

Impact of Affective Organizational and Occupational Commitment on Job Satisfaction: PR Specialists in Metropolitan Municipalities

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Abstract

The main aim of this study is to analyze the impact of affective organizational commitment and affective occupational commitment on job satisfaction in the context of PR specialists in metropolitan municipalities. Based on this aim, a survey, which includes scales that have been commonly used in the literature, was applied to the 331 participants in sixteen metropolitan municipalities of Turkey. The results demonstrate that there is a significant and positive relationship between affective organizational commitment and affective occupational commitment. Additionally, it is determined that main effects of both affective organizational commitment and affective occupational commitment on job satisfaction are also positive and significant. Practical implications and directions for the future research are also discussed in this paper.

Keywords: *Affective Organizational Commitment, Affective Occupational Commitment, Job Satisfaction, Metropolitan Municipalities, Public Relations*

1. Introduction

Traditional approaches in organizational behavior commonly neglect behavioral and attitudinal similarities or differences among professions. This negligence is quite widespread in the context of public and private sectors. As a consequence of that, although a great number of researches on relations among organizational commitment, occupational commitment and job satisfaction were practiced, only limited numbers of researchers have gravitated towards clarifying these behavioral and attitudinal similarities or differences among professions in public and private sectors (Aranya and Ferris, 1984; Mathieu and Zajac, 1990; Bline et. al. 1991; Lee et. al., 2000; May et al., 2002; Seruya and Hinojosa, 2010).

In this sense, present study is, differently from its kind, focused on a specific profession and a sector due to the lack of literature on commitment and satisfaction. Thus, public relations in metropolitan municipalities preferred in order to examine behavioral and attitudinal positions of employees. This is because of the distinctive characteristics of PR in municipalities. These characteristics can classify according to objective, scope and content manners. In objective manner, it is possible to assert, unlike PR in private sector, PR in municipalities is engaged in an activity without profit making purpose. In scope manner, PR in municipalities differs from PR in private sector by target group. Former performs activities in society-wide perspective, later takes customer-expectations perspective priority. Lastly, in content manner, PR in municipalities organizes activities regardless popularity of topics, but PR in private sector is generally interested in activities with broad participation.

Because of these distinctive characteristics of PR in municipalities, it is assumed that PR specialists in municipalities may react in affect-motive sense than profit-motive sense. Thus, in this paper, impact of affective type of organizational and occupational commitment on job satisfaction is tested.

1.1. Theoretical Framework of Variables

Commitment has been the focus of a considerable amount of research over the past decades. Many major reviews of commitment theory and research have been completed during this time (Irving et al., 1997: 444). In other words, since the 1960s, commitment concept continues to be one of the most exciting issues for both managers and researchers (Bhatnagar, 2005: 424).

Becker, in 1960, has noted that “the concept of commitment is widely used but has received little formal analysis” (Becker, 1960: 32), and attempted to crystallize the concept of commitment. Studies on definition of the concept after the Becker’s work were increasingly gravitated towards organizational perspective and this progress brought the measurement of commitment into question. Following, Mowday et al. (1979) stated that “studies of commitment have been made more difficult by a general lack of agreement concerning how best to conceptualize and measure the concept” (Mowday et al., 1979: 225), and developed the Organizational Commitment Questionnaire (OCQ) to measure the concept. Additionally, authors, on the basis of attitudinal approach, defined organizational commitment as a “relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al., 1979: 226). In contrast to Mowday et al.’s intrinsic “need-satisfaction” perspective of attitudinal approach, Pfeffer and Salancik (1978) asserted behavioral approach, which focuses on extrinsic situational constraints like working conditions, goals, rewards, etc., for conceptualizing and measurement of organizational commitment. They stated that “there have been relatively few attempts to explore situational constraints as alternative explanations for work attitudes and behaviors” (Pfeffer and Salancik, 1978: 224) and tried to explain the concept with regard to behavioral approach. After a while, a different approach to organizational commitment developed by Allen and Meyer (1991). They went beyond the existing distinction between attitudinal and behavioral approaches and argued organizational commitment as a psychological state, has at least three separable components reflecting (a) a desire (affective), (b) a need (continuance), (c) an obligation (normative) to maintain employment in an organization (Allen and Meyer, 1991: 61).

