to the client and are less likely to leave an organization.

According to Ifie (2014) in a small business environment that generates excellent customer service, job satisfaction can be experienced at a higher level. This is established through a feeling of helpfulness and service that creates a sense of job satisfaction and allows the individual to assist each client in a deeper way. When an employee is able to assist each client through a relationship building process, loyalty to the organization occurs and thus greater financial reward. According to Bakker and Van der Heijden (2011), the potential of a working organization to perform optimally depends on employees' capability to develop, cultivate, and maintain a fundamental basis of understanding regarding the requirements of the growth of the institution. Enhanced job satisfaction has the potential to impede employee turnover and foster employee commitment to support an atmosphere of customer service and higher productivity that is necessary for small businesses to succeed in economic uncertainty. Job satisfaction can be one of the most important determinants of employee commitment.

Applied Research: Employee Organizational Commitment

According to Ismail (2014), extrinsic and intrinsic rewards were equally predictive of the employee's commitment between public and private sector employees in the U.S. Employee commitment is a significant factor in establishing long-term relationships between employers and employees. Kankaanranta (2013) defined job commitment in small business as an employee's emotional connection, internalized beliefs of the goodness of the job and prevailing aspiration to preserve value in the eyes of the small business owner.

There is an unwritten pledge that is formed between the employee and employer that is related to interpersonal permanency; thus creating a sense of security and loyalty. Loyalty and pride in an organization also create a sense of commitment to that company. An employee wants to feel a part of an organization that is viewed as successful and acts in a responsible manner. A small business can more easily create organizational commitment with the employees than a small to medium enterprise (SME) because of the available time devoted to each employee. Loyalty produces commitment and employee tenure.

Tenure relates to a satisfaction among employees to remain in their job. Herrbach (2006) found that approximately 43% of Americans experienced negative feelings of organizational commitment at some stage during the history of tenure. The concept of tenure among employees can be considered rare depending upon the industry, organization, and demographic location. The rarity of tenure among specific sectors of the economy can affect an entire economic segment of America's financial future.

Organizational performance and employee commitment is critical for small business and the success of the national economy (Chang, 2011). The productivity of an organization can be affected if tenured employees leave and are replaced by a higher proportion of novice employees. The underlying purpose for job satisfaction and employee commitment is to establish a relationship between both the employer and the organization, to achieve productivity for the organization, and to fulfill the motivators within each employee. Each of these factors ultimately reduce employee turnover. Employee commitment can have a significant influence on turnover intent relating to an employee and the organization in which they work (Kanwar, 2012).

Employee Turnover

Turnover intent is the emotional decision to leave an organization based upon a variety of real or perceived reasons. A satisfied employee displays greater commitment to the organization, which translates into a lower volume of turnover among the employees at the larger work unit or organizational level. According to Griffeth (2000), a recent meta-analysis on turnover intent determined that organizational commitment forecasted turnover intent more effectively than job satisfaction. Job satisfaction, organizational commitment, and turnover intent can all affect the productivity of an organization. Employee turnover, a factor that can negatively impact organizational performance, is influenced by an employee's satisfaction or dissatisfaction with their job (Griffeth, 2000).

According to Gialuisi and Coetzer (2013), some of the reasons for employee turnover in small businesses might include lower compensation, the unpredictable nature of a small business, and the higher closure rate could be a major factor in establishing job

tenure rates. Adversely, because small businesses generally employ fewer individuals, they are placed at greater risk for failure when they experience frequent turnover.

Each employee has a unique frame of reference that is incorporated into the psychological archive of the mind. This frame of reference, influenced by intrinsic and extrinsic factors, influences the probability of employee turnover. Intrinsic rewards engage the employee in a manner that centers on achievement or recognition; whereas extrinsic job satisfaction focuses on more tangible or material factors. According to Miao (2013), understanding how intrinsic and extrinsic factors drive the commitment of employees is vital to fostering a higher level of loyalty and thus reducing turnover in an organization. An emphasis on the psychological connection to the organization can decrease employee turnover because of the association and internalization of the organization's values and goals.

Chinomona and Dhurup (2014) found evidence that demonstrated that content employees are delighted employees; delighted employees are devoted and loyal; delighted employees are inclined to remain longer in their positions and their intention is not to leave. Yang (2012) argued that a relationship between leadership, commitment, and loyalty translates into enhanced job performance. Organizational leadership must maintain an active effort to ensure all employees feel needed, accepted, and wanted. The theories of job satisfaction will be further discussed in this section.

Job Satisfaction

According to Locke (1976) job satisfaction is defined as a positive response condition stemming from the evaluation of one's work or capabilities. Sustaining a level

of job satisfaction in order to conduct an efficient operation within small businesses is of great importance. According to Yucel and Bektas (2012) job satisfaction is vital for any organization.

The atmosphere of an organization is vitally important to achieving an increased level of job satisfaction. An environment of satisfied employees will inspire and motivate even those that are dissatisfied through peer-pressure. Each individual resonates in a different way with the atmosphere of the organization and these unique factors influence the motivation of the employee. These perceptions are vital to closing the gap of understanding the way each employee perceives the atmosphere in actuality.

The harmony between what is perceived and what is actual can create an atmosphere of equilibrium and balance (Yucel & Bektas, 2012). Although neither an organization nor a manager can influence internal satisfaction, each has the power to create and design a balanced working environment, policies and procedures that may provide a sense of contentment, a greater level of job satisfaction, a more committed employee, and evoke an atmosphere that is cohesive to the mission and vision of the organization (Spector, 2005).

The behavior of each individual employee will affect the activities involved in the daily operation of the organization. Thus, the greater satisfaction that can be found among the human capital of the organization, the more cohesive the atmosphere and the more positive the behavior of the employee. According to Benazic and Ruzic (2013), an employee's job satisfaction is rooted in their working atmosphere, job description, extrinsic or intrinsic motivations, compensation, and job security. Job satisfaction can be

related to the environment or psychological factors that create satisfaction among the employees.

Rahmani and Ghanbari (2015) argued that employee job satisfaction is essential to the success of any industry and is based upon each employee's desired reward system. Motivating employees to achieve levels of productivity and quality standards must be accomplished through a heightened sense of job satisfaction. Each of these factors creates a more satisfied employee.

The relationship between intrinsic and extrinsic motivation and job satisfaction can be crucial to achieve the production goals of an organization. When an employee experiences satisfaction in their job, they are more likely to demonstrate an increase in the willingness to produce and create a better product and serve at a higher level. It is through job satisfaction that an individual's motivation influences their job performance.

According to Herzberg, Mausner, and Synderman (2010) increasing job satisfaction requires decreasing dissatisfaction. Herzberg's Theory related to the idea of a set of factors that were sources of motivation for an employee. These factors were extrinsic and intrinsic motivation and were linked to job satisfaction. According to Herzberg, Mausner, and Synderman (2010) an intrinsic motivator is the foundational source of motivation, while extrinsic motivation remained the fundamental source of dissatisfaction. Maidani (1991) challenged Herzberg's Theory and concluded that the motivating factors of extrinsic and intrinsic motivation could also serve as sources of satisfaction rather than dissatisfaction.

The motivators that create job satisfaction can be related to job factors, job characteristics, and contrasts in perception between employee and management. Muindi and K'Obonyo (2015) contended that job satisfaction is not dependent upon factors beyond the employee's control, but rather correlates effectively with the influence of personality on job satisfaction. Each individual personifies a work personality that reflects his or her unique set of abilities and needs. These needs direct an individual to the desired motivations required to maintain a level of job satisfaction.

According to Chhabra (2015) the practice of comprehensive human capital selection methods and job fit can have a positive impact on job satisfaction. Job satisfaction can be associated with job fit through a thorough evaluation process. Understanding the job fit of an individual to achieve personal and job related satisfaction necessitates a deeper knowledge of the differences in perception of managers and employees regarding job satisfaction, specifically in a small business environment.

The assessment of job satisfaction can be determined through an instrument such as the Minnesota Satisfaction Questionnaire (MSQ). The MSQ was originally designed for measuring the overall satisfaction in community health workers but has been the instrument of choice for a wide range of occupations and studies interested in the satisfaction that employees derive from a job. The knowledge gained as a result of the data quantified specific information regarding various aspects of a job or the atmosphere related to that job that an employee finds satisfying and rewarding.

Porter and Henry (1964) made a discovery concerning management perceptions with regard to job satisfaction of employees. These authors claimed that employees are

searching for areas of fulfillment and these areas that serve as a fulfillment are for different areas of their lives. They may be related to the workplace and they may simply be an underlying need to belong, be accepted, or be in control of an area that is seemingly uncontrollable. In order to recognize these areas of fulfillment, each manager must be cognizant of both the perception of job satisfaction in each employee, and the reality of how these areas affect their current role within the workplace. The elements that cause satisfaction in the workplace are different than the factors that cause dissatisfaction. Lawler and Porter (1967)'s model of job satisfaction discussed the disconnected correlation between intrinsic and extrinsic variables and job satisfaction. These authors believe that pay equity has a closer correlation than these variables. Extrinsic motivation is the accomplishment of an action to acquire a result outside of the activity. This type of motivation can be depicted as the desire to achieve monetary rewards, praise and adoration from others, and an elevated title promotion. Intrinsic motivation is described as engaging in an activity for the activity itself. Although intrinsically motivated individuals do sometimes enjoy monetary rewards in exchange for labor, true job is derived from an internal sense of self-fulfillment and the freedom of expression.

In an effort to address the inconsistencies found in studies examining the relationship between extrinsic motivation, pay and job satisfaction, Judge (2010) conducted a meta-analysis of 86 peer-reviewed studies and reported a modest positive relationship between employees' compensation and pay/job satisfaction. The findings were consistent across nations with quantitative studies revealing no difference in job satisfaction levels across pay levels despite qualitative arguments that higher paid

employees would be more satisfied. The meta-analysis served to emphasize the challenge for organizational decision makers in matching rewards and salary scales and in establishing evaluation systems that enhance satisfaction while introducing efficiency measures (Judge, 2010).

These factors do greatly differ, but each are an underlying factor that influences job satisfaction and helps towards gaining a greater understanding of employee preferences in the workplace. Employees who are motivated by intrinsic factors may be more disposed to choose work environments that are conducive to creativity and learning new skills, whereas employees who are extrinsically motivated may be more prone to choose environments in which external motivators, such as compensation and praise are important (Beck, 2016). According to Robinson (2012) some employees may be extremely motivated to achieve by doing their best, while others may be apprehensive about imperfection or equitably apathetic, conceivably interested in other motives.

Each employee has an individual frame of reference that helps to shape the perception of the organization in which they work. If there is an imbalance between work/life this can affect organizational commitment and job satisfaction. Work/ life balance is defined as the effective management of multiple responsibilities at work, at home, and in various aspects of life. Hunjra (2010) stated that work/ life balance is a significant factor in the area of job satisfaction. According to Malik (2014) there is a significant relationship between work/life balance and job satisfaction.

A work/life balance is difficult to achieve for many employees. This can have a significant effect on job satisfaction and can ultimately influence the employee's family.

