

Montemorelos University
Faculty of Business and Legal Sciences

FACTORS AFFECTING THE JOB SATISFACTION OF EMPLOYEES
IN THE NORTHEASTERN CONFERENCE OF SEVENTH-DAY
ADVENTISTS IN NEW YORK

Thesis
presented in partial fulfillment
of the requirements for the degree
Doctorate in Business Administration

by

M. Brigid Auguste-George

April 2019

ABSTRACT

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M. Brigid Auguste-George

Main advisor: Karla Saraí Basurto Gutiérrez

DOCTORAL THESIS ABSTRACT

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Title: FACTORS AFFECTING THE JOB SATISFACTION OF EMPLOYEES IN THE NORTHEASTERN CONFERENCE OF SEVENTH-DAY ADVENTISTS IN NEW YORK

Researcher's name: M. Brigid Auguste-George

Name and degree of main advisor: Karla Saraí Basurto Gutiérrez, Ph.D. in Business Administration

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Problem

The empirical model in which work environment, work motivation and work commitment are predictors of job satisfaction, as perceived by employees of the Northeastern Conference of Seventh-day Adventists in Queens, New York, USA.

Methodology

The research was empirical quantitative, descriptive, exploratory, explanatory and transversal. The study population was made up of 412 employees of the Northeastern Conference of Seventh-day Adventists in Queens, New York, USA. An instrument was administered and 111 employees from the population were described. The

substantive statistical process was based on regression analysis, performed in SPSS 20.0.

The constructs for the four instruments used were done through factorial analysis techniques (with explained variance levels of over 58%, which are acceptable) and the reliability, measured with the Cronbach alpha coefficient for each instrument, was acceptable (with the lowest explained variance levels of .860). For the analysis of this hypothesis, the statistical technique of multiple linear regression was used.

Results

The model was validated with the sample of employees of the Northeastern Conference of Seventh-day Adventists. Work environment, work motivation and work commitment are good predictors of job satisfaction, according to the perception of the employees of the Northeastern Conference of Seventh-day Adventists. When evaluating the influence of independent constructs through the standardized beta coefficients, it was found that the best predictor is work motivation, followed by work environment, and work commitment.

Conclusion

It is recommended to the administration of the Northeastern Conference of Seventh-day Adventists to pay attention to the compensation package of the employees to ensure that it is more in line with the North American Division (NAD) recommended pay scale. Employees should be encouraged to engage in continuing education activities. Additionally, focus should be placed on work environment, work motivation and work commitment of employees since these variables directly impact the job satisfaction of employees. These constructs are all good predictors of employee job satisfaction.

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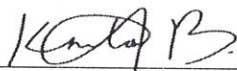
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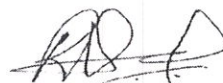
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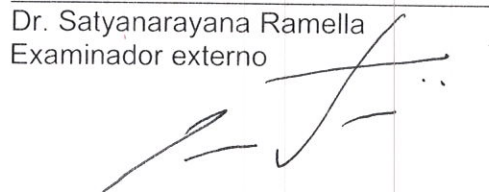
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DEDICATION

This dissertation is lovingly dedicated to my husband Matthias George; my daughter Shaquille M. George; and my sons Matthias S. George and Jamari M. George. This academic journey would not have been possible without your support, encouragement, and constant love. This work is also dedicated to all the Auguste and George family members who will follow along this doctoral path in scholarship. I have persevered by knowing that our future will be brighter.

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CHAPTER I

INTRODUCTION

The term nonprofit is difficult to define because of the complexities and variety of the entities in the nonprofit sector. The United States Inland Revenue Service (IRS) defines a nonprofit as any entity that is tax exempt under Section 501 of the tax code. Religious, scientific, charitable, educational, and literary entities are exempt under Section 501 (C) (3) of the code. Doupnik and Perera (2007) define a nonprofit entity as an entity that possesses the following characteristics that distinguish it from a business enterprise: (a) contributions of significant resources from resource providers who do not expect commensurate or proportionate pecuniary return; (b) operating purposes other than to provide goods or services for profit and (c) absence of ownership interests like those of a business enterprise.

In the literature, a nonprofit organization is characterized as an entity, which has the following five basic characteristics: formal, nonprofit, distributing, self-governing and voluntary (Salamon & Anheie, 1992). A religious nonprofit organization is generally a nondenominational or interdenominational organization with the principal purpose of advancing religion. Therefore, according to the IRS, a religious organization is one that is formed and operated exclusively for “religious” purposes, and it must actively promote the advancement of its religion via various activities.

By incorporating all the definitions above, for the purpose of this study, I will

define a nonprofit religious organization as a business entity which is granted tax-exempt status by the IRS, whose main purpose is advancing a religion without the intention of making a profit. Nonprofits are usually volunteer-driven, relying heavily on volunteer donor contributions and advocating for social justice and the less vulnerable of society. The nonprofit sector, in addition to the important social roles it plays in our communities, is an important source of economic activity. In 2013, nonprofits accounted for 11.4 million jobs and 10.3 percent of all private sector employment (Bureau of Labor Statistics, 2015). The considerable size and reach of nonprofits mean that more and more Americans are finding employment in the nonprofit sector. Nonprofits accounted for approximately 9.2% of wages in the US in 2010 (Salamon, Sokolowski, & Geller, 2012). Given the large number of people employed by the sector, it is important that workers in this sector enjoy some level of job satisfaction.

For nonprofit workers, job satisfaction is very important (Borzaga & Tortia, 2006; Bentz, 2005). The compensation level of workers in nonprofit organizations are typically less than their counterparts who work in a for profit setting. However, many nonprofit employees choose to work with a nonprofit because of their commitment to the values and cause of these organizations. There exists a shared goal between the organization and the worker (Bassous, 2015). It is therefore paramount that nonprofit organizations have policies and procedures in place that seek to create the best possible work environment, that encourage employees to be and remain motivated as well as committed.