According to Allen and Meyer, three-components of organizational commitment can conceptualize as follow (1991: 82-83):

- a) Affective commitment* reflects a desire to maintain membership in an organization that develops largely as the result of work experiences that create feelings of comfort and personal competence.
- b) Continuance commitment* reflects a need to remain, and results from recognition of costs (e.g., existence of side bets, lack of alternatives) associated with leaving.
- c) Normative commitment* reflects an obligation to remain resulting from internalization of loyalty norm and/or the receipt of favors that require repayment.

Just as research has proliferated in the area of organizational commitment, there has also been considerable interest in occupational commitment (Irving et al., 1997: 445). Lee et al. (2000) state that “the terms occupation, profession, and career have been used somewhat interchangeably in the commitment literature” and defined commitment to one’s occupation as “a psychological link between a person and his or her occupation that is based on an affective reaction to that occupation”. Concordantly,

“a person with strong occupational commitment will more strongly identify with, and experience more positive feelings about, the occupation than will one with weak occupational commitment. This emotional connection that the person feels with the occupation has implications for various work behaviors and, importantly, for whether the person wants to remain in the occupation” (Lee et al., 2000: 800).

Historically, the occupational commitment concept was primarily discussed by Greenhaus (1971) in the meaning of “career silence”, which refers to “perceived importance of work and a career”. In contradistinction to Greenhaus’ approach, Aranya and Ferris (1984) called the concept as “professional commitment” and defined it as “the relative strength of identification with and involvement in a particular profession, as well as the willingness to exert effort on behalf of the profession and the desire to maintain membership in it” (Aranya and Ferris, 1984: 3). Moreover, Blau (1985) used the term of “career commitment” for the concept and defined career commitment as “one’s attitude towards one’s profession or vocation” (Blau, 1985: 278). As it is seen, there is a conflict on the conceptualization of the term. Thus, Meyer et al. (1993) offered a different viewpoint and preferred the term occupational commitment over professional commitment because they believed that nonprofessionals could also demonstrate commitment to their chosen occupation. Similarly, the term career commitment was avoided because careers may consist of several different jobs over the course of one’s working life (Irving et al., 1997: 445). Within this framework, Meyer et al. (1993) adopted their three-component model of organizational commitment model to occupational commitment. In this sense, affective commitment is a person’s emotional attachment to his/her occupation; normative commitment is a person’s sense of obligation to remain in the occupation; while continuance commitment involves the individual’s assessment of the costs associated with leaving his/her occupation (Goswami et al., 2007: 15).

The topic of job satisfaction is also another important variable, because of its relevance to physical and mental well-being of employees (Oshagbemi, 2000: 88). Thus, job satisfaction has stimulated a great deal of research interest, partly because it is viewed as important in its own right and partly because of its association with other important outcomes (Scooter, 2000: 82).

Although there is no consensus on definition of job satisfaction, a general agreement in the literature that job satisfaction is an affective response by an employee concerning his or her particular job in an organization (Lambert et al. 1999: 97). According to Beer (1964), job satisfaction is the attitude of workers toward the company, their job, their fellow workers and other psychological objects in the work environment (Beer, 1964: 34). In addition, McCloskey and McCain (1987) defined job satisfaction as the degree to which employees like or enjoy their jobs and the degree of satisfaction is based on the importance placed upon this reward and benefit (McCloskey and McCain, 1987: 20). Finally, the most commonly cited definition of job satisfaction in literature is Locke’s (1976), who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976: 1304).

Literature on the impacts of both organizational and occupational commitment on job satisfaction argues that job satisfaction has been correlated with the various forms of commitment. However, job satisfaction has been linked more strongly with affective commitment type than with other forms of commitment. Irving et al. (1997) stated that Meyer et al. found that job satisfaction was positively related to affective and normative occupational commitment and negatively related to continuance occupational commitment (Irving et al., 1997: 446). Similarly, Hackett et al. (1994) also found that job satisfaction is more highly related to affective form of commitment than to the other forms of commitment (Hackett et al. 1994: 21).