The boundaries between work and leisure have become skewed and this increases the likelihood of work and family imbalance. According to Ilies, Wilson, and Wagner (2009) the overflow of an attitude in the workplace can influence job satisfaction, family cohesiveness, and creates feelings of discontent. There are conflicting theories with regards to job satisfaction and family imbalance.

Heller and Watson (2005) found that job satisfaction evaluated in the afternoon found a positive view of the family whereas the assessment in the morning determined feelings of imbalance and negativity. Ilies and Judge's (2004) findings proved empirically that job satisfaction only affected the employee positively and not negatively at home. These inconsistencies with regard to job satisfaction could be related to individuals with high work-family role integration. The individuals that display high work-family integration have difficulty turning off technology, as they fear devastating consequences will occur. The theory of Ilies, Wilson, and Wagner (2009) revolves around the perspective of high work-family integration individuals will probably have a greater amount of work/family imbalance and a decreased job satisfaction than those that find a balance between work and family. Consequently, employees that exhibit a greater satisfaction in their job also have a more positive atmosphere in the home.

According to Weiss, Darwis, England, and Lofquist (1968), the process by which the individual acts, reacts, and comes to terms with his or her work environment is defined as work adjustment. The ability to achieve work adjustment in the work environment is based upon an individual's extrinsic and intrinsic motivation. These motivations directly correlate to the Theory of Work Adjustment (TWA) as TWA relates

to working a job successfully once and the occupation is chosen. The two major components of work adjustment are satisfaction, or being satisfied with one's work, and satisfactoriness which relates to the employer's satisfaction with the individual's performance. Each of these two components creates a sense of loyalty and ultimately strengthens the bond of organizational commitment between the employee and organization. This bond will be further clarified through the theories discussed in the next section.

The Multidimensional Nature of Organizational Commitment

Meyer and Allen's (1991) definition of organization commitment is positioned on an employee's intention to continue with an organization. The concept of organizational commitment has evolved over time. It was during the early 1970's to mid-1990's that the concept of organizational commitment emerged as a significant concept that linked commitment to job satisfaction in the workplace. Mowday (1998) accounted for 29 articles in the 1970's, 100 in the 1980's, and 186 in the 1990's in the literature. Understanding organizational commitment and the interrelated elements is imperative to organizational sustainability and effective human resource management. Thus it is important to recognize the substantive nature the concept, employee/organizational relationship (Mowday, 1998), its antecedents, and consequences if ignored.

Commitment on behalf of the employee is represented as a positive relationship, that could potentially add meaning to the life of the individual, whereas commitment on behalf of the organization solidified increased performance, reduced turnover, and replicated a desire for job satisfaction (Mowday, 1998). Donovan (2015) discovered a

positive correlation between organizational commitment and job satisfaction. Mowday believed that although a great deal of information has been published on the topic of organizational commitment the interest of the subject has increased over time. These numbers demonstrate there is not a diminished interest in organizational commitment throughout decades and that the interest in this topic has nearly doubled in size since the inception.

Organizational commitment is experienced in the workplace in three different ways (i.e., affective, normative, and continuance commitment) ultimately affecting employee motivation, job performance and employee turnover. Affective commitment refers to an individual that feels a strong emotional connection to their employer and feels a sense of loyalty to stay. Continuance commitment reflects on the opportunity cost to leave an employer. Normative commitment is defined as staying with an employee because of a perceived obligation to stay. According to Pepe (2010) when the employees' commitment (affective and continuance) and job satisfaction increased, their intent to leave significantly decreased and resulted in longer organization tenure. Thus, employees that possessed an increased affective commitment generally have the desire to stay with an organization and thus have a greater organizational commitment. Employees with high continuance commitment have a greater organizational commitment because they need to stay. Employees with high normative commitment have a greater organizational commitment because they ought to stay.

Organizational Commitment

Meyer and Allen's (1991) three-component model of commitment is one of the strongest theories that affect the commitment of an employee and job satisfaction. This model demonstrates the awareness of an employee's loyalty and thus commitment to an organization. The three components that encompass this model are based off a psychological state and consist of three factors: affective, continuance, and normative commitment. These include feelings of obligation to remain with an organization, a continuance component based upon financial benefit/risk obligation, and an emotional attachment to and involvement with the organization. Allen (2003) determined through extensive research that an employee that is committed to the organization is less likely to leave and is more likely to be productive. Meyer and Herscovitch (2001) describe commitment as a specific mindset that compels an individual toward a course of action. Affective commitment is the one type of commitment to be related with an employee's choice of their relevant identity.

Affective Commitment

Affective commitment is as a result of an attraction by an individual to the values of an organization. These values incorporate a psychological effect on an individual to assimilate to the culture of the organization. Allen and Meyer (1991) discussed this connection as a strength that is generated by the employee's identification with the organization and their loyalty to the nature of the job performed in the workplace. An organization can have a direct impact on the nature of the employee through a culture of acceptance and societal norm. Maintaining a culture that is consistent and one that

creates observable patterns of behavior increases job satisfaction and organizational commitment. The role of an organization around the commitment of an employee can be significantly affected without the proper creation of a culture of approval, an advanced training and development program, and required participation in these processes. Thus, the leadership of an organization can have a direct effect on affective commitment.

The leadership of an organization must be cognizant of the employee commitment within the organization. The leadership style of an organization can influence the overall atmosphere of the organization and the satisfaction of the employees. In order to create an atmosphere of cohesiveness, managers must understand the needs of the employees, and employees must verbalize their desires with regard to achievement and attainment.

Affective commitment is associated with an employee's work behavior. These behaviors can be based upon reward. According to Lam and Liu (2014) as an employee defined their self-identity in the organization, their desire to stay was greatly enhanced by their need to identify with that organization. Jussila, Byrne, and Tuominen (2012) believe that identified employees are more likely to work harder to improve their status within the organization, and not as likely to leave an organization based upon their association. This association to the organization can result in identifiable behaviors.

An organization must possess a reason for an employee to produce, either through rewards that are monetary or emotional. Meyer and Parfyonova (2010) supported a system of rewards that was implemented through performance, distributed equitably, and disbursed quickly upon the action. All bureaucratic justice must be initiated to ensure the execution of these procedures is performed beyond reproach. Job satisfaction is affected

when employees feel a disparity among the rules associated with certain employees.

Supervisory support is vital to cohesiveness (Pillai & Williams, 2004).

Continuance Commitment.

According to Allen and Meyer (1991) continuance commitment is defined as the need or desire to remain within a specific organization. This decision is as a result of the opportunity costs/benefit comparison of leaving or staying in an organization. According to Clugston, Howell, and Peter (2000) continuance commitment is affected by employees' perceptions regarding the alternative job prospects and the cost of leaving an organization. It is when the cost of leaving becomes greater than the reality of remaining that continuance commitment is realized. When an employee realizes the availability of other job prospects, this could negatively affect the commitment of the employee. A dissatisfied employee will remain dissatisfied, whereas a satisfied employee will remain satisfied. Alternatives reflect the availability and suitability of other work opportunities, but whereas perceptions of few alternatives may have a negative effect on the commitment of those who are dissatisfied with their present work situation, it may have a positive effect for those who are satisfied.

The tenure of an employee impacts the employee's decision to consider the cost of leaving an organization based upon the significant investment made within the organization. The availability of alternatives in the job market, sector or geographical locale may also influence the decision to remain with an organization. Each employee's frame of reference is unique, and thus their opportunity cost/benefit comparison is distinctive from each other.

As an employee considers options available to their specific need or desire, their ability to distinguish what decision is best for their precise need will become apparent. According to Allen (2003) each individual employee's situation is reliant upon their budget, choice of needs, and determination to achieve. Each employer must be cognizant of the employees needs as this can influence an employee's decision to stay and to be committed. Understanding and recognizing the desires of each employee will enhance the employee's commitment level and can influence the level of productivity within each employee. Important organizational factors like employee loyalty and employee retention are components of continuance commitment.

Normative commitment.

According to Allen and Meyer (1991) normative commitment is defined as a perceived obligation of remaining with a specific organization. This refers to the moral obligation to remain with an organization. During the orientation within an organization the cultural effect of socialization must be recognized and the ability to influence an employee to remain with the company is experienced in the initial exposure to corporate culture. Training and development is a prevalent method of ensuring that employees remain committed to an organization. Benefits and work/life balance are considered high on an employees' list of need, desires and wants within an organization.

According to Parkes and Langford (2008), benefits will far outweigh the need to see alternative employment and the rewards for performance will supersede against job dissatisfaction and a lack of employee commitment. Employees are more likely to leave

an organization if a culture/fit relationship is not maintained. It is critical for organizations to recognize the desires of each employee.

Mayer and Schoorman (1992) applied a two-dimensional approach to organizational commitment. The original approach was created by March and Simmons (1958). This approach stated that the understanding of commitment in an organization was accomplished through dissecting the factors of continuance commitment and value commitment. Mayer and Schoorman (1992) believe that employee motivation is viewed through independent decisions that are made evident through organizational behaviors. These behaviors define value commitment through an eagerness to exert substantial effort on behalf of the organization.

An individual that is high in continuance commitment has the desire to remain employed with an organization, is motivated, less likely to quit, and will avoid behaviors that will endanger their employment. Also, an employee that is committed to the goals and values of the organization should have a greater level of job satisfaction and organizational commitment than a colleague that does not share these values. Mayer and Schoorman (1992) believe that employee turnover had a greater level of continuance commitment than value commitment and that performance and job satisfaction had a greater level of value commitment. Mayer and Schoorman (1992) proposed that value commitment has significantly stronger relationships than Mayer and Schoorman's (1992) findings stated that the original two-dimensional model of commitment was advantageous in determining outcomes within an organization. The definition of value commitment was the decision to perform. This referred to an employee and their desire

to achieve the organization's goals and outcomes. The definition of continuance commitment was the decision to participate. Meyer and Allen (1991) defined continuance commitment as the ultimate cost of exiting the organization.

Jaros (1993) used structural equation modeling to determine the effects of the attitudes associated with commitment on employee turnover. Jaros (1993) determined that future research is needed to support the existence of a relationship between employee commitment and turnover. Stinglhamber (2015) and her constituents disagree regarding the concept of organizational commitment. Mathieu and Zajac (1990) believe that a great divide exists that separates the elements of attitude and commitment. The withdrawal process is also a factor that has been debated among scholars. Job dissatisfaction can create the social tendencies to leave. Jaros (2010) believed that managers that can get the employees to execute on new goals, schedules, policies and procedures may have a better viewpoint of when to implement critical business activities than those without a strategic mission. This is referred to as the commitment to change. The commitment to change indicates a condition in which employees are mindful of a change that necessitates a change, have the skills needed to execute them, are empowered and motivated to execute them by intrinsic and extrinsic rewards, and communicate the vision represented by the transformation. Jaros (2010) states that the commitment to change reduces employee turnover and increases job satisfaction and organizational commitment.

