

EFFECT OF JOB SATISFACTION ON EMPLOYEES' COMMITMENT AND ORGANIZATIONAL PERFORMANCE - STUDY OF SOLAR ENERGY COMPANIES IN LAKEZONE REGIONS, TANZANIA

Janes O. Samwel

East Africa Regional Human Resource Manager, Ausdrill East Africa, Mwanza, Tanzania

Part time Senior Lecturer, Mount Meru University, Tanzania

janes.samwel@yahoo.com

Abstract

Human resource forms part of essential resources in the organization, to ensure a conducive working environment for employees in the organization increase their level of work satisfaction hence results into high work commitment and good organizational performance. The aim of this study is to understand the extent to which employees in solar energy companies are satisfied with their work and how that satisfaction supports their commitment and organizational performance. The study adopted cross-sectional survey research design and used a sample size of 250 employees from solar companies in six Lakezone regions which are Kagera, Shinyanga, Geita, Mwanza, Simiyu and Mara region. The data was collected using self-administered questionnaire forms and analysed using descriptive and inferential statistics such as percentages, frequency, Anova, linear regression and correlations and the results presented using tables. The study findings indicate that there is a significant relationship between employees' job satisfaction and the level of commitment and performance in solar companies in Lakezone regions, thus to a large extent solar companies in Lakezone regions understands well the mechanism of job satisfaction towards their employees' commitment and organizational performance. The study recommends that more effort should be exerted on employees' promotion and career/employee development as it is one of the best ways of enhancing employees' commitment and organizational performance.

Keywords: Job satisfaction, Employees' commitment, Organizational performance and solar energy companies

INTRODUCTION

The survival of many organizations rely more on competent and high performing employees among other factors, this can only be achieved through good employees' work satisfaction. Employees' work satisfaction helps to strengthen the stability index of the organization and at the same time helps to reduce employee turnover. Job satisfaction improves employees' retention level and reduces the cost of hiring new employees (Murray, 1999). A satisfied employee can support well the objectives of the organization while the unsatisfied employee can tarnish the objectives of the organization. Example, A study by Kazmi (2011) in hospitals in Pakistan found that lack of job satisfaction results in 60% absence of Doctors in clinics and hospitals which in turn caused five hundred deaths of patients. Employee satisfaction ensures customer satisfaction and effective succession planning (Mello, 2007). It is important for employers to know the factors that affect the level of their employees' job satisfaction because it also affects the performance of the organization (Awang et al., 2010).

Statement of the problem

Even though different research has been conducted on employee job satisfaction, commitment and organizational performance, many organizations still don't understand the mechanism behind job satisfaction towards employees' commitment and organizational performance. And this gives a room for more research to be conducted on the same matter.

Objective of the study

To examine the effects of job satisfaction on employees' commitment and organizational performance in solar companies in Lakezone regions, Tanzania.

Study Hypothesis

H₁: Job satisfaction has a significant effect on employees' commitment to solar companies in Lake zone regions, Tanzania.

H₁: Job satisfaction has a significant effect on performance of solar companies in Lakezone regions, Tanzania.

LITERATURE REVIEW

Job satisfaction

Luthans (2011) viewed job satisfaction as a set of rules concerning pleasant and unpleasant feelings relates to their work. Simatwa (2011) narrated that Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job

situation. According to Mosadeghrad (2003) job satisfaction relates to pay, promotion, benefits, work nature, supervision, and relationship with colleagues. Opkara (2002) also saw job satisfaction as an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions. Vidal, Valle and Aragon (2007) advocated that job satisfaction is a complex phenomenon with multi-facets which is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Nguyen et al (2003) postulated that job satisfaction is the result of promotion opportunities in the organization. Meyer et al. (2002) asserted that job satisfaction is determinative of organizational commitment. Ellickson and Logsdon (2001) said that job satisfaction is the extent to which employees show interest in their work. Singh and Pandey (2004) stressed that since job consists of various aspects, job satisfaction is often conceptualized as a multidimensional construct that consists of many elements.

Employees' commitment

Even though the elements and roles of employees' commitment still are not well understood by many managers in the organizations, but for any organization to achieve its strategies and goals, the need for creating employee commitment is very important. Creating commitment among employees is crucial because without this it will become difficult for an organization to achieve strategic goals (Fugate et al, 2009). According to Ivancevich (2010), the performance of an organization is directly related to the level of employees' commitment. Fiorita et al (2007) asserted that employee commitment can lead to beneficial consequences such as increased effectiveness, performance, productivity, and decreased turnover and absenteeism for both individual and organization. Bragg (2002) commented that employees who are committed perform their jobs more than how is expected by the management. Armstrong (2005) contended that employee commitment is considered a natural process for effective performance of individuals and organizations. Whitener (2001) pointed that high-level commitment is a good tool for increasing output and obtaining sustainable competitive advantages. Briscoe and Claus (2008) concurred that employee commitment plays an important role the successful accomplishment of organizational goals.

