

EFFECT OF ORGANIZATIONAL JUSTICE, JOB SATISFACTION AND TRUST ON MANAGERS ON EMPLOYEE PERFORMANCE

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ABSTRACT-Human resource is the most crucial part for any organization. Skilled employee leads organizations to higher productivity and high performance. The main purpose of this research paper is to investigate the effect of Organizational justice, Job satisfaction and Trust on managers on employee performance. To examine the effect of organizational justice, job satisfaction and trust on managers on employee performance, data is collected through questionnaires from 200 employees of six public and private Banks of Multan, Pakistan. To analyze data, SPSS software is used and different statistical tests including reliability analysis, correlation analysis and regression analysis were applied. The results of study show that organizational justice, job satisfaction and trust on managers have significant and positive relationship with employee performance. This study will help managers to create justice in organization to improve employee's performance.

Keywords: Organizational justice, job satisfaction, employee performance.

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1.INTRODUCTION

The world is rapidly moving from the industrial sector to the service sector. To survive in today's competitive business environment, the service sector organizations face multifaceted challenges. One of these challenges for organizations is how to increase their employee performance. To compete with these challenges, the organizations need to identify those factors that directly affect the employee performance. Some of them are discussed in this study effort including organizational justice, job satisfaction; trust on managers and employee performance etc. Nowadays the organizations expect more output from their employees and want to increase the employee performance. Therefore, scholars started to work on the positive behaviors and to identify those factors which increase the employee performance that ultimately increases the organization's performance.

One of the most important organizational factors is to provide justice to the employees within the organization. Researchers defined the organizational justice as the fair or ethical way of treating the employees in the organization (Cropanzano *et al.*, 1997). Organizational justice refers to the fairness of different concerns at the workplace. That concern includes fairness in the outcome distribution, the fairness in the procedures and the fairness in the action of outcomes distributors with the other employees.

Employee performance is the key concept which is discussed in this study. Many researchers have defined the employee performance as the ability of an individual to perform his/her jobs and responsibilities well and efficiently to achieve organizational goals and targets. (Eysenck, 2000; Bohlander *et al.*, 2001). Qualified

employees lead organizations towards high productivity and high performance. For every organization, high performance is the main focus and key factor which is only achieved through the satisfied employees and it is the main area that leads organizations towards success.

The third most important factor which is discussed in the current study is job satisfaction. To satisfy the employee in today's world is also very difficult for the organizations as it is one of the important factors which can not only influence the performance of both the individuals and the organizations but can also affect the other organizational behaviors. Aziri (2011) defined job satisfaction as the employees' good feelings about his work or job after identifying that the job is fulfilling all their needs. It is one's own positive feeling towards his/ her job. The job satisfaction of the employee can positively contribute to his performance. The satisfied employees can help the organization to compete in the competitive world.

One of the other factors which can also affect the employee performance is trust on managers. Organizations are focusing to enhance the employees' trust on their managers. Colquitt et al., (2011) emphasize to identify the employees' expectations from their managers, because employees' trust on their managers can contribute to enhancing the employee performance. The employees who trust their manager can show more output in their organizations.

The banking management required employees with positive behavior that perform well because most of the staff of banks has to interact with the human beings. The employee performance is one of the key factors for any organization. Public and private sector banks are also facing challenges how to increase employee performance. The employee performance depends upon many organizational factors

like job satisfaction, organizational justice, and organizational commitment and trust etc. This study will help the management of banks to identify and analyze those factors which can increase the employee performance. After identification and analysis, management will be able to pay more attention to these factors in the organization so that the higher employee performance could achieve.

1.1. Scope of study

In Pakistan, organizations started to give importance to their human resources and for this purpose, they developed human resource departments which focus on the basic needs of employees and their behaviors. Numerous valuable works have done to examine the factors that indirectly affect the employee performance. However, there is a lack of work done to find some most important factors that directly affect the employee performance.

Second and the other most important significance of this study is that there is no previous study on employee performance in the context of traditional work settings of Pakistan so this research study would examine those factors that directly affect the employee performance in the context of traditional work setting of Pakistan which will be helpful for other sectors and organizations.

1.3. Statement of the Problem

It is evident from the literature evident that there are some factors which directly affect employee performance and banking management needs to identify those factors. The banking management is facing a problem that how to increase the employee performance, so the aim of this study is to identify those factors that have a direct impact on employee performance. By identifying and analyzing these factors banking management can pay more attention to these factors and can increase the

employee performance in their organizations which will ultimately increase the organizational performance.