Solinger, Olffen, and Roe (2008) discussed the inconsistencies in the three-component model and the lack of empirical support for this theory. Although the three-component model is often used to predict employee turnover, Solinger et al. (2008)

discouraged its application within the discipline of organizational behavior. The application of organizational commitment as an outlook concerning an organization should be applied. An employee's attitude can have a significant effect on organizational commitment and job satisfaction. Solinger et al. (2008) stated that a more recent formulation of the model for organizational behavior should be analyzed and interpreted through a motivational rather than attitudinal interpretation. Angle and Perry (1981) and Jaros (2010) agree that organizational commitment is an attitude that ultimately affects behaviors. Behaviors are not inevitably denoted in commitments, nor do behaviors permit the implication of objectives. Solinger et al. (2008) questioned whether a consistent relationship existed between organizational commitment and behaviors. Behaviors do not denote consistent actions or attitudes. Sollinger et al. (2008) stated that organizational commitment to an objective and organizational commitment to a behavior differ in nature. Commitment to an organization is an attitude that influences an employee to a variation of behaviors. Commitment to behaviors is more constrained and is only relevant in certain instances.

Turnover

The examination of turnover in an organization began in the year 1977. Mobley's (1977) model stated that behaviors of an individual were the primary reason for the intention to stay/leave. According to Posner (2010) commitment, inspiration, morals, and efficiency are important to the work attitudes of each employee. These factors necessitate that executive management spend quality time recognizing and understanding the needs of the employees. These needs must also align with the corporate goals of the

organization. Gaps that exist must be addressed, otherwise these attitudes and actions can subdue motivation, obstruct performance and result in greater levels of dissatisfaction and eventually turnover. The decision to leave an organization is often calculated and not sudden. Employees progress through a series of decision stages that occur over time in a predictable order.

In order to understand and predict turnover it is important to understand the intent by which an employee leaves an organization. Through the measurement of correlation and determinants, the intent of employees to voluntarily change jobs, a conclusion suggests that certain variables repeatedly appear as relevant. Several reviews have been conducted that suggested stressors in the workplace negatively contributed to job attitudes that are associated with retention and that are further proven through job satisfaction and organizational commitment.

Managing turnover is a challenge for most small businesses (Alrawi, 2015). Turnover may create additional stress as multiple positions are covered by one individual. There are numerous reasons underlying the intent to leave an organization. Flinkman, Leino-Kilpi, and Salanterä (2010) discussed the number of factors that affect the decision to leave an organization. These factors can be as far reaching as personality conflict, culture conflict, and leadership conflict. According to Mahfuz (2012) the importance of determining the reason employees choose to leave an organization is as important as why employees choose to leave a selected industry. A true understanding from a human resource perspective as to the reasoning, before, during and after the decision to exit the

industry or the organization would allow the ability to create preemptive methods to reduce turnover and increase organizational commitment.

Stress and strain in the workplace can ultimately lead to turnover. According to Deery, Walsh, and Guest (2011) turnover can put an even greater stress on the employees, as the same amount of work with less employees leads to pressure on the existing workforce. An individual's attitude can affect turnover in an organization. The rate of turnover in any industry varies. Some industries experience a greater rate of turnover than others. According to Michael, Timo, Davidson, and Wang (2010) the only satisfactory measurement of turnover is that it should be large enough to prevent stagnation and small enough to reflect a healthy work environment. Job satisfaction can be an important forecaster of turnover and turnover intent.

According to Blomme, Van Rheede, and Tromp (2010) employees with high levels of organizational commitment are more dedicated than other employees. They experience greater satisfaction from work and view their jobs as fulfilling more of their personal needs. A work/life balance is important in the workplace. This balance creates the ability for an employee to appreciate equilibrium between job satisfaction, organizational commitment, and work/life balance. Without a work/life balance turnover can occur. The balance of work/life is illustrated by Dawis, Lofquist, and Weiss (1968) in the Theory of Work Adjustment.

The Theory of Work Adjustment (TWA) discussed the means in which employees' experiences and activities are impacted by their work environment. This relationship between the organization and the employee is viewed as reciprocal according

to TWA. Each participant is involved for the resolve of meeting personal desires.

Employees tend to meet personal needs through either intrinsic or extrinsic motivators whereas organizations meet company or corporate needs through productivity and revenue.

The needs of both the organization and employee are relational and can affect the commitment of the employee to the organization. TWA provides a system for interpreting how people associate with work and what categories of information are necessary to understand this relationship. Dawis, Lofquist, and Weiss (1968) state that each employee brings their requirements of the environment; the environment also has its own requirements of the employee. Each environment has its own set of deliverables, and achieving harmony within each environment is vitally important.

Dawis, Lofquist, and Weiss (1968) defined work adjustment as the endless and active method by which the individual seeks to attain and preserve communication with the work environment. Job satisfaction in conjunction with the Theory of Work Adjustment represents an employee's appraisal of the extent to which the work environment fulfills their satisfaction requirements. The extent to which an employee fulfills the requirements of satisfaction is reflective on the intent to stay and the employee's commitment to the organization. Leaving the work environment may occur because the employee no longer desires or exhibits the appropriate behavior and is forced to leave the organization. The theories that further clarify the relationship between and employee and their commitment to the organization will be discussed in the next section.

Transition and Summary

This section discussed the independent and dependent variables relating to job satisfaction and organizational commitment in the workplace, devoting much research to small business employees of companies with 99 or less employees. The section contained both contemporary and seminal research surrounding the independent and dependent variables. The research examined the relationship between job satisfaction and organizational commitment based upon Weiss, Dawis, England, and Lofquist's (1968) Theory of Work Adjustment and Meyer and Allen (1991) and Meyer, Allen, and Smith's (1993) Three Component Model of Organizational Commitment. The following section will discuss the research methodology.

Section 2: The Project

This section will describe and outline the research methodology utilized in the research of the relationship between perceived job satisfaction, as described by Weiss, Dawis, England, and Lofquist's (1967), of small business employees, and the relationship to Meyer, Allen, and Smith's (1993) Three Component Model of Organizational Commitment (affective, continuance and normative). This section will further provide a description of the population and sample examined and the methods of data collection and analysis.

Purpose Statement

The purpose of this non-experimental quantitative research was to examine the relationship between job satisfaction and organizational commitment in small business employees in the Lynchburg MSA. The independent variable was job satisfaction and

the dependent variable was organizational commitment. Job satisfaction was measured by the MSQ questionnaire (Weiss et al., 1968) and organizational commitment was measured by the TCM questionnaire (Meyer & Allen, 1991; Powell & Meyer, 2004). Job satisfaction was generally defined as an employee's harmonious relationship with the working environment. Organizational commitment was defined as the total sum of an employee's affective, normative, and continuance commitment scores.

Small business employees were defined as those employed by an employer retaining 99 or fewer employees. Population contact information consisting of phone numbers, email addresses, and mailing addresses was obtained by permission from each owner of the small business organization surveyed, registrants and attendees of the Lynchburg Regional Business Alliance expo, and the Lynchburg Regional Business Alliance membership database. These methods of collection are important and are further explained in the description of the nature of the study.

Role of the Researcher

In quantitative studies, the researcher's role is immaterial. In optimal quantitative research, participants act autonomously of the researcher. In the data collection process the researcher is acting as a conduit of the survey collection. This involves speaking one-on-one with individuals to actively seek out participants, as well as canvassing to obtain participants. The role of the researcher is also to preserve data integrity through explaining the process to the participants and ensuring the data collection takes place free of errors. Quantitative studies preferably should be duplicated by other participants and, under the same circumstances, should generate comparable outcomes. In correlational

studies, the data are collected without concern to the participants or the researcher collecting the statistics.

An individual's viewpoint, or personal concept of self and society, is created through events and actions in an order of existence. The researcher's worldview can influence how he or she approaches the research. The researcher must be mindful of the underlying worldview and acknowledge that realism does not represent any other perspective. This awareness provides neutrality to the research by removing feelings and individual biases in an effort to circumvent inaccurate calculations and assumptions.

The researcher must be cognizant of ethical issues involved in the research. Researchers must be unbiased and honest by revealing any gain from the research. If a conflict of interest is apparent, the researcher must identify this and discuss the measures taken to resolve this. An informed consent form must be completed and signed by each participant before any data collection can begin. This will ensure that each participant understands measures taken to preserve and protect the human rights of the participant. The informed consent process is a shield that protects participants from harms that may be caused by scientific examination (Kundapura, 2013).

Participants

The procedures for gaining access to participants were through a list of businesses belonging to the Lynchburg Regional Business Alliance and the loan portfolio at Union Bank. In order to establish a working relationship with these participants an initial contact was made to discuss the area of examination and the requirements of participation. The measures taken to ensure that ethical protection of the participants is

adequate and included an informed consent document that must be acknowledged by each participant surveyed.

Population Description

According to the U.S. Small Business Administration (Small Business Administration, 2015) as many as 90% of all United States businesses are considered a small business. The sample for this research included 131 small business employees in the Lynchburg Metropolitan Statistical Area (MSA). In the sampling of 131 small business employees 128, or 90.8%, responded positively to be employed by a small business, and 3, or 9.2%, did not. The percentage of participants, 9.2%, that were not considered employees of a small business were not included in the research. The amount of male survey participants totaled 39%, or 39 responses, and female survey participants totaled 61%, or 61 responses. Of the population surveyed 91%, or 91 responses, were Caucasian, 5%, or 5, were African American, and 4%, or 4 responses, were Other.

In order to be defined as a small business, these companies must have 99 or fewer employees. Each of the small businesses employees researched represented various industries. The retail industry had the greatest number of responses with 23%, or 23 responses, followed by the financial industry with 18%, or 18 responses, and lastly the professional industry with 12%, or 12 responses. Of the population 97.7% were 18 years or older and 2.3% were under 18. The birth year with the greatest amount of survey responses was 1992, with just 5.1%, or 5 responses.

There were 101, or 77.1%, small business employees that were considered full-time with a total of 30 hours worked per week, and 30 small business employees, or

22.9%, that were considered part-time. The employees with between 1-5 years length of employment at the current organization totaled 41.7% or 40 responses, whereas, the length of employment between 11-15 years totaled 14.6%, or 14 responses.

The City of Lynchburg had the greatest amount of responses with 42.7%, or 56 responses, followed by Bedford County at 30.5%, or 40 responses, Amherst County at 8.4%, or 11 responses, Campbell County at 6.9%, or 9 responses, Bedford City at 4.6%, or 6 responses, and Appomattox County at .08%, or 1 response.

The focus population was determined through the Virginia Community Profile and established through the Virginia Employment Commission. In order to obtain a representative sample of the population, the required minimum response rate of 100 surveys needed to be completed. The sample size was concluded at a 95% confidence level and at a sampling error of .05. The confidence level gives the success percentage of the process used to create the confidence interval. The confidence level is often communicated as the probability or area $1 - \alpha$ (lowercase Greek alpha), where α is the complement of the confidence level, for a 0.95 (or 95%) confidence level. According to Junk (1999) the choice of 95% is customary as it provides an acceptable balance between accuracy (as reflected in the width of the confidence interval) and consistency (as expressed by the confidence level). According to Altman and Bland (2014) the sampling error gives an estimate of the precision relating to the statistical estimate. A low sampling error can mean that there was less variability or range in the sampling distribution. The basis of the calculation relates to the standard deviation of the sample.