Northeastern Conference of Seventh-day Adventists is a nonprofit religious organization of the General Conference of Seventh-day Adventists. It is the fifth

largest regional conference in the General Conference of Seventh-day Adventists. The Northeastern conference administers two Academies, 15 parochial schools, and 176 churches within the states of Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island and Vermont. Northeastern also owns and operates a 98-acre camp in Hyde Park, New York. Northeastern Conference has a diverse workforce of educators, pastors, and support staff.

The purpose of this study is to determine the relationship between work environment, work motivation and work commitment on employee job satisfaction at the Northeastern Conference of Seventh-day Adventists (Northeastern Conference) in Queens, New York, USA.

Scholars have examined the effect of work environment, work motivation and work commitment on employee job satisfaction; however, few studies have been done to examine the effect in a nonprofit religious organization. The findings of the study may provide insight into an employee's level of job satisfaction at the Northeastern Conference. The information may be used as a catalyst for change in the organization's culture.

Background

In the following section, we will provide a brief compilation of definitions of the latent variables of this research, such as: (a) work environment, (b) work motivation, (c) work commitment, (d) job satisfaction.

Work Environment

Work environment has been defined as the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions,

such as office temperature, or equipment, personal computers, etc., and the work experiences resulting from employees' interactions with their colleagues and management – human behavior. Work environment also refers to the internal set of practices and procedures of the organization (Schneider, 1975, cited in Chiang Vega, Salazar Bortello, Huerta Rivera, & Nunez Partido, 2008; Segredo Pérez, 2013).

In context with human behavior, Villamizar Reyes and Castañeda Zapata (2014) noted that the organization's work environment is the perception that workers have of the organization's structural processes such as supervisor's management style, organizational policies and practices, etc. Pinho, Rodrigues, and Dibb (2014) posit that employees in organizations such as nonprofits expect much more than monetary compensation and fair treatment from managers and leaders of these organizations. Employees expect to work in an environment that promotes trusting and open relationships, an environment that promotes personal growth, personal challenges and responsibilities.

Work Motivation

In the book "The Human Capital Edge" the authors Pfau and Kay (2001) maintain that employees seek recognition for individual work performed and want compensation tied to their performance. In addition, the authors find a disconnection between what employers think employees want at work and what employees want for motivation. Surveys and research dating back to the 1990s (Mishra, 2017) show that employees want more from work than just money. Mishra (2017) notes that a survey by the American Psychological Association found that for employees, personal time and attention received at work from supervisors were the most rewarding and motivational.

Work Commitment

Work commitment can be described as the feeling of responsibility that a person has toward the mission and goals of an organization. An organization will not survive long unless its employees have a vested interest in its success. Employees who are committed have very strong work ethics and do all in their power to ensure that the organization succeeds. They are more likely to perform tasks and responsibilities that will help achieve organizational goals. They become team players. Savvy managers should reward these habits either by some level of compensation or by creating a balanced work-life environment. These policies will help reduce staff turnover as well as attract other potential employees who exhibit the same degree of commitment (Vance, 2006).

Job Satisfaction

Locke (1976) refers to job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of the job or job experiences”. This definition of the concept assesses both the employee’s emotional state and the cognitive state as a result of the job experiences. Ilham Dahir (2009) meanwhile, defines job satisfaction as the “positive or negative aspects of employee’s attitude toward their jobs or some features of the job”. This characterization evaluates whether employees are happy, contented, and are fulfilling their desires and needs at the job. The literature suggests that employee satisfaction is a function of employee motivation, employee commitment and positive work environment. Employee job satisfaction, while generally a positive to an organization, can also be a negative, because employees who are satisfied with the work environment may stay on even though they are not motivated (Bin Hussin, 2011). Weiner (1992) states that job satisfaction is the attitude toward work related conditions or the

work environment.

Definition of Terms

In this section, several terms need to be clearly explained for the purposes of the present study.

Work environment. It involves the physical geographical location of the workplace, including its immediate surroundings. It relates to how the physical, social, intellectual, spiritual environments in the institution affect job satisfaction. The physical work environment relates to physical conditions, such as the office furniture and equipment, the temperature, the lighting and fixtures, office ventilation, etc. The physical environment also involves the work processes and procedures. Work environment also has to do with the type of relationships and social interactions that exist among s and the administration in that physical geographical location. Employees are entitled to a work environment that is free of any form of harassment, offensive and intimidating techniques, as well as unwelcome sexual conduct.

Work Motivation. It has to do with the level of energy, commitment, drive, and creativity that workers in an organization bring to the workplace. These characteristics can originate either from within or beyond the individual's being, causing them to initiate these work-related behaviors. There are many psychological factors stimulating an employee's behavior or employee motivation. Employees may be motivated to achieve goals and excel because of a desire for advancement in the organization, a craving for money, a longing for recognition or a yearning for social advancement in society. The motives for these needs, desires and wants, create a drive within the individuals to accomplish work related goals in order to satisfy their physical, emotional, social or

monetary needs. Finding ways to motivate employees is always a management concern. To this end, work motivation is a tool utilized by management to encourage, inspire, and energize workers to perform their jobs thoroughly and efficiently. Management wants workers to have the inner urge to translate effort into successful job performance. A motivated worker will put effort in performing a task successfully. Employees can be motivated by either incentives or employee involvement and empowerment.

Work commitment. A psychological state that binds a person to a job or organization. An individual who is committed to an organization will more likely perform their work duties and responsibilities in a manner which will assist the organization in realizing its goals and objectives. Work commitment is therefore the feeling of responsibility that an employee has toward the mission and goals of the organization.