1.4. Objective of study

The main focus or objectives of this study is:

- To investigate the effect of the organizational justice on the employee performance.
- To investigate the effect of the Job satisfaction on the employee performance.
- To investigate the effect of the Trust on the manager on employee performance.

2. THEORETICAL BACKGROUND:

2.1. Organizational justice and Employee Performance

The equity theory best describes the relationship between organizational justice and employee performance by providing a hypothesis concerning the effect of perceived justice on employee performance (Adams, 1965). The employee can alter his/her performance when he/she perceives distributive justice in the organization. The performance of employee depends upon the perception of the distributive justice in the organization. The attitudes and quality of work are related to the procedural justice whereas the performance is not linked with the procedural justice within the organization. (Lind & Tyler, 1988).

When we talk about the group harmony than it is more correlated with the procedural justice whereas when the focus of attention is the efficiency and productivity then it is more related to the distributive justice. (Howard & Tyler, 1986; Lind & Tyler, 1988). As the procedural justice is concerned with the attitude of employees so it may affect the employee performance. For example, the employees would have the negative attitude towards the management and organization when

they perceive the lack of procedural justice so definitely it affects the employee performance. (Brockner & Wiesenfeld, 1996).

Justice is one of the most important inputs that can come either from the organization or directly from managers that is necessary for making the relationship within the organization. (Masterson et al., 2000; Setton et al., 1996). Some researchers who believe on the social theory stated that employee performance depends upon the relationship between the employee and manager or employee and organization. (Settoon et al., 1996).

Based on the above literature researcher has developed the first hypothesis of the study.

H₁₀: Organizational justice has no positive influence on employee performance.

H₁: Organizational justice has a positive influence on employee performance.

2.2. Job Satisfaction and employee performance

Skibba (2002) stated that in the organizational psychology the most important area is the relationship between job satisfaction and employee performance. The basis of the relationship between job satisfaction and employee performance is provided by Hawthorne studies in 1939 which also identified some other attitudes that satisfy employees.

According to Skibba (2002) Satisfaction leads to high performance and they depend upon each other. The satisfaction can be either intrinsic or extrinsic. Good performance is the result of extrinsic satisfaction and ultimate satisfaction is the result of intrinsic satisfaction. They further explain that social exchange theory is also based on the relationship between employee performance and job satisfaction. They used

seven basic models to explain the relationship between job satisfaction and employee performance.

Cummings (1970) also investigated the relationship between job satisfaction and performance. According to his research, job satisfaction leads towards performance which leads to satisfaction and at the end, the result of both performance and satisfaction is the reward. Mirvis and Lawler (1977) measure the performance of bank cash tellers and concluded that the risk of cash shortage is very less in satisfied employees as compared to unsatisfied employees. The satisfied employees tend to be fewer cash shortages and perform well.

The literature discussed above has provided the basis to develop the second hypothesis of the study.

H₂₀: Job satisfaction has no positive influence on employee performance.

H₂: Job satisfaction has a positive influence on employee performance

2.3. Trust on managers and employee performance

Argyris (1964) proposed Organizational performance depends upon the employee trust on managers and it is one of the most important factors. Trust on managers is the most addressing topic in recent years and a large number of publications have done on this topic. Some researchers have investigated how trust affects group performance. Many researchers examined the impact of trust on group performance. Few researchers investigated the relationship between trust between managers and individual employee performance.

Robinson (1996) has done extraordinary work and found that trust on managers performs the role of mediation between the relationship of self-reported performance and psychological contract breach. The performances of employees who have more

trust on managers are high and they added value to the organization. If the employee would have trust on manager than his/her behavior would be active and this behavior will lead him towards high organizational performance.

Locke & Latham (1990) also investigated the effect of trust on managers which is based on goal setting theory. The goal-setting theory stated that performance is improved by goals because due to the persistence of the task, it helps the individual to prioritize the issue which is more important than others. As employee focus on the most important issue and his focus of attention is just on one issue which is more important so the performance is improved due to the focus of attention. The above literature provided a basis to develop the third hypothesis.

H3₀: Trust on manager has no positive influence on employee performance.

H3: Trust on manager has a positive influence on employee performance.