As Lee et al.(2000) specified, when the literature on relationship between organizational and occupational commitment reviewed, it is seen that the relation between organizational and occupational commitment has been the most extensively examined among the various forms of commitment (Lee et al. 2000: 801).

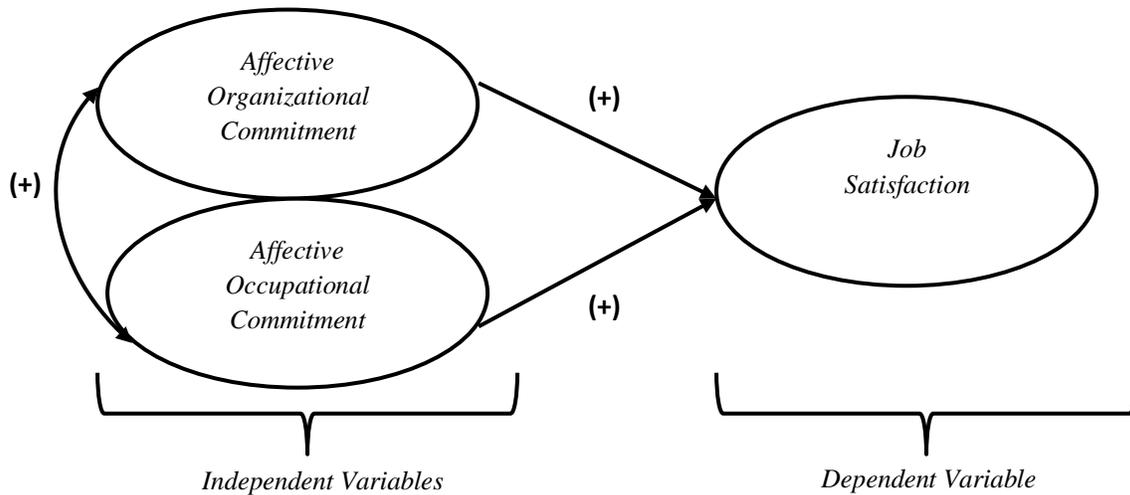
Earlier researchers on the relation between occupational commitment and organizational commitment argued that those two commitments are incompatible, and thus if one increases, the other will automatically decrease (Kim and Chang, 2007: 66).Especially studies, which discuss the relation between organizational and occupational commitment in regard to organizational-professional conflict, have found antithetic results. According to these studies, when organizational-professional conflict exists in an organization, this existence causes negative a relationship between organizational and occupational commitment. For instance, Aranya and Ferris (1984) researched organizational and occupational commitment within the context of organizational professional conflict and found a positive relationship between variables because of low conflict. Moreover, Aranya and Ferris (1984) pointed that organizational commitment may be a function of occupational commitment, and investigated this assumption in their later works (Aranya and Ferris, 1984: 4). On the other hand, Gunz and Gunz (1994), in contradiction to Aranya and Ferris (1984), carried out their study in organizations with high level organizational-professional conflict and found a negative relation between organizational and occupational commitment.

In the course of time, increasingly studies have introduced positive relations between organizational and occupational commitment. Meixner and Bline (1989), after reviewing some cult studies, stated that in general, they observed a positive relationship between organizational and occupational commitment (Meixner and Bline, 1989: 9). Similarly, Wallace (1993) analyzed the relation between professional commitment and organizational commitment by using meta-analysis to integrate findings of correlational data from 15 published studies. Results indicate a moderately strong, positive association between professional and organizational commitment (Wallace, 1993: 333).