There are three aspects of work commitment, i.e., affective, continuance and normative commitment. Affective commitment measures how much an employee wants to remain with an organization. Affectively committed employees will identify with the organizational goals, will feel valued and will want to remain employed with an organization; they will be satisfied with their work and will be great ambassadors for the organization. Normative commitment measures how much an employee desires to remain with the organization. Normatively committed employees feel that leaving the organization would have a devastating effect on the organization and therefore feel guilty about leaving. Continuance commitment relates to how much the employee feels the need to stay with the organization either because of lack of employment alternatives elsewhere or because there will be no improvement in their salary and remuneration if they move to another organization. Continuance committed employees may choose

to remain with the organization even when they have become dissatisfied with their work.

Job Satisfaction. Measures the feeling of contentment, the sense of accomplishment or the happiness that an individual derives from employment with an organization. It also measures whether they like the job and the individual aspects of the job. The quality of an employee's relationship with his/her supervisor, the degree of fulfillment of the duties performed, the remuneration received, are all factors influencing an employee's job satisfaction. The level of employee job satisfaction can be measured by various components, namely: evaluative, cognitive, and affective or emotional. Evaluative satisfaction measures how much an employee likes or dislikes the organization. The cognitive satisfaction measures the employee's perceptions, opinions and beliefs regarding the organization. The affective component measures the feelings or emotions induced within the employee by the organization.

Relationship between Variables

In this research, there are some variables that are endogenous that we want to consider such as: work environment and job satisfaction, work motivation and job satisfaction, work commitment and job satisfaction.

Work Environment and Job Satisfaction

Given the employee friendly labor laws of the United States and the litigious ability of employees, organizations have found it increasingly important to create a great work environment. The Church organization is not exempt from ensuring that a positive work environment is present for its employees. It is a given that the health

and safety of employees, as well as the organizational climate that is created in the workplace, are paramount in setting up physical work spaces. Employers must ensure that the relationships between employee and employer are always in balance; that employees are not made to feel that they are being intimidated; that they are not being treated unfairly or that they are being disenfranchised in any way. Employees may either have a positive or negative perception of the work environment and employers must cultivate the proper environment to ensure that the employees' perception of the work environment is a positive one. Some factors that may affect the work environment include the relationship between manager and employee, manager selection, the level of dialogue, managerial support, the reward or compensation system (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017; Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010), the resources given to employees to do their job, etc. The research supports evidence of a positive relationship between the work environment and job satisfaction (Agbozo et. al, 2017; Gazioglu & Tanselb, 2006; Sarode & Shirsath, 2014; Skalli, Theodossiou, & Vasileiou, 2008; Sousa-Poza & Sousa-Poza, 2000).

Work Motivation and Job Satisfaction

A motivated workforce is a satisfied workforce. Workers are the organization's most valuable assets, and organizations must do their utmost to find ways to motivate and retain their employees (Bassous, 2015). This is especially true for nonprofit organizations, whose pay incentives are usually lower than that of other sectors (Brandl & Güttel, 2007; Emanuele & Higgins, 2000; Mize Smith, Arendt, Bezek Lahman, Settle, & Duff, 2006). Given the fact the nonprofit employees are not driven primarily by monetary incentives, all efforts must be made to keep them motivated and satisfied. The literature

has shown that work motivation of employees has a positive impact on job satisfaction (Bassous, 2015; Dartey-Baah & Amoako, 2011; Warr, 2012). Thus, keeping workers satisfied will increase worker retention and lessen worker burnout (Fernet, Trepainer, Austin, Gagne, & Forest, 2015).

Work Commitment and Job Satisfaction

Susanty and Miradipta (2013) theorize that job commitment has a positive and significant effect on job satisfaction. Ahmad et al. (2010) also find a positive relationship between work commitment and job satisfaction. In a study of job satisfaction among Russian workers, Linz (2003) posits that a positive attitude toward work and commitment to the organization does increase worker job satisfaction.

Problem Statement

How do the work environment, work motivation and work commitment predict the job satisfaction of the employees at the Northeastern Conference of Seventh-day Adventists (see Figure 1)?

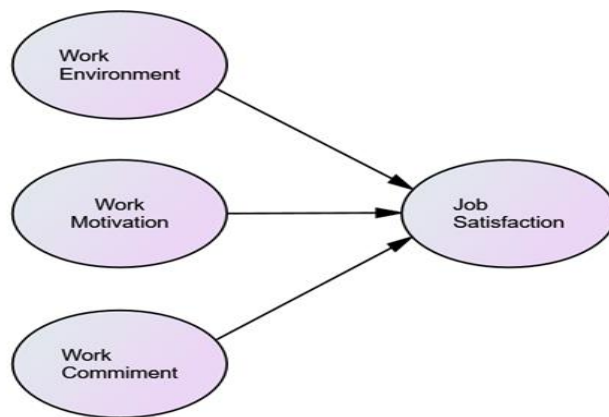


Figure 1. Research model.

Hypothesis

H₀. Work environment, work motivation and work commitment are predictors of job satisfaction of the employees of the Northeastern Conference of Seventh-day Adventists.

Research Objectives

1. Build questionnaires for measuring work environment, work motivation, work commitment, and job satisfaction.
2. Evaluate the goodness of the propose model in explaining and evaluating the theoretical relationship between constructs.
3. Assess the variables involved in the study: work environment, work motivation, work commitment, and job satisfaction.