3. Sketch of the model

According to the literature review, following theoretical model has been developed.

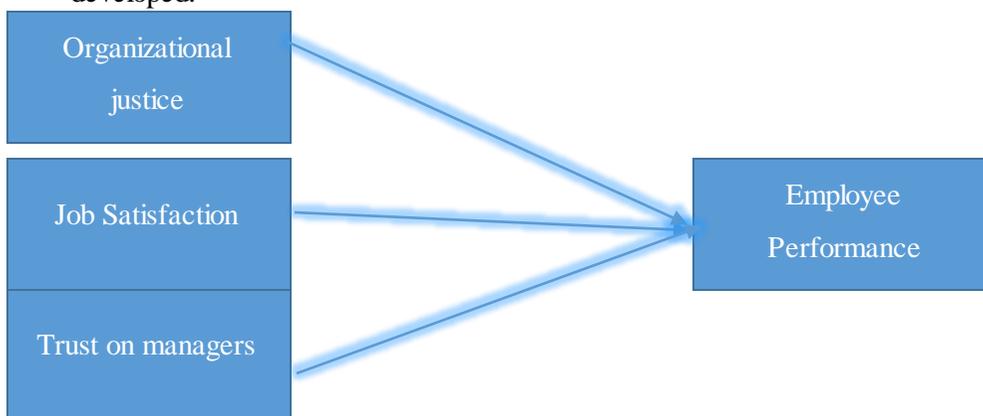


Fig 1: Theoretical Framework

3.1. Description of Variable

3.1.1. Independent variable

In current study, there are three independent variables named organizational justice, job satisfaction and trust on managers which probably have some positive influence on employee performance.

3.1.2. Dependent variable:

Employee performance is the dependent variable in the current study that is affecting by some independent variables.

4. RESEARCH METHODOLOGY

4.1. Sampling and data collection

The sample of this study was taken from the employees of six public and private Banks of Multan, Pakistan which helped the researcher to examine the effect of organizational justice, job satisfaction and Trust on managers on employee performance. The sample size of this study was 200. Convenience sampling is used to measure the effect of organizational justice, job satisfaction and Trust on managers on employee performance in both public and private banks of Multan. The sampling framework of this study consists of 5 private banks and one public sector bank. The public sector banks include National Bank of Pakistan. The private sector banks include HBL, UBL, ABL, MCB and Bank Alfalah. The data of this study is collected from the Managers, Branch operations manager and General banking officer.

4.2. Measurements Instrument

Data for this research study is collected from the banks through the adapted questionnaire. The questionnaire is designed by using the different type of scales. Questionnaire of this study consists of two parts: the first part includes demographic

characteristics and the second part comprises main items. Demographic part included information of age, gender and job title of employees.

The questionnaire is developed by adopting different scales which are already developed by previous researchers and are discussed below:

4.2.1. Organizational justice:

In the first section, to measure organizational justice, researcher have used three-dimension scale developed by Niehoff & Moorman (1993). Five items of this organizational justice scale are adapted to measure the distributive justice, six are used for procedural justice and four are used for interactional justice.

4.2.2. Employee Performance:

In the second section, to measure the employee performance, 15 items scale is used by the researcher which is developed by William et al., (1991).

4.2.3. Job satisfaction:

In the third section, job satisfaction is measured by five items scale which is developed by Matthew S. Crow *et al.*, (2011).

4.2.4. Trust in Supervisor/ manager:

In the fourth section, nine-item scale of trust on the manager is adapted which is developed by Nyhan and Marlowe's (1993).

5. FINDINGS:

5.1. Descriptive statistics:

The descriptive statistic is used to describe or summarize the data which represent the sample or population. The hypotheses of this study are tested by using different parameters of descriptive statistics.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Justice	200	1.00	5.00	3.4471	1.56997
Employee Performance	200	1.00	5.00	3.3605	1.54996
Job Satisfaction	200	1.00	5.00	3.4420	1.55419
Trust on Managers	200	1.00	5.00	3.3877	1.55087
Valid N (list wise)	200				

Table 1 depicts the descriptive statistics. The Measure of central tendency is depicted by mean values. The minimum value for Organizational Justice, Employee Performance, Job Satisfaction and Trust on Managers is 1.00 and the maximum value of the response for Organizational Justice, Employee Performance, Job Satisfaction and Trust on Managers is 5. The mean value for the responses of Organizational Justice is 3.4471; the mean value for the responses of employee Performance is 3.3605. Similarly, the mean value for the responses of Job Satisfaction is 3.4420 and also the mean value for the responses of Trust on Managers is 3.3877

5.2. Demographic Analysis:

Demographic data is collected on the basis of four categories i.e. age, gender, experience and designation of banking industry employees. In this research study, 53% of males and 47% of females contributed to investigating the effect of organizational justice, Job satisfaction and Trust on managers on Employee Performance.