2. Methodology

2.1. Developing the Research Design, Model and Hypothesis

The present study was designed for the purpose of hypothesis testing on the basis of collecting data from individual-level units of analysis, in a natural setting and in a cross-sectional time period. In this context, organizational and occupational commitment was evaluated in terms of affective commitment in accordance with Allen and Meyer's (1990, 1993) classification. Based on this and depending upon aim of research, affective organizational and occupational commitments were determined as the interrelated independent variables, and job satisfaction was determined as the dependent variable. Consequently, schematic model (see Figure 1) of the research design is shown below.

Figure 1 – Schematic Model of the Research

Following, three hypotheses were developed based on the model of the research.

H₁: There is a positive relationship between affective organizational and occupational commitment.

H₂: Affective organizational commitment is positively related to job satisfaction.

H₃: Affective occupational commitment is positively related to job satisfaction.

2.2. Sample

The universe consisted of approximately 500PR specialists in whole 16 metropolitan municipalities of Turkey. Because of the reasonable number of universe, it is aimed to reach entire PR specialists in metropolitan municipalities across the country. Thus, questionnaires distributed to all PR departments in whole metropolitan municipalities of Turkey. After eliminating the questionnaires that were annulled or not returned, we were left with a final sample of 331 respondents. The response rate was 66.2% (331 usable questionnaires), an acceptable response rate for this kind of study. Additional information about the sample is shown in Table 1.

Table 1 – Information about Sample

Metropolitan Municipality	Frequency	Percent
Istanbul	32	9,7
Ankara	31	9,4
Izmir	30	9,1
Diyarbakir	23	6,9
Konya	21	6,3
Antalya	21	6,3
Mersin	20	6,0
Bursa	20	6,0
Adana	19	5,7
Kayseri	19	5,7

Metropolitan Municipality	Frequency	Percent
Eskisehir	18	5,4
Gaziantep	18	5,4
Sakarya	18	5,4
Kocaeli	17	5,1
Samsun	16	4,8
Erzurum	8	2,4
Total	331	100,0

2.3. Data Collection Procedure

Affective Organizational Commitment: To measure this variable, affective dimension of the organizational commitment scale (five-point Likert-type) with 6 items was used (1: I certainly disagree, 2: I do not agree, 3: I neither agree nor disagree, 4: I agree, 5: I certainly agree). This scale, which commonly used in literature, was developed by Allen and Meyer (1990) for the purpose of determining the degree of organizational commitment of employees in the context of affective, normative and continuance dimensions. Thus, this scale differs itself from alternatives by allowing distinguishing between affective organizational commitment and other organizational commitment types. The reliability of this scale, which is Cronbach's α (alpha) value, is 0.921.

Affective Occupational Commitment: To measure this variable, affective dimension of the occupational commitment scale (five-point Likert-type) with 6 items was used (1: I certainly disagree, 2: I do not agree, 3: I neither agree nor disagree, 4: I agree, 5: I certainly agree). This scale, which commonly used in literature, was also developed by Allen and Meyer (1993) for the purpose of determining the degree of occupational commitment of employees in the context of affective, normative and continuance dimensions. Thus, this scale differs itself from alternatives by allowing distinguishing between affective occupational commitment and other occupational commitment types. The reliability of this scale, which is Cronbach's α (alpha) value, is 0.953.

Job Satisfaction: To measure this variable, Michigan Organizational Assessment Questionnaire (MOAQ) (five-point Likert-type) with 3 items was used (1: I certainly disagree, 2: I do not agree, 3: I neither agree nor disagree, 4: I agree, 5: I certainly agree). This scale, which commonly used in literature, was also developed by Cammann et al. (1983) for the purpose of describe employees' subjective response to working in his or her job and organization. The reliability of this scale, which is Cronbach's α (alpha) value, is 0.906.

3. Findings

3.1. Validity and Reliability Analyses

In order to test validity of scales, primarily exploratory factor analysis, and after confirmatory factor analysis were implemented for each variable. Additionally, reliability analyses performed both before and after validity analyses. This is because of the conflict and different approaches on the sequence of validity and reliability analysis in the literature. Thus, it is approved to analyze both initial and final reliability in either case.

In this regard, initial reliability analyses results and coefficients for each scale are shown in Table 2.