Justification

It is often said that the greatest resource of any organization is its human resource, its workers. Thus, for any organization to be successful it must ensure that its workers are happy and satisfied. Chang and Chang (2007, cited in Daud, 2016) define job satisfaction as the “degree of an individual’s feelings toward and satisfaction with current job activities, the achievement and responsibilities, as well as the degree of an individual’s satisfaction with all aspects that directly or indirectly related to the prior job content” (p. 266). Research has shown that job satisfaction is negatively related to a person’s intent to leave the organization (Ali & Baloch, 2010; Medina, 2012; Tian & Foreman, 2009; Yin-Fah, Foon, Chee-Leong, & Osman, 2010). It follows therefore, that the more committed and satisfied an employee is, the less likely the employee will leave the organization.

Creating a healthy working environment is very important in every work place. In a high-performance environment, employees are encouraged and supported to perform at their best and highest levels. In such an environment, employees are usually more satisfied with their jobs and remain so for many years. Satisfied employees usually lead to higher productivity, less work conflict, lower stress, lower levels of absenteeism, lower level of work-related illness and injuries and longer employee retention. There is, however, no perfect working environment. Any organization will have characteristics of multiple environments. For this reason, therefore, it is very important that the organization identify these characteristics and combine them to find a suitable environment based on its type, culture and the nature of the employees. All these factors affect the bottom line of the business. Although the Northeastern Conference, as a mandate, is a nonprofit organization, their bottom line would not be considered profit but church membership contributions in the form of tithe and non-tithe contributions. Employee job satisfaction, among all work groups, should be paramount. It is a mistake to believe that job satisfaction is not important just because an organization is not-for-profit. Job satisfaction among pastors can lead to more church members being contented with their assigned pastor, which may translate into more evangelism, more baptism, higher membership and eventually, higher member contributions in the form of tithe.

It is expected that a research of this nature will be beneficial to HR managers in making informed decisions regarding the work environment in the organization. It will also be beneficial to the Conference administration, because as they become aware of the factors affecting the job satisfaction of their employees, they can enact and implement effective policies and procedures aimed at achieving this objective. This can also

empower them to be more proactive in their decision-making process rather than simply being reactive.

Limitations

In the development of this research, some relevant constraints are considered for the improvement of this study:

1. Unable to theoretically test the relationship, together, of all variables in the model.
2. The application of the instrument requires the participation of third parties.
3. Money and time challenges.

Delimitations

Here are some delimitations that are considered relevant to the preparation of this research:

1. The instruments will be answered by Seventh-day Adventist members who are employed by the Northeastern Conference.
2. The instruments may not be answered proportionally by all the different employee groups of the Northeastern Conference.
3. The instruments may not be answered honestly by some employee groups of the Northeastern Conference.

Assumptions

Below are some scenarios considered in the preparation of this research.

1. It is expected that the employees answered the instruments.
2. The theoretical basis of relations between constructs is based on authors who

know the subject.

3. The research done as the basis of relations between constructs for this research is empirical, prepared with scientific rigor and significantly acceptable.

Philosophical Background

In this part of our study, we will display from the Scriptures and from other sources our philosophical view of the constructs of our paper on how they relate to God, the unique Sovereign of the universe. Those constructs are work environment, work motivation, work commitment, and job satisfaction.

It is easy to read familiar texts like Ephesians 6:9 and Colossians 4:1 as 21st century readers and fail to appreciate how utterly revolutionary Paul's teachings were when he first wrote them. However, familiar or not, it is for us to realize afresh how utterly and wonderfully it would transform today's workplace if these principles enunciated by Paul were to be implemented. The underlying principle here is this: in today's environment, employees are entitled to certain rights in the workplace. Some of these include a cordial work environment with the proper amenities to carry out day-to-day tasks, a safe workplace, fair treatment by employers, among other things. It should be noted also, that the same obligations of Christian charity, brotherly love and the golden rule that apply to workers apply equally to employers. It must be understood that the ethics enunciated in these verses apply equally to both employers and employees.

The employer must recognize that his treatment of his employees is indicative of how he treats God. Likewise, the employee must always remember that if he is to carry out his duties well, he must strive to be Godlike in his actions and motivations. Within the work environment, employees are required to provide service to their employers in a

conscientious manner; from the heart. At the same time, employers are expected to reciprocate and manage the workplace in a manner that is not threatening, hostile or vindictive. In other words, employers should not create an atmosphere where motivation is generated by fear or threatening.

Overall, employers should do whatever they can to make their employees successful. They should strive to inspire their employees to want to come to work because they want to be part of a diligent team that works hard and does the right thing because it is the right and Godly thing to do. This means that employers must learn to motivate employees by inspiration and not intimidation (Ephesians 6:5-9).

Study Organization

This research is organized in five chapters, as follows:

Chapter I includes a history of the problem, relationship between variables, investigations, problem statement, definition of terms, research hypotheses, supplementary questions, research objectives, justification, limitations, boundaries, assumptions and philosophical background.

Chapter II presents a comprehensive review of the literature concerning the work environment, work motivation, work commitment and job satisfaction.

Chapter III describes the methodology, the type of research, population and study sample, the measurement instrument, validity, reliability, operationalization of variables, the null hypothesis, and the operationalization of the null hypotheses, research questions, data collection and data analysis.

Chapter IV shows the results, the description of the population and sample, the behavior of the variables, validation of instruments, hypothesis testing, analysis of the

confirmatory model, analysis of alternative model, as well as additional analysis and qualitative results.

Finally, Chapter V presents the summary of the study, discussion of results, drawing conclusions, implications and recommendations.

CHAPTER II

FRAMEWORK

Introduction

In the second chapter of this paper, a few items will be considered, such as the importance of the different variables, the study of their dimensions and the different relations and correlations that might exist among them.