The empirical results of the demographic analysis show that the percentage of young employees who contributed in this research effort is greater than the older ones. 70% of the employees lie in 24-30 years of age group. 7.5% of the employees lie in 31-36 years of age group. 11.0% of the employees lie in 37-42 years of age group.

7.0% of the employees lie in 43-50 years of age group. 4.5% of the employees lie in 51-56 years of age group. 15.0% of employees who took part in this research study are Branch managers, 17.0% of employees who took part in this research study are Branch Operations Manager, and 68.0% of employees are General banking officer.

Data is collected in this study from employees with different ranges of experience. 46.5% are those employees who have experience between 1 to 5 years. 33.0% are those employees who lie in the range of 6-10 years of experience. 9.0% are those employees who lie in the range of 11-15 years of experience. 7.0% are those employees who lie in the range of 16-20 years of experience. 4.5% are those employees who lie in the range of 21-26 years of experience.

5.3. Reliability Analysis

Multiple item scales are used in the questionnaire so in order to find the reliability/ internal consistency of items Cronbach's alpha is used. It is used to check the reliability of scale i.e. either the scale is reliable with sample or not. Table 5.3 shows the overall reliability of questionnaire as well as the variables. So, according to the results, the overall reliability of the questionnaire is 98.9% which is excellent. It depicts that the scale is highly reliable with the sample.

Table 2: Reliability Statistics

	Cronbach's Alpha	No of Items
Overall reliability	.989	44
EMP	.996	15
OJ	.996	15
JS	.942	5
TOM	.977	9

Whereas;

EMP= Employee Performance **OJ**= Organizational Justice

JS= Job Satisfaction **TOM**=Trust on Managers

The reliability of employee Performance variable with 15 items is 99.6% which depicts that all the items are the good measures of this variable. The inter-item reliability of organizational justice with 15 items is 99.6% which depicts that all the items included in this scale are the fair measure of this variable. The internal consistency/ reliability of job satisfaction variable with 5 items is 94.2% which depicts that all the constructs and items included in this scale are the excellent measure of this variable. The inter-item reliability of Trust on Managers with 9 items is 97.7% which depicts that all the items included in this scale are the fair measure of this variable.

5.4. Correlation Analysis

Correlation statistics are used to measure strength as well as the direction of the relationships among variables. The results of correlation analysis are given below:

Table 3: Correlations

		Org_just	Job_Sat	Emp_per	Trust_on_man
Org_just	Pearson Correlation	1	.392**	.819**	.409**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
Job_Sat	Pearson Correlation	.392**	1	.661**	.965**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200

Emp_per	Pearson Correlation	.819**	.661**	1	.682**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
Trust_on_man	Pearson Correlation	.409**	.965**	.682**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

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

Whereas;

Org_just = Organizational Justice

Job_Sat = Job Satisfaction

Emp_per = Employee Performance

Trust_on_man = Trust on

Managers

Table 3 shows the results of correlation analysis. The results showed a positive correlation between organizational justice and employee performance at $r=.819, p < 0.01$. This implies that if an organization provides organizational justice to employees than the employee would perform high and they will give the maximum output. The correlation analysis showed a positive significant relationship between job satisfaction and employee performance at $r=.661, p < 0.01$. This implies that if employees would be more satisfied then they will perform well and would give their maximum output of work.

The correlation analysis also showed a positive correlation between Trust on Manager and employee Performance at $r=.682, p < 0.01$ which illustrate that there is moderately positive relationship exists between employee Performance and Trust on Manager. This implies that if the employees of an organization have a high level of trust on managers than they would perform well and will give the maximum output.

5.5. Regression analysis

Regression analysis is used to determine the relationships among variables. Propositions are tested on the basis of regression output. Linear regression is used in this study to investigate the effect of organizational justice, job satisfaction and trust on managers on employee performance. Table 5.5 shows the regression results.