Table 2 – Initial Reliability Analyses

Scale	Item	Corrected Item-Total Correlation	Cronbach's Alpha	Mean	Standard Deviation
Organizational Commitment	I would be very happy to spend the rest of my career with this organization.	,692	,922	3,6133	1,10165
	I feel as if these organization's problems are my own.	,770		3,4924	1,05706
	I feel "like part of my family" at my organization.	,852		3,4985	1,10199
	I do not feel emotionally attached to this organization. (R)	,821		3,4290	1,09694
	I do not feel a strong sense of belonging to my organization. (R)	,830		3,5166	1,07964
	I enjoy discussing my organization with people outside it.	,689		3,7311	1,04891
Occupational Commitment	Public relations profession is important to my self-image.	,745	,953	3,6375	,96687
	I regret having entered the public relations profession. (R)	,876		3,6133	1,01579
	I am proud to be in the public relations profession	,878		3,5952	1,05852
	I dislike being a public relations specialist. (R)	,909		3,7100	1,03596
	I identify with the public relations profession.	,860		3,5589	1,06686
	I am enthusiastic about public relations profession.	,863		3,6193	1,05892
Job Satisfaction	In general, I like working here.	,765	,906	3,8520	,97506
	In general, I do not like my job. (R)	,822		3,9456	,98322
	All in all, I am satisfied with my job.	,855		3,9305	,92015

Usually, a value of 0.70 in the Cronbach's alpha is considered adequate in order to ensure reliability of the internal consistency of a questionnaire. Additionally, a rule of thumb is that the corrected item-total correlations for each item should preferably be .30 or higher. As seen from Table 2, Cronbach's alpha values of affective organizational commitment scale ($\alpha=.922$), affective occupational commitment scale ($\alpha=.953$), and job satisfaction scale ($\alpha=.906$) is adequate to ensure reliability. In addition, corrected item-total correlation value of each item is also sufficient ($r>.30$).

After the reliability analyses, by using the "Kaiser- Meyer- Olkin (KMO) and Bartlett Sphericity Test", exploratory factor analysis was implemented for each scale. Results and coefficients for each scale are shown in Table 3.

Table 3 – Exploratory Factor Analyses

Scale	Items	Factor Loadings	Results
Organizational Commitment	I would be very happy to spend the rest of my career with this organization.	,780	n=331 KMO=.882 Bartlett's Sph. $X^2=1492,755$ p=0.000 Total Explained Variance=72,020 Factor Loadings >.50 $\alpha=.922$
	I feel as if these organization's problems are my own.	,844	
	I feel "like part of my family" at my organization.	,905	
	I do not feel emotionally attached to this organization. (R)	,885	
	I do not feel a strong sense of belonging to my organization. (R)	,890	
	I enjoy discussing my organization with people outside it.	,778	
Occupational Commitment	Public relations profession is important to my self-image.	,815	n=331 KMO=.928 Bartlett's Sph. $X^2=2056,698$ p=0.000 Total Explained Variance=81,178 Factor Loadings >.50 $\alpha=.953$
	I regret having entered the public relations profession. (R)	,916	
	I am proud to be in the public relations profession	,918	
	I dislike being a public relations specialist. (R)	,940	
	I identify with the public relations profession.	,905	
	I am enthusiastic about public relations profession.	,907	
Job Satisfaction	In general, I like working here.	,891	n=331 KMO=.736 Bartlett's Sph. $X^2=675,717$ p=0.000 Total Explained Variance=84,344 Factor Loadings >.50 $\alpha=.906$
	In general, I do not like my job. (R)	,924	
	All in all, I am satisfied with my job.	,939	

As seen from Table 3, six items of affective organizational commitment scale, six items of affective occupational commitment scale, and three items of job satisfaction scale were entered into factor analysis separately. Factor loadings of items for each scale were found as $>.50$, which is above the accepted value, and cumulated in single factors as expected. Kaiser-Meyer-Olkin (KMO) values were found for each scale as $>.70$, which is also above the accepted value. In other words, affective organizational scale was loaded on one factor and explained 72,02% of the total variance; affective occupational scale was loaded on one factor and explained 81,18% of the total variance; job satisfaction scale was loaded on one factor and explained 84,34% of the total variance. These results marked the homogeneous structure of the variables and the result of Bartlett Tests for each scale showed that the variables were suitable for factor analysis.