Work Environment

Importance

Work environment can be categorized in three ways: the physical work environment, the psychological work environment and the social work environment. A physically appealing and supportive work environment is paramount to employee job satisfaction. The “best” possible work environment is characterized by “competitive wages, trusting relationships between employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals (Agbozo et al., 2017) and these factors all have an effect on job satisfaction (Lane, Esser, Holte, & Anne, 2010; Tariq, Ramzan, & Riaz, 2013). Several studies have examined the impact of work environment on job satisfaction in various settings. Agbozo et al. (2017) examined the effect of work environment on job satisfaction in the banking sector in Ghana and found that employees with higher level of satisfaction with the work environment had a higher level of job satisfaction, and vice versa. Additionally, good communication

and relationships between staff and supervisors positively impacted staff morale and job satisfaction. The Hawthorne studies (Mayo, 1933) and Chandrasekar (2010), showed that monetary incentives and good working conditions, though important, are generally less important than the organization's efforts to meet individual workers' needs, the workers' desire to belong to a group and be included in the organization's decision making. Sarode and Shirsath (2014) showed that an ergonomically work environment set up is beneficial to employees short- and long-term health and safety and their overall job satisfaction and performance. Raziqa and Maulabakhsh (2015) concluded in their study of 215 employees from various educational institutes, banking sectors and telecommunication sectors in Pakistan, that a positive relationship exists between work environment and job satisfaction. A study by Bakotic and Babic (2013) concluded that work environment is an important factor for job satisfaction for employees who work under difficult working conditions. Additionally, Sell and Cleal (2011) also showed that work environment variables, like workplace and social support, have a direct impact on job satisfaction and that increase in incentives and rewards do not reduce dissatisfaction among these workers.

Dimensions

Koys and de Cottis (1991) suggest eight dimensions of the work environment:

1. **Autonomy:** The worker's level of independence in decision-making, the employee's control and decision-making power in relation to goals and preferences.

2. **Cohesion:** The perception of employee relations within the organization. Employees working together toward a common goal make the organization more cohesive and efficient.

3. **Confidence:** Measures the freedom with which employees feel they can

communicate with their managers.

4. Pressure: Perception regarding the performance measures of assigned tasks.

Setting meaningful goals.

5. Support: Refers to how involved employees are in setting meaningful goals and performance measures with the support and tolerance within the organization.

6. Recognition: Rewards given to employees for their contributions to the organization.

7. Fairness: The perception of the application of existing organizational policies and regulations to employees, the existence of equitable and clear policies within the organization.

8. Innovation: The spirit of allowing workers the opportunity of taking creative risks, as well as exploring new areas of work where experience is limited.

Litwin and Stinger (1998, cited in Sandoval Caraveo, 2004) considered the following six dimensions of work environment:

1. Structure: The perception of those within an organization about the rules, procedures, and other limitations of the organization.

2. Responsibility: The feeling that employees have toward the institution, the freedom in making work-related decisions in their work.

3. Reward: Employees' perception of the organization's reward system for a job well done.

4. Risk and decision making: The responsibility associated with exploring alternative ways of completing assigned task and making independent decisions.

5. Cooperation: The support received within the organization and the positive

relationships formed and experienced among workers in the workplace.

6. Conflicts: How members of the organization handle disagreements.

Baguer Alcalá (2005) considers that, in order to carry out work environment analysis, the following dimensions should be considered:

1. Satisfaction in the workplace: The morale that exists within the organization.

2. Personal treatment and work environment: The treatment received by employees from management, supervisors, as well as co-workers within the organization. Additionally, employees need to work in a clean and safe environment, a morally safe environment, without altercations, without shouting or permanent discomfort, where their ideas can be respected. Additionally, employees seek a working environment where others show concern and interest in their issues that are not related to work.

3. Promotion: Related to the employees' hope that management will help employees overcome their professional challenges by providing continuing education for their intellectual preparation, leading to promotion within the institution.

4. Recognition of work: The acknowledgement of staff for exemplary performance.

5. Adequacy of structures of the organization: The functionality of the organizational chart of the institution, the flexibility of rules and procedures, and exercising of reasonable controls.

6. Delegation of work: Encouraging staff to take initiatives, allowing them to manage their work and learn to take risks.

7. Training: The interest that is shown within the organization regarding workers' intellectual preparation for assigned duties.

8. Working conditions and safety: This concept relates to the physical condition of the workplace; the lighting, heating, air conditioning and the absence of harmful elements for health and accident prevention.

9. Environmental policies: Implementing environmental standards in the organization and the commitment to protect the ecosystem for future generations.

10. Evaluation of the concepts of motivation by the worker.

11. Participation and feeling of belonging.

12. Quality of leadership.

13. Social benefits: Related to the provision of fringe benefits which may include day care services, cafeteria or lunch facilities, company celebrations, flexible hours, medical insurance, and recreational facilities for employees.

Méndez Álvarez (2006) emphasizes that the work environment can be measured by a multitude of variables where an instrument or questionnaire can be constructed to measure these observations. These variables may include the control or revision of work, motivation, teamwork, the opportunity to develop or personal growth, commitment, trust in the institution, the rewards for the efforts and work done, the knowledge of the distribution of the institution by the employees, job stability, compliance with the assigned tasks, freedom to make decisions, interpersonal relationships, the image that employees have of the institution, work orientation toward the achievement of personal goals or the goals of the institution, and the manner of communicating information.

For Umaña Montero (2007), there are several dimensions which can measure the work environment of an institution. He only emphasizes four that, based on his experience, are the most important.

1. Impact of the environment dimension focuses on the factors such as the type of relationship that exists between subordinates and supervisors, the relationship that exists among supervisors and managers, and the degree of satisfaction that is perceived by the manner in which management engages in personnel selection, induction, training and compensation.

2. Managerial style dimension has to do with the technical knowledge of managerial staff, the methods of establishing and assigning work objectives, the use of feedback in improving work relations, motivational style of managers with employees, the employees' perception of supervisors and managers, the manner and ability to resolve conflict within the organization as well as good communication skills.