Organizational performance

The aim of any organization in the world is to achieve good results by meeting its objectives and goals. Good performance of the organization determines its prosperity. Richard et al. (2009) argued that organizational performance comprises three specific areas of the organization outcomes which are financial performance (profits, return on assets, return on investment),

product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Absar et al (2010) proposed that organizational performance are the outcomes such product quality, customer satisfaction, new product development, ability to retain employees and relationship between management and employees which are initiated by the organization after implementation of human resource management practices. Lipton (2003) stated that organization performance is its ability to prevail. Caliskan (2010) narrated that organizational performance largely depends on effective operational performance in the organization itself. Daud (2006) emphasized that organizational performance is profitability, growth and employee retention. Rizov et al (2009) advocated that organization performance includes quality service, level of productivity, profitability, product-to-market time and rate of innovation. Sarker (2012) commented that to achieve sustainable growth and high organizational performance, a special consideration should be given to improving human resource management practices.

METHODOLOGY

The study adopted a descriptive research design. The study used a sample size of 250 respondents both male and female employees from the target population of the study. To ensure a high response rate, the study adopted intercept-survey research method and the data was collected using questionnaires and intercept interviews with the respondents. The Cronbach's Alpha was used to measure the reliability of the questionnaire. The data was analyzed using descriptive and inferential statistics and the results presented in tables.

RESULTS AND DISCUSSION

Table 1: Reliability results

Variables	Cronbach's Alpha	Cronbach's Alpha Based on	
	Coefficient	Standardized Items	N of Items
Job satisfaction	0.988	0.989	8
Employees' Commitment	0.894	0.931	6
Organizational Performance	0.936	0.958	5

The results in Cronbach Alpha Coefficient in table 1 shows that job satisfaction has an alpha ($\alpha=0.988$), employee commitment has an alpha ($\alpha=0.894$) and organizational performance has an alpha ($\alpha=0.936$). The results show that all variables have alpha above 0.5. Field (2009) recommended that questionnaires with an alpha of ($\alpha=0.8$) are considered reliable, Pallant

(2001) also supported that variables with alpha greater than 0.70 indicate the high reliability of the questionnaire for the study. Therefore based on the reliability results the questionnaires were accepted and considered reliable for the study.

Elements of job satisfaction

Table 2: Management and Leadership:-I am happy with the management and leadership styles practised by my senior managers because they are more participatory and democratic.

	Frequency	Percent	Cumulative Percent
Strongly Agree	97	41.3	41.3
Agree	89	37.9	79.1
Neutral	9	3.8	83.0
Disagree	26	11.1	94.0
Strongly Disagree	14	6.0	100.0
Total	235	100.0	

The results in table 2 indicate that 41.3% of the respondents strongly agree that they are happy with the management and leadership styles practiced by their companies, also 37.9% agree to the same which results to cumulative percentage of 79.2% showing the majority of the respondents agreeing with the management and leadership styles in their companies. On the other side, 11.1% of the respondents disagree, 6% strongly disagree while 3.8% were neutral. This implies that the management and Leadership styles practices by solar companies operating in lake zone regions are more acceptable to their employees. The findings are supported by the findings from the study of Soonhee (2009) which found that good leadership and participative management improves workers' job satisfaction.

Table 3: Rewards and Recognition: I am satisfied that the company values my work contribution, performance, appreciates my efforts and rewards me for that.

	Frequency	Percent	Cumulative Percent
Strongly Agree	92	39.1	39.1
Agree	83	35.3	74.5
Neutral	17	7.2	81.7
Disagree	16	6.8	88.5
Strongly Disagree	27	11.5	100.0
Total	235	100.0	

It was noted that 39.1% of the respondents strongly agree that their companies value their contributions, performance and efforts and reward and recognize them for that. Similarly, 35.3% of the respondents also agree. However, 11.5% of the respondents strongly disagree, 6.8% agree while 7.2% were neutral. The results indicate that 74.4% of the total respondents of the study agreeing with the statement, this implies that solar companies value rewards and recognition as a mean of motivation to their employees towards high commitment and good performance. The findings are in line with the study done by Maurer (2001) which found that rewards and recognition are essential factors in enhancing employees' job satisfaction and work motivation which is directly associated to organizational performance. A study by Deci and Ryan (2000) also supported that in order to determine job satisfaction in the industry work, rewards is one of the important factors.

Table 4: Working Conditions:-I am satisfied and highly motivated with the conducive working environment in the company, the company supply me with resources I need to perform my work and encourages me to come up with a new idea and better ways of performing the work.