Table 4: ANOVA Results

Hypothesis	Standardized(β)	t	Sig.	F	Sig.
1	.819	20.115	.000	404.610	.000
2	.661	12.390	.000	153.5	.000
3	.682	13.131	.000	172.417	.000

5.5.1 Relationship between organizational justice and employee performance

The results of the simple linear regression analysis revealed that the organizational justice significantly predicted employee performance ($\beta = .819$, $t = 20.115$, $p < .01$). It was found that organizational justice explained the significant proportion of the total variation in employee performance ($F = 404.610$, $p < .01$), so it is confirmed that there is a highly significant relationship exists between organizational justice and employee performance Thus, hypothesis 1 was supported.

5.5.2. Relationship between Job Satisfaction and employee performance

The results of the simple linear regression analysis revealed that job satisfaction significantly predicted employee performance ($\beta = .661$, $t = 12.390$, $p < .01$). It was found that job satisfaction explained the significant proportion of the total variation in employee performance ($F = 153.5$, $p < .01$), so it is confirmed that there is a highly

significant relationship exists between job satisfaction and employee performance
Thus, hypothesis 2 was supported.

5.5.3. Relationship between Trust on managers and employee performance

The results of the simple linear regression analysis revealed that Trust on managers significantly predicted employee performance ($\beta = .682$, $t = 13.131$, $p < .01$). It was found that trust on managers explained the significant proportion of the total variation in employee performance ($F = 172.417$, $p < .01$), so it is confirmed that there is a highly significant relationship exists between Trust on managers and employee performance Thus, hypothesis 3 was supported.

6.CONCLUSIONS

In this research effort, the researcher has delineated a conceptual model to investigate the effect of organizational justice, job satisfaction and trust on managers on employee performance. Therefore, the number of propositions are made to prove this relationship. The major findings of the study proved that organizational justice, job satisfaction and trust on managers have the positive impact on employee performance. Different statistical tests including correlation analysis and regression analysis have performed to investigate the effect of organizational justice, job satisfaction and trust on managers on employee performance. The statistical analysis proved that organizational justice leads employees towards high performance. The relationship between job satisfaction and employee performance is significant and positive which means that satisfied workers give the maximum output and they perform well. The current study reveals that trust on managers is also an important factor that has the significant effect on employee performance so there should be a

high level of trust between employees and their managers to attain the maximum output from employees.

6.1. Implications of the Study:

Organizational justice, trust on managers and job satisfaction have proved the positive significant relationship with employee performance, so the management of organizations can focus on these factors to improve the employee performance. Top management of organizations especially the banking management can cultivate a culture in which everyone is fairly and equally treated would lead their employees towards high performance. The bank Management should strive to satisfy employees by providing them organizational justice and should also develop a trust between employee and managers to improve their performance.

The current study findings have recognized that in order to achieve high employee performance, organizations should improve the trust level between employee and manager and provide justice within an organization. By focusing on these factors management of organizations can achieve their goals in a better way.

6.2. Limitations of the Study:

This study explained the effect of organizational justice, job satisfaction and trust on managers on employee performance in the banking sector of Multan, Pakistan. The researcher has tried best to cover major aspects of variables under study with their implications but still, it has some limitations too which might be overcome by other researchers in near future. Some of the research limitations are as follows:

The first limitation of the study is that there was a shorter period of time to uncover factual implementation of the concepts of organizational justice, job satisfaction and trust on managers in the context of traditional work settings of

Pakistan. Secondly, the target population of this study was only the banking sector of Multan, Pakistan. The third limitation of this study is that the scope of this study is too broad but the population and sample size taken for this study is not enough to generalize the research findings to the country or even province level. The fourth limitation of this study is that the method of data collection and sampling technique used in research is the quiet common i.e. questionnaire, convenient sampling respectively because most of the organizations hesitate in providing information regarding their employees.

6.3. Future Research:

The results of this study highlighted that Organizational justice, Job satisfaction and trust on manager's influence the employee performance. These factors can be incorporated in the future research. Some other future directions of the study are as follows:

The first direction of this study is that same combination of the variable can also be tested in other industries and sectors to confirm the major findings of the research study. The second direction for the future research is that the variables under study should also be tested by taking other dimensions. The third direction is that the data for this research is collected from the banks of only one city and future researchers can collect data from three or four cities for accurate results.

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