3. Characteristics of the work dimension identifies the skill variety, autonomy, task significance, task identity and feedback, and the outcomes of high job demands.

4. Physical environment dimension relates to the lighting, noise level, temperature and dimensions of the offices, among other aspects. It is important that due consideration is given to these aspects so that impartiality and justice can be perceived at all levels of the institution.

Work Motivation

Importance

Motivated employees are an integral part of a successful organization. Motivated workers tend to be more satisfied with their jobs, which leads to more productive employees. Work motivation has been described as a “set of energetic force that originates both within as well as beyond and individual’s being to initiate work-related behavior” (Ahluwalia & Singh, 2015). It is a “psychological process that directs, energizes, and

sustains actions” (Kamdron, 2015). In an organization, motivation is the expectation of satisfaction, as goals are chosen and employees are invigorated and directed in order to experience positive work outcomes (Warr, 2012). Baah and Amoako (2011) outlined a number of motivational factors (the nature of work, sense of achievement from their work, opportunities for personal growth, etc.) which help employees find their worth within the organization. Through the engagement of these factors, employees experience an increase in their motivational level which ultimately raises the internal happiness of employees and consequently their job satisfaction. A motivational model for job satisfaction developed by Ewen (1964) found that job-related factors can be categorized as hygiene factors and motivation factors. Hygiene factors do not cause satisfaction, but can change dissatisfaction into no satisfaction or short-term motivation. Motivational factors, on the other hand, increase employees’ positive feelings toward the job and thus turn dissatisfaction into satisfaction. According to this theory, hygiene factors move workers from job dissatisfaction to no job dissatisfaction while motivation factors move employees from no job dissatisfaction to job satisfaction. Thus, motivated workers experience an increase in job satisfaction.

Dimensions

Robbins and Judge (2009) describe the dimension of work motivation as follows:

1. Involvement in work which measures the degree to which employees identify psychologically with their employment and considers the level of their perceived performance as beneficial. Employees with a high level of involvement in their work are motivated to carry out the assigned tasks. They really do care about and identify with the kind of work they do and the high level of work involvement is positively related to the

social responsibility of the company and the performance at work. It has been shown that intense involvement in work is related to less absenteeism and resignation rates.

2. Psychological empowerment refers to the employees' belief in the degree to which they can influence their work environment, their competence, significance of their position and their perceived autonomy in their work.

3. Organizational commitment is defined as the degree to which an employee identifies with an organization and its goals and wants to maintain the relationship with it. Involvement in work means identifying with a specific job, while the organizational commitment is the identification of the individual with the organization. The organizational commitment has three different components: (a) affective commitment to the organization and belief in its values, (b) commitment to continue in the organization and (c) normative commitment to remain with the organization for moral or ethical reasons.

4. Perceived organizational support deals with the degree to which employees believe that the organization values their contribution and care about their welfare. Employees are more committed to the organization when they perceive that the organization gives them support, rewards are delivered with fairness, and justice. Moreover, the employees who have a voice in decision-making perceive their supervisors as individuals who provide support.

5. Employee engagement refers to the involvement, satisfaction and enthusiasm of an individual with the assigned duties within the organization. The employees who are most engaged with the organization feel a passion for their work and a deep connection with the organization. Employees with little or no engagement give time but no energy or attention to their work. Identification is a real concern for most organizations,

because surveys indicate that only between 17 and 29 percent of employees in an organization show real identification in their work.

In the next paragraphs, some important factors of the organization will be presented:

Communication

Robbins and Judge (2009) assure that communication fulfills these four important functions in an organization:

1. It serves to control the behavior of members of the organization based on the requirement to follow the guidelines of the formal hierarchies of authority.

2. Communication encourages motivation of employees by clarifying their assigned tasks in the organization, by evaluating their performance and providing feedback to improve performance. The establishment of specific goals, feedback about performance and the reinforcement of the desired behavior stimulate motivation and required communication.

3. It is a means of emotional expression. For many employees, communication with theirs is their main source of social interaction. The communication that takes place within the group is a fundamental mechanism through which members express their frustrations or feelings of satisfaction. Therefore, communication provides a means for the emotional expression of feelings and to satisfy social needs.

4. Communication facilitates decision-making. It offers individuals and groups the necessary information for decision-making when transmitting data to identify and evaluate alternative options. One should not view one of these four functions as more important than the others. For groups to perform effectively there needs to be some

form of control over the members, stimulation of members to perform at the highest performance levels and provide avenues for emotional expression and choice of decision. Almost every interaction of communication that takes place in a group or organization engages one or more of these four functions.

Hageman (2003) mentions that open communication implies that information flows freely from top to bottom, bottom to top, and in all directions within an organization. This also means that reciprocal feedback is given and received in an atmosphere of trust where people care about each other and respect each other.

Organizational Culture

Robbins (2004) refers that the organizational culture is a system of meanings shared by the members of an organization, which distinguishes it from others. The research suggests that there are seven dimensions which capture an organization's culture.

1. Innovation and risk-taking refer to the degree to which employees are encouraged to be innovative and take risks within the organization.

2. Thoroughness or attention to detail is the degree to which employees are expected to show accuracy, analytical skills and attention to detail.

3. Results orientation deals with the degree in which managers focus on the results more than the techniques and procedures used to achieve these results.

4. People orientation is the degree to which the decisions of the management take into account the effect of those decisions on the members of the organization.

5. Team orientation refers to the degree to which work activities are organized in teams rather than individually.

6. Aggressiveness deals with the degree to which people are daring and competitive, rather than carefree and cooperative.

7. Stability is the degree to which the activities of the organization are geared toward maintaining the status quo rather than promoting growth and change.

All these characteristics are the basis for the feelings of comparative understanding that employees have of an organization, how things are done and how they are supposed to behave.