Research Method and Design

This quantitative research utilized SurveyMonkey to administer the questionnaires. The precise method of how the data was processed and then analyzed was completed using SPSS. Quantitative research was chosen as the sample survey can yield representative and broadly generalizable information to accept or reject ideas based upon supporting or refuting evidence. A research method is a technique that the researcher uses to gather information. A research design delineates the steps that need to be taken after choosing the research method and at what time they need to be performed.

Method

The design of research chosen was correlational. Correlational designs measure the degree to which two or more variables relate (Creswell, 2010). The relationship between job satisfaction and organizational commitment in small business employees was delineated through the use of the Theory of Work Adjustment, and the incorporation of the MSQ instrument to test the hypothesis. Small business employees are defined as those employed by an employer retaining 99 or fewer employees.

The research was quantitative, cross-sectional, and non-experimental in method, commonly referred to as a correlational study. The research adopted a survey methodology to gather data utilizing the MSQ and TCM instruments that have proven reliability and validity. The results were examined to identify whether a relationship existed between perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA. The theoretical framework for the research combined Weiss, Dawis, England, and Lofquist's (1967) Theory of Work Adjustment

with Meyer and Allen (1991) and Meyer, Allen, and Smith's (1993) Three Component Model of Organizational Commitment.

The independent variable of job satisfaction will be generally defined as employees' harmonious relationship with their environment. The independent variable is an object that is being measured but not directly manipulated in the current research. The independent variables were perception of intrinsic/extrinsic measures versus perception of job dissatisfaction identified by the work of Weiss, Dawis, England, and Lofquist. The identifiable assumptions made by Weiss, Dawis, England, and Lofquist (1967) determined that work is an interaction between the individual and the work environment. The work environment requires certain tasks to be performed and the individual brings the skills to perform these tasks. In order to perform these tasks satisfactorily, the individual must be compensated either through intrinsic or extrinsic measures. If these needs are not met a level of dissatisfaction occurs.

The dependent variable will be generally defined as an employee's Affective, Normative and Continuance Commitment to the employing organization. The dependent variable is the variable being measured in relation to variances or changes in the independent variable. Affective commitment reflects commitment based upon emotional ties to the organization. Normative commitment reflects commitment based upon perceived obligation toward the organization. Continuance commitment reflects commitment based upon the perceived cost of leaving the organization. According to Meyer and Allen (1997) the three component model predicts turnover in an organization, as related to the commitment of the individual.

According to Barczak (2015) quantitative research was chosen over qualitative research as this method is more effective in establishing a correlation between multiple variables because of the precise measurements and logical structure that occurs in the testing of the hypothesis. The mixed-method was not chosen as there were limited resources, and the topic aligned more affectively with a quantitative method. The design of research chosen was correlational. Correlational designs measure the degree to which two or more variables relate. The goal of correlational research is to discover predictive relationships using correlations. The non-experimental method does not involve as much manipulation, assignment, or control as a true experiment. The non-experimental method is ideally suited to identifying cause and effect relationships.

Research Design

The research design was quantitative, and non-experimental, commonly referred to as a correlational research. The research examined the relationship between Weiss, Dawis, England, and Lofquist's (1968) Theory of Work Adjustment and Meyer and Allen (1991) and Meyer, Allen, Smith's (1993) Three Component Model of Organizational Commitment. The independent variable of job satisfaction will be generally defined as employees' harmonious relationship with their environment. The dependent variable will be generally defined as employees' combined Affective, Normative and Continuance Commitment to their workplace.

A mixed methods study was not chosen for this research due to limited resources such as time and the alignment to the research questions. The topic was better suited to a design for a relatively large population and sample. A descriptive design would not be

appropriate to this research as it would report only a percentage summary on a single variable whereas a quasi-experimental or experimental quantitative design, would seek to infer or imply a predictive cause and effect without considering the relationship between dependent and independent variables

Population and Sampling

The sampling frame for this research included 382 small business employees in the Lynchburg Metropolitan Statistical Area (MSA). These companies have 99 or fewer employees and represent various industries. The simple random sampling method was chosen and the focus population was 54,037, which is the number of small business employees in the Lynchburg MSA. The simple random sampling method was chosen as the population was small and it was determined that the average samples drawn would accurately represent the population. The research adopted a survey methodology to gather data utilizing the MSQ and TCM instruments with proven reliability and validity. The sample size was determined at a 95% confidence level and a sampling error of .05. This research used the target-oriented solving of conceptual problems; forming concepts through analytic and synthetic reasoning by using existing concepts and insight.

A list of businesses belonging to the Lynchburg Regional Business Alliance and the book of business at Union Bank was used as criteria for selecting participants, and are deemed appropriate to the research as they fit in the category of both the size and geographical location of the research. The demographics of the questionnaire include: Male/Female, Education Level (HS, UG, GR), Ethnicity (Caucasian, Hispanic, African

American, Asian American, Native American, Other), Age, Manager/Non-Manager, Industry, Job Title, Length of Employment (months/years).

Data Collection

Instruments

The research used two survey instruments combined as one survey. Instrument one was Weiss, Dawis, England, and Lofquist's (1968) Minnesota Satisfaction Questionnaire (MSQ) – Scale – based on Theory of Work Adjustment. The short form is based upon a 20-scale Likert format questionnaire. Therefore, MSQ provides an effective cornerstone for improving and examining a job satisfaction (Dhammika, 2012). It was developed and constructed to sample both intrinsic and extrinsic fortification measurements associated to job satisfaction. The short form can be recorded on three scales: intrinsic satisfaction, extrinsic satisfaction and general satisfaction.

The support for the validity of the MSQ as a measure of general job satisfaction comes from other construct validation studies, such as occupational differences and employment status, based on the Theory of Work Adjustment, (Weiss, Dawis, England, & Lofquist, 1968). In these studies, general job satisfaction (using an exact factor score) was the dependent variable and MIQ scale scores were the independent variables in a multi-variate prediction problem. The most meaningful scores to use in interpreting the MSQ are the percentile scores for each scale obtained from the most appropriate norm group for the individual. Ordinarily, a percentile score of 75 or higher would be taken to represent a high degree of satisfaction; a percentile score of 25 or lower would indicate a low level of satisfaction; and, scores in the middle range of percentiles indicate average

satisfaction. It is possible to interpret MSQ raw scores for all scales by ranking them. These rankings indicate areas of relatively greater, or lesser satisfaction.

The MSQ short form consists of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items. A Likert-type scale from 1 (very dissatisfied) to 5 (very satisfied) is used for each of the items (Likert, 1932). The scores for each respondent's intrinsic, extrinsic, and general satisfaction are calculated by adding the scores for the associated questions. Six of the 20 questions are used for measuring extrinsic satisfaction, and 12 questions are used for measuring intrinsic satisfaction. The remaining 2 items are included when measuring general job satisfaction. General satisfaction is found by measuring all 20 items. It is suggested that the validity of the short form may be deducted from the validity of the long form (Weiss et al., 1967). Research conducted by Hirschfeld (2000) concluded that revising the MSQ short form resulted in no significant difference in the factor structure.

Scoring-Response choices for the short form MSQ are rated in the following manner:

| Response Choice | Scoring Weight* |
|-------------------------|-----------------|
| Very Dissatisfied (VDS) | 1 |
| Dissatisfied (DS) | 2 |
| Neither (N) | 3 |
| Satisfied (S) | 4 |
| Very Satisfied (VS) | 5 |

The three scales of the short-form MSQ consist of the following items:

Intrinsic: Items# 1,2,3,4,7,8,9,10,11,15,16,20

Extrinsic: Items# 5,6,12,13,14,19

****General satisfaction: Items#

1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20

The overall job satisfaction raw scores* were determined by adding up the values for the 20 items of the MSQ short form. Cronbach's alpha for the research will be conducted to indicate high scale reliability. Interpretation of MSQ scores-Raw scores for each MSQ scale can be converted to percentile scores, using the appropriate tables of normative data.

The second instrument used in this research was Meyer, Allen, and Smith's (1993) Three Component Model of Commitment. This dominant model has become the mainstay for the research of organizational commitment. The validity of its constituent subscales for the measurement of affective commitment (AC), normative commitment (NC), and continuance commitment (CC) solidify the relationship between the independent and dependent variables in this research. This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment. While all survey items within this instrument have a direct relationship with the dependent variable of organizational commitment and seemingly tap into the positive feelings about the organization, several items within this instrument refer specifically to emotional attachment to the job within the organization and thus the

emotional feeling garnered through employment in the organization. The data obtained from the survey received was coded and analyzed using IBM's SPSS version 23. The data collected through the Likert-type questions were collapsed into —“high” and/or —“low” categories depending where the response falls on the scale (1 = strongly disagree to 5 = strongly agree) just as they were coded in the original studies conducted by Young (2007) and Richardson (2011). Those who respond from 1 to 3 were considered —“low”, and those who respond from 4 to 5 were considered —“high” for commitment categories. Young (2007) and Richardson (2011) posited that in collapsing these categories the data can be characterized, thus creating nominal data that can be evaluated using non-parametric testing. Cooper and Schindler (2016) suggest using non-parametric testing for analysis of Likert-type questions because they yield ordinal data. Cross tabulations of data will also be conducted to examine and identify any potential patterns in the other data collected. Significance levels of 0.05 will be employed in the analysis.

Data Collection Technique

An email including an electronic link to the survey using SurveyMonkey.com was sent to all the participants of the small business chosen with a valid email address. These participants were given 14 days to complete the survey. After a 14 day period, the researcher sent out an email reminder, containing another link to the survey, to the participants that had not yet completed the survey. After 30 days the survey was closed. A booth was set up at the Small Business Expo in Lynchburg VA on May 24, 2016 and requested small business employees to partake in the survey through this venue.

Data Organization Techniques

A separate email account was established by the primary researcher to send out the survey links for the participants and was only accessed by the primary researcher. A Dropbox account was established to house documents and to catalogue articles utilized in the research. Response data was not stored on an email server because all data was electronically submitted via the survey link and through SurveyMonkey.com. SurveyMonkey.com offered enhanced encryption pages to protect research survey links and survey pages during transmission. The data obtained was stored on a thumb drive that will be stored in a safe-deposit box in a secured location.

Data Analysis Technique

Data acquired from the surveys received was coded and analyzed using SPSS predictive analytics version 20.0 for Windows software. The data gathered through the Likert-type questions was dissolved into high or low groupings, conditional on where the participant responses are positioned on the scale (1= strongly disagree, to 5= strongly agree). The participants that respond 1 to 3 were considered low, and the participants that responded from 4 to 5 were considered high on the job commitment category.

The Minnesota Satisfaction Questionnaire (MSQ) short form consists of 20 questions on a Likert format questionnaire, developed and constructed to sample both intrinsic and extrinsic reinforcement dimensions related to job satisfaction. The short form can be scored on three scales: intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The independent variable reflects a general job satisfaction score that yielded the nominal data. The dependent variable reflects a score for affective,

normative, and continuance commitment. Affective Commitment yielded Nominal Data = “High” (5-4) / “Low” (3-1), Normative Commitment yielded Nominal Data = “High” (5-4) / “Low” (3-1), Continuance Commitment yielded Nominal Data = “High” (5-4) / “Low” (3-1). A percentile score of 75 or higher would be reflective of a high degree of satisfaction; a percentile score of 25 or lower would denote a low level of satisfaction; and, scores in the middle range of percentiles signify an average satisfaction.