After the exploratory factor analyses, confirmatory factor analyses (CFA) were conducted for each scale using AMOS 20. The overall effectiveness of the measurement models was examined using six common model fit measures: normed X^2/DF (X^2 to degree of freedom), goodness-of-fit index (GFI), adjusted goodness of fit index (AGFI), normalized fit index (NFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA). Initial results for each scale are shown in Table 4.

Table 4 – Initial Confirmatory Factor Analyses

Scale	X^2/DF	GFI	AGFI	NFI	CFI	RMSEA
Fitting Indices	$X^2/DF < 3$	GFI > ,90	AGFI > ,85	NFI > ,90	CFI > ,95	RMSEA < ,080
Organizational Commitment	10,667	,908	,786	,936	,942	,171
Occupational Commitment	3,473	,970	,929	,985	,989	,087
Job Satisfaction	2,439	,990	,970	,993	,996	,066

As seen in Table 4, according to initial CFA results, X^2/DF , AGFI, CFI and RMSEA values of measurement model for affective organizational commitment; and X^2/DF and RMSEA values of measurement model for affective occupational commitment are incompatible with fitting indices. On the other hand measurement model for job satisfaction scale is completely compatible with fitting indices. Thus, in order to achieve a well-fitting model, the measurement model for both affective organizational and occupational commitment in the CFA was separately revised.

Within the revision process for affective organizational commitment, two items (OrC1 and OrC6) were removed because of large standardized residuals with other items, one at a time. Additionally, modification indices were examined and as a result of this examination, error terms of two variables (OrC4 and OrC5) were founded highly interrelated. Thus covariance was included to the model between error terms of these two variables. After dropping two items and adding covariance between two error terms, the measurement model for affective organizational commitment exhibited overall good fit.

Within the revision process for affective occupational commitment, modification indices were also examined and as a result of this examination, error terms of two variables (OcC1 and OrC2) were founded highly interrelated. Thus covariance was included to the model between error terms of these two variables. After adding covariance between two error terms, the measurement model for affective occupational commitment exhibited overall good fit.

Subsequent to revision process of CFA for both affective organizational and occupational commitment, final results for each scale are shown in Table 5.

Table 5 – Final Confirmatory Factor Analyses

Scale	X^2/DF	GFI	AGFI	NFI	CFI	RMSEA
Fitting Indices	$X^2/DF < 3$	GFI > ,90	AGFI > ,85	NFI > ,90	CFI > ,95	RMSEA < ,080
Organizational Commitment	1,125	,998	,983	,999	,100	,019
Occupational Commitment	2,438	,980	,948	,991	,994	,066
Job Satisfaction	2,439	,990	,970	,993	,996	,066

As seen in Table 5, according to final CFA results, measurement models for all three scales are compatible with fitting indices. Factor loadings, construct validities and explained variances of all three measurement model are summarized in Tables 6.

Table 6– Summarized Final EFA and CFA Analyses Results

Scales	Items	Standardized Regression Weights	t	p
Organizational Commitment pn= ,823 VE= ,809	I feel as if these organization's problems are my own.	,735	---	0,001
	I feel "like part of my family" at my organization.	,838	19,044	0,001
	I do not feel emotionally attached to this organization. (R)	,937	16,882	0,001
	I do not feel a strong sense of belonging to my organization. (R)	,895	16,398	0,001
Occupational Commitment pn= ,928 VE= ,812	Public relations profession is important to my self-image.	,742	---	0,001
	I regret having entered the public relations profession. (R)	,889	18,836	0,001
	I am proud to be in the public relations profession	,910	17,465	0,001
	I dislike being a public relations specialist. (R)	,947	18,275	0,001
	I identify with the public relations profession.	,883	16,878	0,001
	I am enthusiastic about public relations profession.	,886	16,952	0,001
Job Satisfaction pn= ,736 VE= ,843	In general, I like working here.	,803	---	0,001
	In general, I do not like my job. (R)	,887	18,756	0,001
	All in all, I am satisfied with my job.	,936	19,372	0,001

Lastly, after the revisions and final results of EFA and CFA analyses, a final reliability analyses needed in order to achieve summative assessment. In this regard, final reliability analyses results and coefficients for each scale are shown in Table 7.