	Frequency	Percent	Cumulative Percent
Strongly Agree	71	30.2	30.2
Agree	59	25.1	55.3
Neutral	39	16.6	71.9
Disagree	42	17.9	89.8
Strongly Disagree	24	10.2	100.0
Total	235	100.0	

The study results depict that 30.2% strongly agree that they are satisfied with working conditions in their companies while 25.1% agreed to the same. Unlikely, 17.9% disagree and 10.2 strongly disagree with the statement while 16.6% of the total respondents were neutral. Based on the accumulative percentage (55.3%) of the respondents who strongly agree and who agree, it implies that to some extent solar companies in Lakezone regions are trying their best level to ensure supportive and conducive working environment to their employees. The findings are in line with the findings of the study done by Ellickson and Logson (2001) which found that work environment is a superior predictor of employee job satisfaction in the organization.

Table 5: Job Security: I am permanently employed by the company and at the same time the company pays my pension/social security contribution on time; this gives me peace of mind and makes me have confidence that my job is more secure as I will keep my employment with the company

	Frequency	Percent	Cumulative Percent
Strongly Agree	91	38.7	38.7
Agree	84	35.7	74.5
Neutral	10	4.3	78.7
Disagree	32	13.6	92.3
Strongly Disagree	18	7.7	100.0
Total	235	100.0	

From the results of the study, 38.7% of the respondents strongly agree while 35.7% agree that their jobs are more secured in the companies they are currently working. Contrary, 13.6% disagree, 7.7% strongly disagree that their jobs are secured while 4.3% of the respondents were neutral to the statement. The results further show that majority of the total respondents of the study which is 74.4% agreeing to the statement, this implies that job security is considered as one of the important elements in solar companies in Lakezone regions, thus employees working with solar companies in these regions their jobs are more secured. The findings are supported with the study done by Bakan and Buyukbese (2004) which found that job security is one of the most significant variables of employee satisfaction which expresses general attitudes of the employee towards the job.

Table 6: Decision Making Process:- I am satisfied that the management always involves me to make a decision regarding my work.

	Frequency	Percent	Cumulative Percent
Strongly Agree	76	32.3	32.3
Agree	69	29.4	61.7
Neutral	41	17.4	79.1
Disagree	27	11.5	90.6
Strongly Disagree	22	9.4	100.0
Total	235	100.0	

The results in table 6 highlight that 32.3% of the respondents of the study strongly agree that their management involves them to make a decision regarding their work, also 29.4% agree with the statement. This gives the cumulative percentage of 61.7% of the total respondents who

agreeing to the statement. Consequently, 11.5% of the respondents strongly disagree, 9.4% disagree while 17.4% were neutral to the statement. Based on the cumulative percentage of the total respondents who agreeing to the statement, this implies that solar companies are trying their best level to involve their employees in the decision-making process regarding their work. This creates a sense of belonging to employees as they feel part of the team and as a results increase their morale and commitment at work.

Table 7: Good relationship and Open Communication: I am satisfied that the company has maintained good work relationship and has open communication policy which allows me to present my problems at any time also the company keeps me informed on what is going on in the organization.

	Frequency	Percent	Cumulative Percent
Strongly Agree	80	34.0	34.0
Agree	92	39.1	73.2
Neutral	21	8.9	82.1
Disagree	32	13.6	95.7
Strongly Disagree	10	4.3	100.0
Total	235	100.0	

The results in table 7 show that 34% of the respondents strongly agree that their companies value a good relationship with employees at the same time maintains open communication with them, similarly, 39.1% also agree to the statement. However, in responding to this statement, 4.3% strongly disagree, 13.6% disagree while 8.9% of the respondents were neutral. The findings depict that 73.1% of the total respondents which is the majority agreeing with the statement, this implies that solar companies in Lakezone regions prefer a good relationship and open communication as one of the best ways/methods that can result into employees' high commitment and at the same time good organizational performance.

Table 8: Promotion and Career/Employee Development: I am happy that the company cares about my promotion and promote me whenever I deserve it and at the same time develop my career by providing me with the training necessary for my work.

	Frequency	Percent	Cumulative Percent
Strongly Agree	30	12.8	12.8
Agree	47	20.0	32.8
Neutral	32	13.6	46.4

Disagree	59	25.1	71.5	Table....
Strongly Disagree	67	28.5	100.0	
Total	235	100.0		

It is observed that 12.8% of the respondents strongly agree and 20% agree that their companies value their promotion and at the same time develop their careers, while 13.6% were neutral to the statement. However, 25.1% disagree and 28.5% strongly disagreed that their companies value their promotion and career development as a mean of enhancing their work commitment and organizational performance. Therefore, based on the results which indicate that cumulative percentage of 53.6% which is the majority of the total respondents disagreeing with the statement, this implies that solar companies in Lakezone exert less emphasis/efforts on their employees' promotion and development. This means these companies need to focus on how to promote and develop their employees for future endeavours of both employees and company. Kalu and Akinyokim (2005) supported the need for employees' development by saying that when employees are developed they feel motivated to perform well hence generate high profit for the firm. Consiquently, Hyz and Pappas (2005) supported that employees who are trained and developed are likely motivated and this improves their performance.