Reliability and Validity

Reliability

Reliability was established using data collected from the participants.

Chronbach’s alpha is a measure of internal consistency, or how closely related a set of items are as a group. It is also considered a measure of a scale of reliability. In determining if the items of data collected from the participants were closely related, a reliability coefficient (alpha) of .70 or higher was obtained, as this is considered an acceptable reliability measure.

The MSQ used the Hoyt reliability coefficients for each norm group and each short-form scale, along with the normative data for each industry group. The Intrinsic Satisfaction scale, the coefficients range was 3.41-4.48. The Extrinsic Satisfaction scale, the coefficients range was 2.87-3.84. The General Satisfaction scale, the coefficients range was 2.87-4.48.

Meyer and Allen (1991) clarified the empirical investigation associated with their model, and notated the internal consistencies or alpha coefficients that were obtained in various studies. The alpha coefficients realized for each commitment level range are

affective commitment (.74-.89), normative commitment (.69-.79), and continuance commitment (.69-.84).

Validity

The construct validity of Meyer and Allen's Three-Component Model has been examined by many studies. Construct validity defines how well a test or experiment measures up to its claims. More than 40 pilot studies have been performed and concluded that construct validity was resilient enough to support the continued use of the scales (Love, 2013). Allen and Meyer (1991) reported that proposed antecedents of affective commitment and normative commitment are highly correlated with both dimensions suggesting that affective commitment and normative commitment lack discriminant validity. There are two types of validity: internal and external.

Validity incorporates the complete experimental theory and authenticates whether the results obtained in the research meet all of the conditions of the research method. Internal validity in quantitative research refers to the research's ability to determine cause and effect. External validity is the extent to which the results of the research can reflect similar outcomes elsewhere, and can be generalized to other populations or situations. This research is limited in generalizability as the Lynchburg MSA was the only population surveyed in the research. The MSQ and TCM instruments that were used in this research have proven reliability and validity as they have been in existence since the 1960s and have been chosen instruments for numerous studies in the past.

According to the Theory of Work Adjustment by Dawis et al. (1968), satisfaction and satisfactoriness are independent, although interacting, sets of variables. Thus, data

reflecting this postulated lack of relationship would support the construct validity of the MSQ scales. The MSQ has been shown through data from various occupational groups to differentiate job satisfaction at the .001 significance level on all scales of construct validity (Weiss, Dawis, England, & Lofquist, 1967).

Transition and Summary

This section discussed the role of the researcher, specifically in the data collection process. The care and consideration regarding the preservation and integrity of the data collected is clearly stated. The population description of small business employees in companies employing 99 or fewer individuals was referenced, as well as the methods in which data collection took place. Understanding the method and designs as being quantitative and correlational allows the reader to fully comprehend the relationship between the independent and dependent variables of job satisfaction and organizational commitment. The instruments are a vital portion of data collection and the survey questions invite the participant to express their extrinsic and intrinsic values through a controlled and anonymous environment. The reliability and validity of the measurement of the data collected from the instruments helps to prove the validity of the research. The following section will look at the presentation of the findings, the recommended action, and the proposal for future research.

Section 3: Application to Professional Practice and Implications for Change

The analysis conducted that was derived from the small business employees in the Lynchburg MSA is important as it serves as a precursor to understanding the perceived relationship between job satisfaction and organizational commitment. These findings allow the small business owner to evaluate the current atmosphere, implement new or enhance existing procedures that will result in a motivated staff and a greater level of productivity.

Overview of Study

There is limited research in the area of small business within the current literature. However, according to the Small Business Administration (2015) small businesses consist of the majority of the economic engine that fuels the growth in the United States. By surveying 131 small business employees in the Lynchburg MSA a quantitative analysis of the perceived relationship between job satisfaction and organizational commitment was conducted.

The average turnover rate in the United States accounted for 2.2% whereas the average turnover rate in the Lynchburg MSA was 8.3%. It is because of this quantifiable gap in the turnover rate in the Lynchburg MSA that research was justifiable and a determination of the findings resulted in the support of a strong correlation between job satisfaction and organizational commitment in the Lynchburg MSA small business employees that were surveyed.

Presentation of the Findings

All statistical tests and analyses were conducted using IBM SPSS Statistics Version 23. The data were cleaned in SPSS and missing values coded as 999 so they would not be considered in the actual statistical analysis calculation. Data cleaning is an important part of data analysis, as this process is used in detecting and correcting coding errors.

There were 101 valid cases used in the analysis. Of the valid cases, 39 participants were male and 61 were female with one participant declining to identify gender. The retail industry had the greatest number of responses with 23%, or 23 responses, followed by the financial industry with 18%, or 18 responses, and lastly the professional industry with 12%, or 12 responses. Of the sample, 97.7% were 18 years or older and 2.3% were under 18. Those sample participants <18 were already excluded from the sample responses. The birth year with the greatest amount of survey responses was 1992, with just 5.1%, or 5 responses.

There were 101, or 77.1%, small business employees that were considered full-time with a total of 30 hours worked per week, and 30 small business employees, or 22.9%, that were considered part-time. The participants with between 1-5 years of employment at the current organization totaled 41.7% or 40 responses, whereas, participants with between 11-15 years of employment totaled 14.6%, or 14 responses.

The City of Lynchburg had the greatest amount of responses with 42.7%, or 56 responses, followed by Bedford County at 30.5%, or 40 responses, Amherst County at

8.4%, or 11 responses, Campbell County at 6.9%, or 9 responses, Bedford City at 4.6%, or 6 responses, and Appomattox County at .08%, or 1 response.

The scores from the Minnesota Satisfaction Questionnaire (MSQ) and the Three-Component Model of Organizational Commitment (TCM) were transformed from ordinal (order) level to interval level by summing and using the means of the participant scores (Field, 2013). The ordinal level of measurement represents some ordered relationship between the number of items in the survey, whereas, the interval level of measurement groups the order and indicates that the distance between each interval on the scale are equal along the scale from low to high. Before calculating a Pearson's r correlation coefficient to examine the relationship between job satisfaction and organizational commitment in small business employees in the Lynchburg MSA, a Kolmogorov-Smirnov test was utilized to test for the required normality of distribution in the independent and dependent variable scores. The test was applied to determine if the sample approximated the population. The distribution of the Kolmogorov-Smirnov test does not depend on the underlying cumulative distribution function being tested.

Table 1 shows the results of the Kolmogorov-Smirnov (K-S) test for the organizational commitment and job satisfaction variables. For job satisfaction, the test was significant at $D(101) = 0.124, p < .001$, which means the assumption of normality was violated. For organizational commitment, the test was not significant at $D(101) = .061, p > .05$, which suggests the distribution was not significantly different from a normal distribution. Hence, the distribution of the data met the assumption for conducting the parametric test. Since the Kolmogorov-Smirnov test was significant ($p <$

.05) for job satisfaction, the distribution was significantly different from the normal distribution. Hence, both the parametric Pearson's r correlation coefficient and the non-parametric Spearman's ρ coefficient were calculated.

Table 1: Tests of Normality

| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|--------------|---------------------------------|-----|-------|--------------|-----|------|
| | Stat | df | Sig. | Stat | df | Sig. |
| Mean Job Sat | .124 | 101 | .001 | .873 | 101 | .000 |
| Mean TCM | .061 | 101 | .200* | .979 | 101 | .115 |

*. This is a lower bound of the true significance.

The statistical significance of job satisfaction is equal to .001; the statistical significance of three component model .200. Although the data for organizational commitment met the assumption of normality for a parametric test, the data for job satisfaction violated this assumption. The parametric Pearson correlation coefficient and the non-parametric Spearman ρ were conducted.

Given the results of the test of assumptions of normality, visual Q-Q Plots were created to see whether the cumulative probability of the distribution, based upon the quartiles of the data set instead of individual scores, was normal. Figure 2, Figure 3, and Figure 4 show the boxplots for job satisfaction and organizational commitment with the corresponding detrending Q-Q Plots indicating the presence of only few outliers.

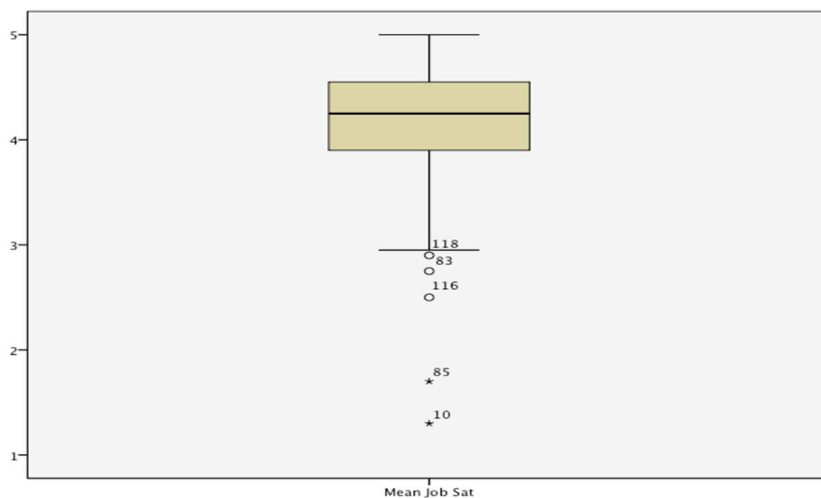


Figure 2. Box plot Job satisfaction

Figure 2. In order to visually analyze the distributions of the job satisfaction and organizational commitment variables and to identify potential outliers, box plots were generated. As displayed in Figure 2, three potential outliers and two potential extreme outliers were identified in the job satisfaction variable. The boxes are the quartiles. The mean is 4.25. Approximately 25% are below the mean at 3.8, 25% are between 3.8 and 4.25, 25% are between 4.25 and 4.5 or slightly above the mean, and 25% are above the mean or 4.5.

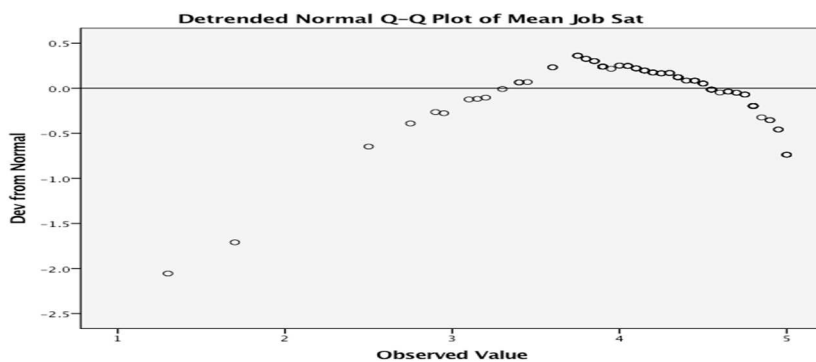


Figure 3. Detrended Q-Q Plot Job satisfaction

Figure 3. This figure represents a probability plot called a detrended Q-Q plot for job satisfaction and was used to compare two probability distributions by plotting their quantiles against each other. The linear trend early in the distribution is favorable. Seeing the bend at the slight fall towards the right indicates a possible re-expression, may be needed to straighten the data.