Robbins and Judge (2009) refer to the organizational culture as the perception that employees of the organization form based on such factors as the degree of risk tolerance, emphasis on equipment and support for people. These favorable or unfavorable perceptions affect the performance and satisfaction of the employees. Historically, in the models of management and organizational behavior, there has been no place for spirituality. However, accounting for spirituality helps to better understand the behavior of employees. Currently, organizations promote a spiritual culture, where they recognize that people have mind, spirit, and seek meaning and purpose in their work. They want to connect with other human beings as well as be part of a community. The concept of spirituality refers to the analysis of motivation and the balance between work and personal life. Spiritual organizations care about helping people to develop and achieve their full potential. Some cultural characteristics that tend to be evident in spiritual companies are as follows:

1. An intense sense of purpose. Spiritual organizations build their cultures around a meaningful purpose. Although profits are important, they are not the main values of the organization. People want to be inspired by a purpose which they believe

to be important and beneficial.

2. Trust and respect. Spiritual organizations are characterized by mutual respect and trust, honesty and openness. Managers aren't afraid to admit mistakes, treat people with dignity and respect and create an environment which is free of strife, fear or abuse.

3. Humanistic work practices. These include flexible work schedules, rewards based on group and organization, decrease in differences in employee wages and status, guarantees of the rights of the individual worker, empowerment of employees and job security.

4. Tolerance to the expression of employees. The final characteristic that differentiates organizations based on spirituality is that it does not inhibit the emotions of employees. These organizations allow people to be themselves, to express their moods and feelings, without guilt or fear of a reprimand.

Nelson and Cooper (2007) noted that there is a current trend to create a positive organizational culture within organizations which emphasize the development of employee strengths, a reward system more than punishment, as well as promoting individual vitality and growth.

1. Development of employee strengths. Much of this aspect of organizational culture and administrative practice has to do with correcting employee problems. Although a positive organizational culture does not ignore problems, it focuses on showing workers how to capitalize on their strengths.

2. Reward more than punishment. There is a time and place for employee corrective action, but there are also times for rewards. Although most organizations focus on enough extrinsic rewards such as salary and promotions, they often forget the

power of smaller (and cheaper) rewards, such as praise. Creating a positive organizational culture means that 'managers catch employees doing something good'. Not giving compliments to employees has become a “silent killer” of employee motivation. Since employees usually do not ask for praise, it is common for managers not to realize the cost of not giving it.

3. Emphasis on vitality and growth. This concept emphasizes not only on the effectiveness of an organization, but also on the growth of the individual. An organization will not get the best from its employees if they see themselves as just mere tools or parts in the company. A positive culture recognizes the difference between a job and a career, and shows interest, not only in what the employee can do to contribute to the effectiveness of the organization, but in what the company can do to make the employee more effective.

Compensations

Robbins and Coulter (2010) mention that the development of an effective and appropriate compensation system is an important part of the administration process of human resources. It can help attract and retain competent and talented individuals who can help the organization achieve its mission and goals. In addition, it has been demonstrated that the compensation system of an organization influences the strategic performance of employees. Managers should develop a compensation system that reflects the changing nature of the position and work duties in order to keep people motivated. The compensation package of an organization can include many different types of incentives, including salary and fringe benefits such as vacation days, sick days, personal days, paid company holidays, pension plans, stock ownership plans, health insurance,

dental/eye insurance, life insurance, and more. Management must establish a just, equitable and motivating compensation system that allows organizations to recruit and maintain a talented, capable and motivated workforce. Then the determinants of the level of compensation and benefits may include: (a) exercise and employee performance, (b) type of performance in the position, (c) type of business, (d) unionized vs non-unionized jobs and positions, (e) emphasis on labor or capital, (f) management philosophy, (g) geographic location, (h) profitability of the company and (i) size of the company.

Hageman (2003) noted that one of the main challenges facing organizations is the creation of remuneration systems that motivate staff.

The more people earn and the more they identify with what they do, the lower the relative importance they attribute to money. For these employees the feeling of well-being at work is more important than money. Although management should not rely exclusively in the material incentives, it is necessary to carry out an internal review to discover what motivates employees in the organization as well as what harms the motivation of those employees. A good motivation not only contributes to achieving a feeling of well-being in the individual, but also has positive economic implications.

Information

Hageman (2003) points out that keeping people informed of what is going on in the organizations encourages security and trust among employees, if the manager has considerable credibility based on the strength of past experience.

Feedback

Hageman (2003) confirms that open communication is one of the best ways to

inspire excellent performance, improve employee morale, and foster a warmer corporate culture. Positive and negative feedback is important. Recognition for a job well done produces better performance and constructive criticism encourages people to develop and test their own potential. However, it is essential to choose the appropriate form of expression. The lack of managers' response to the employees' work indicates indifference, contempt and punishment causing employee motivation to disappear. The lack of feedback is the biggest destroyer of motivation in an organization. Nobody likes to go unnoticed. Feeling ignored is a psychological burden that causes different reactions. A considerable number of conflicts arise from a permanent lack of attention. As a result, the will to work is lost and productivity decreases. Showing interest and feedback are two particularly important tasks when hiring and training new staff. Feedback means to judge attitudes, actions and achievements of others; it is the information about the person doing a task, which is used as the basis for improvement.

Work Satisfaction

Robbins and Judge (2009) define work satisfaction as a positive sensation about the work, which arises from the evaluation of its characteristics. A person with high job satisfaction has positive feelings about his/her work, and a dissatisfied worker will have a negative feeling about the work.

Velasco Lince, Bautista Santos, Sanchez Galvan, and Cruz (2006) say that job satisfaction is a motive in itself, that is, an attitude, not a behavior, since it is the expression of a need that may or may not be satisfied. Thus, the elimination of sources of dissatisfaction leads, to a certain extent, to a better performance of the worker as is reflected in a positive attitude toward the organization. When there is dissatisfaction in

the workplace there will be a breakdown in human and labor relations.