Effect of job satisfaction on employees' commitment

H₁: Job satisfaction has a significant effect on employees' commitment to solar companies in Lakezone regions, Tanzania.

Table 9: Linear regression model summary for job satisfaction and employees' commitment

Model	R	R Square	Std. Error		Change Statistics					
			Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.716 ^a	.513	.511	.347	.513	245.110	1	233	.000	.048

The results of linear regression model summary in table 9 show that the (R=.716, R-square = 0.513) which is equivalent to 71.6% and 51.3% of the amount of variance explained by the model which indicated that job satisfaction has a significant influence on employees' commitment. Furthermore, the Durbin-Watson value of 0.48 was obtained indicating that that autocorrelation assumption was met as the value was in the acceptable range of 1.5>d>2.5.

Table 10: ANOVA results for job satisfaction and employees' commitment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.525	1	29.525	245.110	.000 ^b
	Residual	28.066	233	.120		
	Total	57.591	234			

The results of ANOVA indicate that ($F=245.110$, $P=0.000$), since $P<0.005$ the alternative hypothesis was accepted because the level of significance show that there was enough evidence that the slope of population regression line was not zero, thus job satisfaction has a significant influence on employees' commitment.

Effect of job satisfaction on organizational performance

H₁: Job satisfaction has a significant effect on performance of solar companies in Lakezone regions, Tanzania.

Table 11: Linear regression model summary for job satisfaction on organizational performance

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
				R Square	F Change	Sig. F Change	
1	.952 ^a	.905	.342	.905	2231.116	1 233 .000	.261

The results of linear regression model summary in table 11 highlight that the value of R-square is .905 which is equivalent to 90.5% indicating significant relationship between job satisfaction and organizational performance, consequently, the Dubin-Watson value of .261 was observed showing that autocorrelation assumption was met as the value was in acceptable range of $1.5 < d < 2.5$.

Table 12: ANOVA results for job satisfaction and organizational performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	260.521	1	260.521	2231.116	.000 ^b
	Residual	27.207	233	.117		
	Total	287.728	234			

The results of ANOVA in table 12 reveal that that job satisfaction has a significant relationship with organizational performance since P Value = .000. Similarly, the degree of freedom observed

was 234 reflecting the sample size, and since the relationship was statistically significant, the alternative hypothesis is accepted.

Correlations result between job satisfaction, employees' commitment and organizational performance

Table 13: Correlations results for Job satisfaction, employees' commitment and organizational performance

Correlation matrix		Job satisfaction	Employees' commitment	Organizational Performance
Job satisfaction	Pearson Correlation	1	.716**	.952**
	Sig. (2-tailed)		.000	.000
	N	235	235	235
Employees' Commitment	Pearson Correlation	.716**	1	.648**
	Sig. (2-tailed)	.000		.000
	N	235	235	235
Organizational performance	Pearson Correlation	.952**	.648**	1
	Sig. (2-tailed)	.000	.000	
	N	235	235	235

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

The results of correlation between job satisfaction, employees' commitment and organizational performance in table 13 indicate that there is a positive significant relationship between job satisfaction and employees' commitment, job satisfaction and organizational performance as well as between employees' commitment and organizational performance. The results depict that all variables are correlated and are statistically significant whereby the correlation between job satisfaction and employees' commitment was $r(235) = +.716$, job satisfaction and organizational performance $r(235) = +.952$ and employees' commitment and organizational performance $r(235) = +.648$. Significance value was observed at .01 level.

CONCLUSION AND RECOMMENDATIONS

Job satisfaction is one of the essential elements in enhancing employees' commitment and organizational performance. The study found that job satisfaction has a positive significant effect on employees' commitment and performance of solar companies in Lakezone regions. Similarly, the study found that solar companies are aware of the importance of job satisfaction and are

trying to practice well the elements of job satisfaction but only forget one element of promotion and employee development. Based on the findings, the study recommends that there is a great need for solar companies in lake zone regions to focus now on employees' promotion and development as this is one of the important elements of job satisfaction which is not practised well by these companies. Because the study only focused on lakezone regions due to time constraint, the study recommends that similar study should be carried out in other regions of Tanzania and compare the results.

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