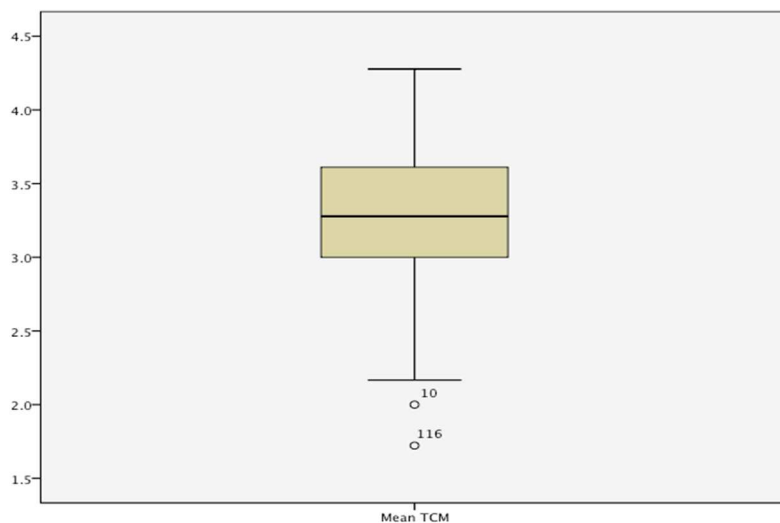


Figure 4. Box Plot Organizational Commitment

Figure 4. This figure represents a box plot displaying quartiles pertaining to organizational commitment. This box plot shows a normal distribution and a few outliers. The mean is approximately 3.25. Approximately 25% are below the mean at 3.0, 25% are

between 3.0 and 3.25, 25% are slightly above the mean at 3.25-3.6, and 25% are above the mean at 3.6.

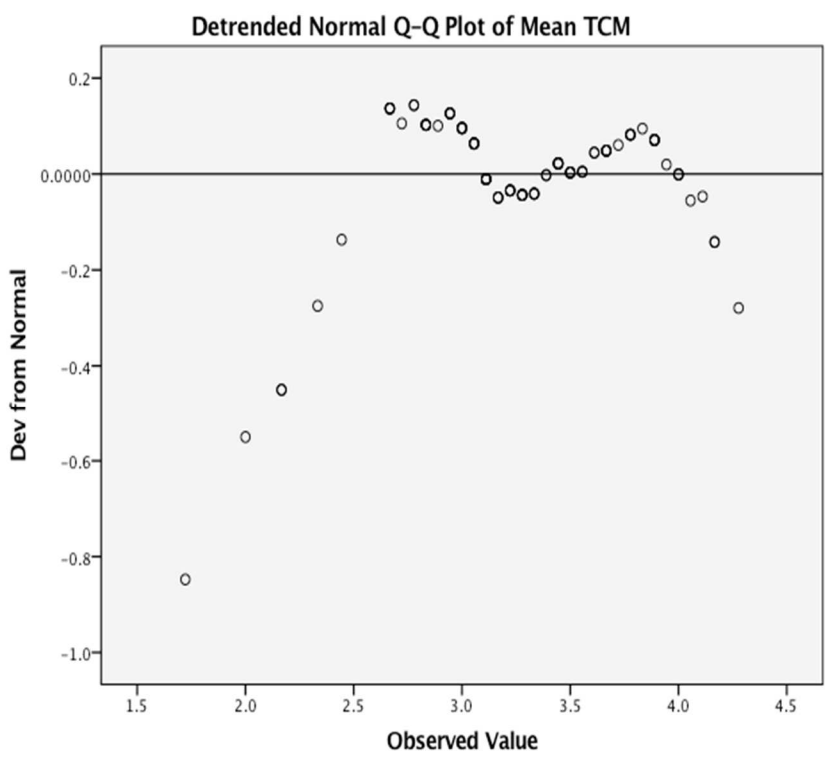


Figure 5. Detrended Q-Q Plot Job

Figure 5. This figure represents a probability plot called a detrended normal Q-Q plot for job satisfaction. This is considered a tool to assess the normality of the data set and is used to test for the data relating to normal distribution. The linear trend early in the distribution is satisfactory. This Q-Q plot was used to formally test the null hypothesis that the data was normal. This was done by computing the correlation coefficient of the n points in the Q-Q plot.

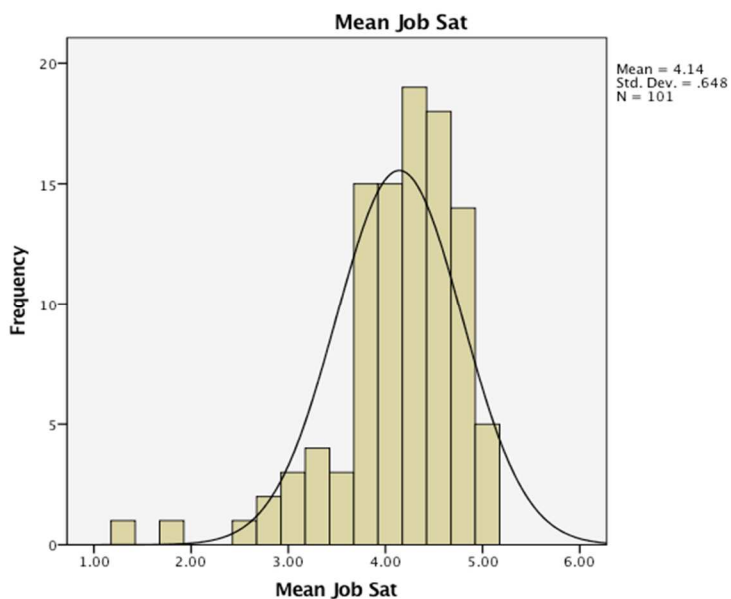


Figure 6. Histogram of Job Satisfaction

Figure 6. This graphical representation of the distribution of score for job satisfaction shows the distribution and kurtosis of scores for job satisfaction in the sample. Scores were positively skewed with a notable ceiling effect, as confirmed by the Kolmogorov-Smirnov test. This suggests that most participants in the sample experienced a very high level of job satisfaction. This was expected as Balzer (1997) had previously reported similar findings.

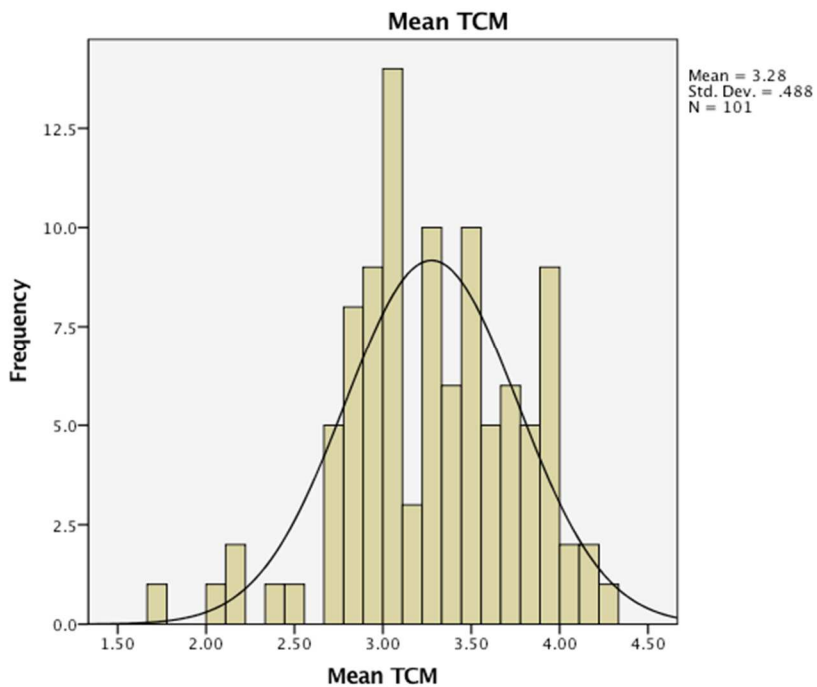


Figure 7. Histogram of Organizational Commitment

Figure 7. This figure provides a visual representation of numerical data representing the distribution and kurtosis of the scores for organizational commitment suggesting this variable was approximately normally distributed, as also confirmed by the Kolmogorov-Smirnov test.

Pearson Correlation Coefficient

Table 2 shows the Pearson correlation coefficient r .

Table 2: Pearson Correlation Coefficient

| | | Mean Job Sat | Mean TCM |
|--------------|-----------------|--------------|----------|
| Mean Job Sat | Pearson | 1 | .491** |
| | Correlation | | |
| | Sig. (2-tailed) | | .000 |
| | N | 101 | 101 |
| Mean TCM | Pearson | .491** | 1 |
| | Correlation | | |
| | Sig. (2-tailed) | .000 | |
| | N | 101 | 101 |

** . Correlation is significant at the 0.01 level

(2-tailed)

For the main analysis, a Pearson's r correlation test was conducted, the result of which is displayed in Table 2. There was a statistically significant positive relationship between job satisfaction and organizational commitment: $r = .491$, p (two-tailed) $< .05$. The relationship between the two variables is moderately strong, accounting for 24% of the variance in the variables.

To follow up, a Spearman's ρ non-parametric correlation test was conducted, since the distribution of job satisfaction violated the assumption of normality required for parametric tests. The Spearman r_s also generated a statistically significant result, as

displayed in Table 3, indicating a positive relationship between job satisfaction and organizational commitment, $r_s = .464$, p (two-tailed) $< .05$.

Table 3: Spearman's ρ

| | | | Mean Job Sat | Mean TCM |
|----------------|--------------|-------------------------|--------------|----------|
| Spearman's rho | Mean Job Sat | Correlation Coefficient | 1.000 | .464** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 101 | 101 |
| | Mean TCM | Correlation Coefficient | .464** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 101 | 101 |

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

The Pearson's Correlation Coefficient test suggests a statistically significant correlation between job satisfaction and organizational commitment, as the results of probability $< .05$. Given the statistical significance level of Pearson's r ($p < .001$) and the effect size ($R^2 = .24$), the possibility that the results of this analysis arose by chance were deemed low; therefore the null hypothesis was rejected. Although Pearson's r correlation tests only the association—or shared variance—between two linearly related variables, and not causation, the temporal sequence of job satisfaction affecting organizational commitment had been ascertained in the design phase of the study.

The Pearson's Correlation Coefficient test eliminates the possibility that the results of this research arose by chance, but rather the testing of the null hypothesis was

performed through running this test and found a rejection of the null hypotheses in this research of $r = .491$ $p = < .05$. Based on the statistical analysis, the results of the research enabled the researcher to reject the null hypothesis. The results indicate that the greater the level of perceived job satisfaction in small business employees in the Lynchburg MSA, the greater the perceived organizational commitment.