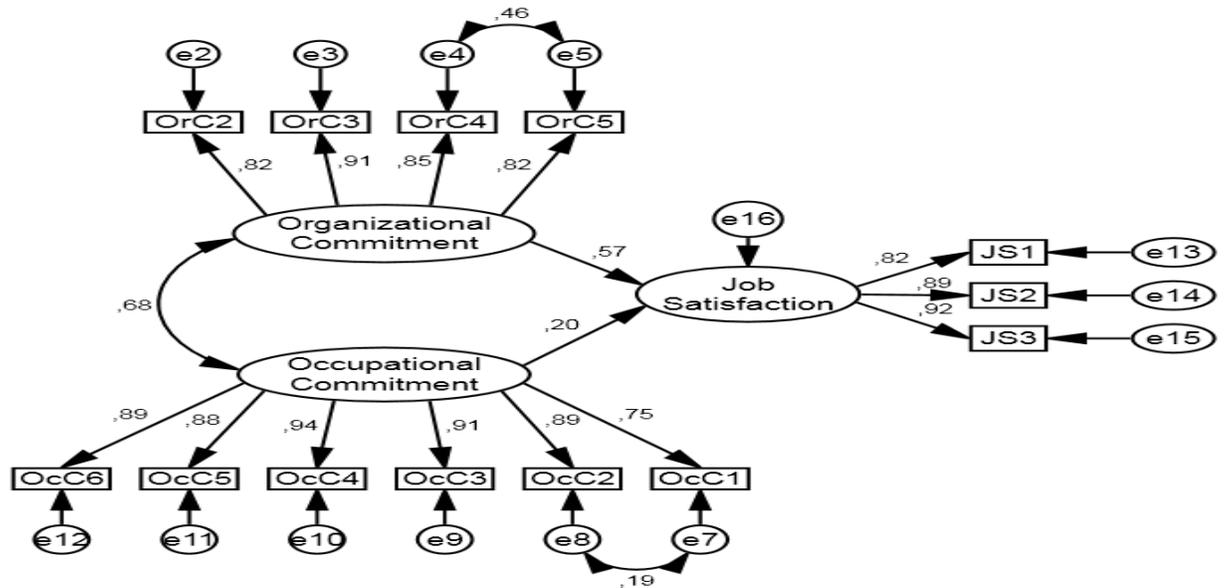
Table 7 – Final Reliability Analyses

Scale	Item	Corrected Item-Total Correlation	Cronbach's Alpha	Mean	Standard Deviation
Organizational Commitment	I would be very happy to spend the rest of my career with this organization.		Excluded		
	I feel as if these organization's problems are my own.	,753	,921	3,4924	1,05706
	I feel "like part of my family" at my organization.	,843		3,4985	1,10199
	I do not feel emotionally attached to this organization. (R)	,858		3,4290	1,09694
	I do not feel a strong sense of belonging to my organization. (R)	,821		3,5166	1,07964
	I enjoy discussing my organization with people outside it.		Excluded		
Occupational Commitment	Public relations profession is important to my self-image.	,745	,953	3,6375	,96687
	I regret having entered the public relations profession. (R)	,876		3,6133	1,01579
	I am proud to be in the public relations profession	,878		3,5952	1,05852
	I dislike being a public relations specialist. (R)	,909		3,7100	1,03596
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	All in all, I am satisfied with my job.	,855		3,9305	,92015

3.2. Analysis of Research Model and Hypotheses

After the validity and reliability analyses, research model (see Figure 1) and hypotheses were tested by using structural equation modeling analysis. Similar to other analyses, the overall effectiveness of the measurement models was examined using six common model fit measures: normed X^2/DF (X^2 to degree of freedom), goodness-of-fit index (GFI), adjusted goodness of fit index (AGFI), normalized fit index (NFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA).

