STRUCTURAL DETERMINANTS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN TURNOVER MODELS

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Using Meta-Analytical Structural Equation Modeling (SEM), the relationships between structural determinants of job satisfaction and organizational commitment were investigated in the context of contemporary turnover models. Data for this study were obtained from nine empirical studies conducted under the direction of James L. Price and Charles W. Mueller at the University of Iowa. The results suggest that only three structural determinants (distributive justice, promotional chances, and supervisory support) are directly related to organizational commitment over and above their impact on job satisfaction. The effect size of these direct links, however, is small in that they are not detectable in smaller samples (e.g., $n = 244$). On the other hand, most structural determinants are directly related to job satisfaction. The notable exception is the amount of pay employees received which is not related to either job satisfaction or organizational commitment. These findings and implications for future turnover research are discussed.

Research in employee turnover is primarily concerned with voluntary turnover defined as "individual movements across the membership boundary of a social system which is initiated by the individual" (Price, 1977). Starting from March and Simon (1958), this stream of research has generated several models of determinants and processes underlying voluntary turnover (e.g., Hom & Griffeth, 1995; Lee & Mitchell, 1994; Mobley, 1977; Mowday, Porter, & Steers, 1982; Price & Mueller, 1986). In recent models, job satisfaction (defined as degree to which employees have a positive affective orientation towards employment by the organization; Price, 1997) and organizational commitment (defined as loyalty to a social unit; Price, 1997) are commonly viewed as

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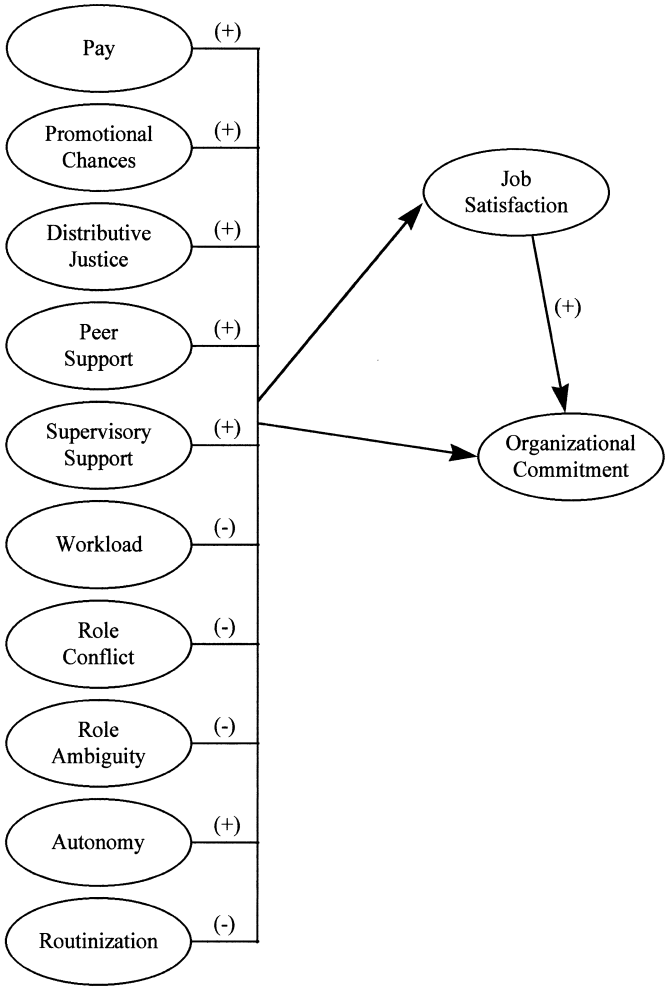

Figure 1. Relationship of Structural Determinants and Organizational Commitment/Job Satisfaction as Suggested by Kim et al. (1996) (Error Terms and Paths among Exogenous Constructs are Omitted for Clarity)

intervening variables in the turnover process (e.g., Hom & Griffeth, 1995; Mowday et al., 1982; Price & Mueller, 1986). Those two variables are viewed as an essential component of turnover models because their empirical relationship with voluntary turnover has been firmly established through numerous Meta-Analyses (e.g., Cohen, 1993; Cohen & Hudecek, 1993; Cotton & Tuttle, 1986; Hom & Griffeth, 1995; Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Steel & Ovalle, 1984; Tett & Meyer, 1993).

Turnover models differ, however, in how they view the relationship between the structural determinants of turnover (defined as characteristics of the work setting and patterns of social interaction within the work setting; Price &

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