Applications to Professional Practice

Small business employees in the Lynchburg MSA that participated in the research demonstrated a statistically significant positive relationship between job satisfaction and organizational commitment. The results of the Pearson's correlation coefficient, and Spearman's *rho* correlation coefficient suggest that the greater the level of perceived job satisfaction, the greater the perceived organizational commitment. This data is important for understanding and closing the large gap in the turnover rate computed between the United States average of 2.2% and the Lynchburg MSA average of 8.3%.

It is by understanding this correlation that small business owners and managers can integrate human resource management techniques that are specific to the industry and individual to each business. These techniques can include additional cross training for each position, as this ensures each employee is considered valuable and effective, and the implementation of a specific job description to ensure the selection of each employee is targeted to the exact intrinsic and extrinsic motivators. These techniques can impact the turnover rate and thwart the precursors that cause turnover and lessen tenure.

It is through the interpretation of scripture that employee satisfaction and organizational commitment influence God's future plan of devotion and worship to

express an individual's purpose for work. The book of Proverbs 16:3 states, "commit to the Lord whatever you do, and He will establish your plans. The expressed purpose of a believer is to worship God. A form of worship is related exclusively to following after Him through using the gifts and talents He has given to increase employee satisfaction and organizational commitment in small businesses in the Lynchburg MSA.

Recommendations for Action

Job satisfaction and organizational commitment is a complex issue that must be addressed with a comprehensive approach. The strongest elements resulting from this research related to small businesses and the difficulty they derive from satisfying and retaining the employees in the Lynchburg MSA, as compared to the United States average. The literature that specifically focused on job satisfaction and organizational commitment in small businesses was relatively scarce and the number of newly published research examining job satisfaction in general has diminished within the last five years. The research conducted surveyed a relatively small group of small business employees in the Lynchburg MSA thus producing data generalizable only to researched population. Although this research is beneficial, additional research should be conducted to bridge the gap between job satisfaction and organizational commitment in small businesses, incorporating a broader geographical scope.

Small businesses must create an environment that is supportive of the employees and one where these same employees feel part of the organizational structure and overall decisions made. This can be achieved through the formation of a unified workforce that recognizes their impact to the overall mission and vision of the organization. If an

employee has confidence in the organization's mission and vision, and understands their responsibility, they are more apt to experience an awareness of commitment and gratification to participate. The integration of human resource management techniques that incorporate additional training around the mission and vision of the organization can assist in ensuring the workforce recognizes the importance of their role in the organization. It is through the incorporation of specific job descriptions and opportunities for cross-training into other departments, or learning new skillsets that the small business employee has a greater understanding of their contribution within the organization and the flow of work within their specific job. Understanding the correlation between perceived job satisfaction and perceived organizational commitment in small business employees in the Lynchburg MSA will assist both owners and managers in incorporating these human resource tools to target the exact intrinsic and extrinsic motivators, such as praise, additional responsibilities, money, and additional paid time off. The specific motivators that could apply to a small business might also include, employee empowerment, additional learning opportunities, encouragement of innovation and creativity, and recognition and time off work. These motivators have the potential to impact the turnover rate, and thwart the precursors that increase the probability of turnover and lessen tenure. The actions taken can result in a reduction in the significant gap that exists in the average turnover rate of 8.3% compared to the 2.2% in the region. It is because of this quantifiable gap in the turnover rate in the Lynchburg MSA that this research was well conducted.

Recognizing the needs of the small business employee will allow the business owners and managers to tailor their benefits to meet the needs of their employees. Understanding what the small business employees needs are is vital to meeting both the intrinsic and extrinsic motivators that affect employees. The actions taken to meet these needs could increase productivity, competition, and profitability, and have the potential to impact the businesses in the Lynchburg MSA through greater organizational commitment.

There is insufficient literature in the area of small businesses to provide a significant conclusion in the area of job satisfaction and organizational commitment in small businesses in the United States. According to Rowden and Conine (2005), the amount of studies that focus on the satisfaction of employees and their commitment to the organization in small and midsize enterprises (SME) have decreased in the past decade. Additional research should be conducted to add to the body of knowledge surrounding small businesses in the areas of human resource management and the workplace environment.

Recommendations for Further Study

First, the recommendation to increase the geographic focus, enlarging the scope of the research, could be helpful in obtaining a more diverse and robust population sampling. In enlarging the scope of the research, to include both urban and rural settings, and a larger survey population, a correlational study could be performed that yields larger generalizability.

Second, future research should include the generational effects of job satisfaction and organizational commitment targeting a specific generation or association between several generations. There were a variety of areas notated in the literature that could be explored further, such as trends by industry, gender, and educational achievement in small business employees. U.S. Census (2015) claims that business owners are well-educated with as many as 50 percent holding a college degree. In a Monthly Labor Review, Lockard and Wolf (2012) claimed that employees in small businesses are often considered less employable by larger corporations because of a relatively lower level of educational achievement and limited job experience. The surveys indicated that 39% of the participants were male, whereas 61% of the participants were female. Also, the surveys indicated that 40% of the sample were employed in the retail sector. Each of these areas of the research should be expounded upon and thus could build upon a particular finding that has not been discovered in the research.

Third, the understanding of how extrinsic and intrinsic motivators affect job satisfaction and organizational commitment should be further explored through the area of work/life balance. A greater focus on human resource management and the implications that affect the motivation of staff and possibly improve the turnover rate among these same employees. This can be accomplished through the incorporation of specific job descriptions and opportunities for cross-training into other departments, or learning new skillsets that will enhance the small business employees organizational commitment. Recognizing the needs of the small business employee will allow the business owners and managers to tailor their benefits to meet the needs of their

employees. The actions taken should increase productivity, competition, and profitability. According to Allen, Ericksen, and Collins (2013), many small businesses lack the capacity for a dedicated human resource management department to develop recruitment and retention strategies for hiring and developing critical talent. A possibility of pooling resources within small businesses to train supervisors how to motivate employees could result in a decrease in turnover and an increase in job satisfaction that ultimately should lead to a greater level of organizational commitment.

The final area of an individual's faith and how this relationship affects the perceived job satisfaction and organizational commitment in small business employees in the Lynchburg MSA could be further explored. This research could be viable in a population with 48% of the population being Biblically minded (Haverluck, 2016). This could also be viable research relating to Seminary students and their work ethic.

Reflections

The process of identifying a population sample that incorporated the business banking portfolio used for a portion of the survey population could have created an area of bias as these business owners and employees were remotely connected. This relationship runs the risk of creating a unique and often awkward sense of obligation to assist in research without the desire to understand the results.

The researcher's preconceived ideas that small business employees would be less likely to express their opinions due to fear of retaliation was unfounded. Employees exhibited a sense of relief in expressing themselves through a survey that was viewed as confidential and comprehensive. The importance for future research was stressed and the

hope that through this contributing to the body of knowledge appeared to provide the participants a sense of excitement and anticipation for the results to be determined.

Summary and Study Conclusions

There was a statistically significant positive relationship between job satisfaction and organizational commitment: $r = .491, p$ (two-tailed) $< .05$. The correlation between job satisfaction and organizational commitment in the Lynchburg MSA may serve as an example to all business owners in the region. The Pearson's Correlation Coefficient test eliminates the possibility that the results of this research arose by chance, but rather the testing of the null hypothesis was performed through running this analysis and found a rejection of the null hypotheses in this research of $r = .491, p = < .05$. Based on the statistical analysis, the results of the research enabled the researcher to reject the null hypothesis. The results indicate that the greater the level of perceived job satisfaction in small business employees in the Lynchburg MSA, the greater the perceived organizational commitment.

The literature that specifically focused on job satisfaction and organizational commitment in small businesses was relatively scarce and the number of newly published research examining job satisfaction in general has diminished within the last five years. Although this research is beneficial, additional studies must be conducted to bridge the gap relating to job satisfaction and organizational commitment in small businesses, that incorporate a broader scope geographically. This research can aid small business leaders in creating an action plan to proactively address and enhance an individual's extrinsic and intrinsic nature that will meet the needs and expectations of the working environment

The integration of human resource management techniques that incorporate additional training around the mission and vision of the organization can assist in ensuring the workforce recognizes the importance of their role in the organization. It is through the incorporation of specific job descriptions and opportunities for cross-training into other departments, or learning new skillsets that the small business employee has a greater understanding of their contribution within the organization and the flow of work within their specific job.

Understanding the correlation between perceived job satisfaction and perceived organizational commitment in small business employees in the Lynchburg MSA will assist both owners and managers by incorporating these human resource tools to target the exact intrinsic and extrinsic motivators. The specific motivators that could apply to a small business might include, employee empowerment, additional learning opportunities, encouragement of innovation and creativity, and recognition and time off work. These motivators can impact the turnover rate, and thwart the precursors that increase the probability of turnover and lessen tenure. The actions taken can result in a reduction in the significant gap that exists in the average turnover rate of 8.3% compared to the 2.2% in the region. It is because of this quantifiable gap in the turnover rate in the Lynchburg MSA that this research was well founded.

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Appendix A: Survey Questionnaire

**A QUANTITATIVE EXAMINATION OF THE RELATIONSHIP BETWEEN
PERCEIVED JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN
SMALL BUSINESS EMPLOYEES IN THE LYNCHBURG METROPOLITAN
STATISTICAL AREA**

Participant Appropriateness Questions

1. I am 18 years of age or older?

Yes
No

2. I am employed by a Small Business Organization retaining 100 or fewer employees.

Yes
No

3. My current employment status is:

Full Time (30 or more hours per week)
Part Time (29 or less hours per week)

4. I am employed by a Small Business Organization located in the Lynchburg Metropolitan Statistical Area (MSA). Please designate the organization's location:

Amherst County
Appomattox County
Bedford City
Bedford County
Campbell County
Lynchburg City
I do not work for an organization in the Lynchburg MSA

Job Satisfaction and Organizational Commitment Survey

You have been invited to participate in this research because you were identified as an employee who is employed by an employer retaining 100 or fewer employees from the *Lynchburg Metropolitan Statistical Area (MSA)*.

This survey will require approximately 15-20 minutes to complete. **Please click "NEXT" to begin...**

NEXT

Job Satisfaction

Instructions:

The purpose of the questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are satisfied with and what things you are not satisfied with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people like and dislike about their jobs.

On the next page you will find statements about your **present job**.

- Read each statement carefully
- Decide **how satisfied you feel about the aspect of your job** described by the statement. Keeping the statement in mind:
 - If you feel that your job gives you **more than you expected**, check the box under "**Very Sat.**" (Very Satisfied)
 - If you feel that your job gives you **what you expected**, check the box under "**Sat.**" (Satisfied)
 - If you **cannot make up your mind** whether or not the job gives you what you expected, check the box under "**N**" (Neither Satisfied nor Dissatisfied)
 - If you feel that your job gives you **less than you expected**, check the box under "**Dissat.**" (Dissatisfied)
 - If you feel that your job gives you **much less than you expected**, check the box under "**Very Dissat.**" (Very Dissatisfied)

Remember: Keep the statement in mind when deciding **how satisfied you feel about that aspect of your job**.