As stated before, affective organizational and occupational commitment variables were determined as interrelated independent variables and job satisfaction variable was determined as dependent variable in the research model. Structural equation modeling analysis results are shown in Figure 2.

Figure 2 – Structural Equation Modeling Analysis

Before declaring hypothesis test results, it is necessary to compare default model with fitting indices. Table 8 shows comparison results between default model and fitting indices.

Table 8–Fitting Indices Related to Default Model

Scale	X^2/DF	GFI	AGFI	NFI	CFI	RMSEA
Fitting Indices	$X^2/DF < 3$	GFI > ,90	AGFI > ,85	NFI > ,90	CFI > ,95	RMSEA < ,080
Default Model	2,331	,938	,906	,967	,981	,064

As seen in Table 8, research model is compatible with all fitting indices. Thus, it is possible to assert that research model has statistically sufficient fitting level to hypothesis testing. Hypothesis testing results were summarized in Table 9.

Table 9 – Hypothesis Testing Results

Hypotheses	Estimate	t	p	Result
There is a positive relationship between affective organizational and occupational commitment.	,676	8,351	,001	Accepted
Affective organizational commitment is positively related to job satisfaction.	,569	8,021	,001	Accepted
Affective occupational commitment is positively related to job satisfaction.	,198	3,102	,002	Accepted

As shown in Table 9, it was found out that there is a significant and positive relationship between affective organizational commitment and affective occupational commitment ($r=0.676$, $p<0.001$). Thus, H_1 was supported. Additionally, the regression coefficients also representing the main effects of affective organizational commitment ($\beta= 0.569$; $p<0.001$) and affective occupational commitment ($\beta= 0.198$; $p<0.002$) on job satisfaction is positive and significant, providing support for H_2 and H_3 .

4. Discussion And Conclusion

The present study was conducted in metropolitan municipalities across the country and contributes to the literature by making clear the interrelated effects of the affective organizational and occupational commitment on job satisfaction in the context of public relations profession and governmental organizations. Thus, it possible to state that the most important contribution and distinctive feature of the present study is its application area and footprint. Literature review demonstrate that there is not any similar research in municipalities or on public relations specialists even in the both Turkey and other countries.

The results obtained from the PR specialists in metropolitan municipalities supported relations represented in research model. In this sense, impact of affective organizational and occupational commitment on job satisfaction was completely revealed. When the findings considered based on research model, results are also supported by previous relative researches in the literature.

In this regard, in addition to researches explained in theoretical framework of this study, Mathieu and Zajac (1990) and Lee et. al. (2000) found correlations between organizational and occupational commitment. More similar to our study, Blin et. al. (1991), analyzed the effects of professional (occupational) and organizational commitment on job satisfaction in governmental and academic accountants, and found that both organizational and occupational commitment have a strong positive correlation with job satisfaction (Blin et. al., 1991: 9). Moreover, May et. al. (2002), also examined the effect of professional (occupational) and organizational commitment on job satisfaction in knowledge workers, and found that organizational and occupational commitment independently contributed to overall job satisfaction (May et. al., 2002: 794).

Consequently, the present study fills the gap in the organizational behavior literature by examining the impact of affective organizational and occupational commitment on job satisfaction in the context of PR specialist in metropolitan municipalities, which previously neglected and has not been subject of any research. Findings demonstrate that results of this study are compatible with previous researches conducted in different professions, working places and cultures.

Based on the results of study, we call scholars of organizational behavior for more research on the link between other commitment types and different job attitudes by considering sectorial and professional distinctions. In this regard, researches with comparative pattern are also needed for future studies in order to achieve a completely understanding on differences or similarities between different professional and organizational characteristics.

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