Do this for **all** statements. Please answer **every** time.

Be frank and honest. Give a true picture of your feelings about your **present job**.

*5.

| On my present job, this is how I feel about... | Very Dissat. | Dissat. | N | Sat. | Very Sat. |
|---|--------------|---------|---|------|-----------|
| Being able to keep busy all the time | | | | | |
| The chance to work alone on the job | | | | | |
| The chance to do different things from time to time | | | | | |
| The chance to be "somebody" in the community | | | | | |
| The way my boss handles his/her workers | | | | | |
| The competence of my supervisor in making decisions | | | | | |
| Being able to do things that don't go against my conscience | | | | | |
| The way my job provides for steady employment | | | | | |
| The chance to do things for other people | | | | | |
| The chance to tell people what to do | | | | | |
| The chance to do something that makes use of my abilities | | | | | |

| On my present job, this is how I feel about... | Very Dissat. | Dissat. | N | Sat. | Very Sat. |
|---|--------------|---------|---|------|-----------|
| The way company policies are put into practice | | | | | |
| My pay and the amount of work I do | | | | | |
| The chances for advancement on this job | | | | | |
| The freedom to use my own judgment | | | | | |
| The chance to try my own methods of doing the job | | | | | |
| The working conditions | | | | | |
| The way my co-workers get along with each other | | | | | |
| The praise I get for doing a good job | | | | | |
| The feeling of accomplishment I get from the job | | | | | |

Commitment

Instructions:

Respond to each of the statements listed in each category of Commitment below by selecting the response that best demonstrates your attitude (i.e., Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree).

***6.**

| Respond to each of the statements listed in each category of Commitment below by selecting the response that best demonstrates your attitude. | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| I would be happy to spend the rest of my career with this organization. | | | | | |
| I really feel as if this organization's problems are my own. | | | | | |
| I do not feel a strong sense of "belonging" to my organization. | | | | | |
| I do not feel "emotionally attached" to this organization. | | | | | |
| I do not feel like "part of the family" at my organization. | | | | | |
| This organization has a great deal of personal meaning for me. | | | | | |
| I have invested too much time in this organization to consider working elsewhere. | | | | | |
| Leaving this organization now would require considerable personal sacrifice. | | | | | |
| For me personally, the costs of leaving this organization would be far greater than the benefits. | | | | | |
| I would not leave this organization because of what I would stand to lose. | | | | | |
| If I decided to leave this organization, too much of my life would be disrupted. | | | | | |

| Respond to each of the statements listed in each category of Commitment below by selecting the response that best demonstrates your attitude. | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| I continue to work for this organization because I don't believe another organization could offer the benefits I have here. | | | | | |
| I do not feel any obligation to remain with my current employer. | | | | | |
| Even if it were to my advantage, I do not feel it would be right to leave my organization right now. | | | | | |
| I would feel guilty if I left my organization now. | | | | | |
| This organization deserves my loyalty. | | | | | |
| I would not leave my organization right now because I have a sense of obligation to the people in it. | | | | | |
| I owe a great deal to my organization. | | | | | |

7. Gender (please select only one)

- Male
- Female

8. Ethnicity (please select only one)

- Caucasian
- Hispanic
- African American
- Asian American
- Native American
- Other

9. What is your Year of Birth?

10. Length of Employment at Current Organization (Please respond to only one of the items)

- Less than one year
- One to five (1-5) years
- Six to ten (6-10) years
- Eleven to fifteen (11-15) years
- Sixteen to twenty (16-20) years
- More than twenty (20) years

11. Please select the type of business that best describes your employer (please select only one)

Agriculture, Forestry, Fishing and Hunting
Mining, Quarrying, and Oil and Gas Extraction
Utilities
Construction
Manufacturing
Wholesale Trade
Retail Trade
Transportation and Warehousing
Information
Finance and Insurance
Real Estate and Rental and Leasing
Professional, Scientific, and Technical Services
Management of Companies and Enterprises
Administrative and Support and Waste Management
Educational Services
Health Care and Social Assistance
Arts, Entertainment, and Recreation
Accommodation and Food Services
Other Services (except Public Administration)
Unclassified/Other



Department of Psychology

April 1, 2016

Dr. Eric L. Richardson
Chair, Human Resource Management
Program Director, Healthcare Administration
Associate Professor of Business
School of Business

Dear Dr. Richardson,

I received your request to use our commitment measures in your research. You are welcome to use the measures for academic research purposes with the understanding that you acknowledge the source in any research reports and that you do not distribute them to others without the permission of the authors. I hope all goes well with your research.

Best regards,

John P. Meyer, PhD
Professor

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March 5, 2016

Dear Tammy Brown,

We are pleased to grant you permission to use the Minnesota Satisfaction 1977 short form on a secure web site. We acknowledge receipt of your \$100.00 payment for Royalty fees for 500 MSQ Short Form Surveys.

Please note that each copy that you make must include the following copyright statement:

Copyright 1977, Vocational Psychology Research, University of Minnesota. Reproduced by permission.

We would appreciate receiving a copy of any publications that result from your use of the MSQ short form surveys. We attempt to maintain an archive and bibliography of research related to Vocational Psychology Research instruments, and we would value your contribution to our collection.

If you have any questions, or if we can be of any additional assistance, please do not hesitate to contact us.

Sincerely,

Vocational Psychology Research

Dear Tammy,

I received your request to have our TCM commitment measures published as part of your dissertation in the Liberty University Digital Commons and the Proquest database. You are welcome to do so as long as you acknowledge the source and indicate that the measures should not be reproduced without the permission of the original authors.

Congratulations on the successful defense of you dissertation.

Best regards,
John Meyer



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Appendix B: Institutional Review Board Documentation

April 12, 2016

TO: Institutional Review Board

FROM: Union Bank & Trust

RE: Client Participation in Doctoral Research

Tammy Brown, an employee (*Business Banking Relationship Manager*), of *Union Bank & Trust* and *Doctoral Student* of *Liberty University, School of Business* is granted permission to survey bank clients who consent to participate in her doctoral research project titled, *The Quantitative Examination of the Relationship of Perceived Job Satisfaction and Commitment Among Small Business Employees in a Virginia Metropolitan Statistical Area*. *Union Bank is in no way a sponsor of this research.*

It is acknowledged, that clients will be provided information regarding the voluntary nature of their participation. There is no cost or compensation involved in participating in this study. The results of this research will be published as group results only. Individual name(s) and/or the bank's identity will not be revealed or reported at any time. This research is completely voluntary as to participation. Clients will be informed, if they choose not to participate or if they choose to withdraw from the study, they may do so at any time. There will be no consequence to clients if they choose to terminate participation.

By way of a separate informed consent agreement individually signed by participating bank clients, Union Bank, is HEREBY RELEASED, DISCHARGED AND HELD HARMLESS from and against any and all claims, liability and/or causes of actions may have or that may be made on behalf of this data collection process involving clients of the bank.

The Liberty University Institutional Review Board has approved this document for use from 5/9/16 to -- Protocol # 2527.050916
CONSENT FORM

Tammy Brown Liberty University School of Business

A Quantitative Examination of the Relationship between Perceived Job Satisfaction and Organizational Commitment in Small Business Employees in the Lynchburg Metropolitan Statistical Area

My name is Tammy Brown and I am a doctoral student in the School of Business at Liberty University. I am conducting a research study titled "A Quantitative Examination of the Relationship between Perceived Job Satisfaction and Commitment in Small Business Employees in a Lynchburg Metropolitan Statistical Area."

This research is being supervised by Dr. Eric Richardson. I would like to invite you to participate in this research study. The main purpose of this form is to provide information about the research so that you can make an informed decision about whether you wish to participate. If you choose to participate, please click "Enter the Survey."

WHAT IS THE RESEARCH ABOUT?

The purpose of this study is to examine job satisfaction in small business employees and their related perception of organizational commitment. This study will examine data obtained from a randomized survey of small business employees (defined as those employed by an employer retaining 100 or fewer employees) from the Lynchburg Metropolitan Statistical Area (MSA).

WHAT DOES PARTICIPATION IN THIS RESEARCH STUDY INVOLVE?

If you agree to participate in this study, you will be asked to complete the following electronic survey. Your participation should take about 15-20 minutes. The survey will be delivered via SurveyMonkey.com.

WHY ARE YOU BEING ASKED TO PARTICIPATE?

You have been invited to participate in this research because you were identified as an employee who is employed by an employer retaining 100 or fewer employees from the Lynchburg Metropolitan Statistical Area (MSA).

WHAT ARE THE RISKS INVOLVED IN THIS STUDY?

Although no study is completely risk-free, we don't anticipate that you will be harmed or distressed by participating in this research. If you find yourself becoming uncomfortable, you may stop your participation at any time.

ARE THERE ANY BENEFITS TO PARTICIPATION?

All research contributes to the existing body of knowledge. By participating in this study you are directly contributing to the existing body of small business research. While this research may not be of direct benefit to you, the findings may help other researchers and

practitioners better understand how to help small business employees at some stage in the future.

HOW WILL THE RESEARCHER PROTECT PARTICIPANTS' CONFIDENTIALITY?

The results of this research study will be published as group results only. Your individual name or identity will not be revealed or reported. In order to maintain confidentiality of your records, the researcher will download and save all data electronically to a flash drive that will be stored indefinitely in a fire-resistant safe currently located at the residence of the researcher. Access to stored data is

The Liberty University Institutional Review Board has approved this document for use from 5/9/16 to -- Protocol # 2527.050916 restricted only to the principal researcher. Participants are responsible for securing their own computers while participating in the survey.

WHAT HAPPENS IF A PARTICIPANT DOESN'T WANT TO CONTINUE IN THE STUDY?

Participation in this study is voluntary. If you choose not to participate, or if you choose to withdraw from the study, you may do so at any time. Your decision whether or not to participate will not affect your current or future relations with Liberty University.

WILL IT COST ANYTHING TO PARTICIPATE IN THE STUDY? WILL I GET PAID TO PARTICIPATE?

There is no cost or compensation involved in participating in this study.

CONTACT INFORMATION

The researcher will be happy to answer any questions you have about the research. If you have any questions, please feel free to contact Tammy Brown by phone at 434-258-2318, or by email at tkbrown@liberty.edu. In addition, you may contact Dr. Eric L. Richardson at 434-592-6946, or by email at elrichardson@liberty.edu.

If you have questions about your rights as a research participant, the Institutional Review Board is available to help. If you have any concerns about the research process or the researcher, please contact the Institutional Review Board, 1971 University Blvd, Carter 134, Lynchburg, VA 24515 or email at irb@liberty.edu.

INVESTIGATOR'S STATEMENT

I certify that this form includes all information concerning the study relevant to the protection of the rights of the participants, including the nature and purpose of this research, benefits, risks, costs, and any experimental procedures.

I have described the rights and protections afforded to human research participants and have done nothing to pressure, coerce, or falsely entice this person to participate. I am

available to answer the participant's questions and have encouraged him or her to ask additional questions at any time during the course of the study.

Investigator's Signature: Tammy Brown

Investigator's Name:

Tammy Brown Date: Enter Date Here