Robbins (2004) suggests that in work satisfaction, it is important to consider four factors:

1. Mentally stimulating work. People prefer jobs which offer varied tasks, allowing them the opportunity to apply their skills and abilities, freedom to execute their duties and feedback on their performance, thus promoting their intellectual stimulus.

2. Equitable remuneration. Employees want a payment and promotion scheme that seems fair, clear, and meets their expectations. When it is perceived that the salary is equitable and that it is based on the demands of work, and the capabilities of the individual, employees feel more satisfied. Similarly, a system of equitable promotions which promotes opportunities for promotion and personal growth, leading to greater responsibilities and a better position, cause employees to be more satisfied.

3. Supportive work condition. Employees that are interested in their environment work both for their own comfort and to facilitate the performance of their duties. In such an environment the employee can openly come to their managers with their concerns, knowing that their managers care about them.

4. Team-based support. This concept posits that people receive more satisfaction from the social contact form at work than from the remuneration they receive.

Leadership

Hageman (2003) says that most employees, on the first day, arrive motivated. However, as time passes, conditions in the workplace can make a person less enthusiastic. Good leadership means keeping employee motivation high. The leadership style of a company determines the level of motivation of its personnel. An authoritative

company that is based on giving orders of how tasks should be completed and detailing how it must be done, is not the right way to keep employees motivated. A motivated employee must know the company's objectives, remain committed to it, and complete his/her work with minimal supervision. The authoritarian style of leadership no longer fits in today. Nobody likes to receive orders all the time. The best leadership style consists of discovering collaborative methods of establishing the objectives, with direct communication and participation from employees.

Work Commitment

Importance

Work commitment is “a psychological state that characterizes the employee’s relationships with the organization and has implications for the decision to continue membership in the organization (Allen & Meyer, 1990). Meyer and Herscovitch (2001) also define commitment as a “force that binds an individual to a course of action of relevance to one or more targets”. Mowday, Steers, and Porter (1979), define organizational commitment as the relative strengths of a person’s identification with, and involvement in, an organization. Allen and Meyer (1990) categorized work commitment in a three-dimensional construct; affective, normative and continuance commitment. Affective commitment relates to the emotional attachment that the employee has to the organization. Normative commitment deals with the employee’s obligation to stay with the organization while continuance commitment relates to the fear or sense of loss associated with leaving the organization. In the current business environment, committed workers are very important to an organization. Committed workers are more likely to engage in productive behaviors and less likely to leave the organization (Hsu, 2009; Meyer, Allen, & Smith,

1993; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Uncommitted employees on the other hand, cause higher turnover, absenteeism and tardiness (Meyer et al., 2002).

Dimensions

Porter and Smith (1979) suggest that commitment is defined by three aspects: the desire to remain in the organization, the willingness to make great efforts in favor of the organization and a solid belief and acceptance of the values and objectives of the organization. A committed employee is reflected in the quality of his/her work, performance, attendance and longevity at work. Gordon (1980, cited in Grajales Guerra, 2000) puts forth four dimensions that explain the commitment: loyalty, responsibility, disposition toward work, and conviction or faith in unity.

Below are three important dimensions of organizational commitment as mentioned by Claire Rocha and Bohrt Peláez (2004).

1. Identification: acceptance of the organizational goals as well as identifying with the beliefs, purposes, ideas and objectives of the organization.
2. Membership: the desire to remain in the institution; the need to feel a part of the organization.
3. Loyalty: always be willing to defend the organization, compliance with, and respecting the rules and regulations of the organization.

Work Satisfaction

Importance

The concept of job or work satisfaction was first developed from a study by Elton Mayo and his colleague Fritz Roethlisberger from Harvard University in the late 1920s

and early 1930s. The study commonly referred to as the Hawthorne studies, examined the working behaviors of employees at the Hawthorne plant at a Western Electric Company plant in Chicago, Illinois. The study's intent was to examine whether workers were more responsive to certain physical environmental conditions, such as improved lighting. A surprising conclusion of the study is that employees were responsive to the social environmental factors, such as the people they worked with, and the amount of interest their manager showed in their work. Employers must work to ensure that employees experience the highest level of job satisfaction. The literature (Cowden & Cummings, 2012; Hairr, Salisbury, Johannsson, & Redfern-Vance, 2014; Palmer, 2014) has shown that employees with high level of satisfaction are less likely to leave the organization and are more committed to it. Job satisfaction has also been shown to reduce work stress among employees (Kuo, Lin, & Li, 2014). The results of this study showed that higher job satisfaction significantly decreased work stress. The study shows the need to build a supportive environment to job satisfaction among workers.

Dimensions

Locke (1976) identified nine dimensions of job satisfaction, of which he categorized the first six as events or conditions, and the other three dimensions as agent designation. The events or conditions are described below:

1. Satisfaction with work or work content relates to the employee's attitudes toward job duties and tasks within the organization.
2. Satisfaction with the salary relates to the remuneration received for duties performed and how it is distributed among the employees.
3. Satisfaction with promotions refers to the opportunities for upward mobility

within the organization as well as the availability of training opportunities for employees.

4. Satisfaction with recognition includes criticism and praise that employees receive for the work done as well as the cognizant of their work within the organization.

5. Satisfaction with the benefits such as job security, vacation pay, retirement, health insurance.

6. Satisfaction with supervisors and managers, which involves their leadership style, level of interpersonal relationships, and technical, intellectual and administrative abilities.

The designation of agents is the following:

1. Satisfaction with co-workers, which has to do with friendship, skills and support received from colleagues.

2. Satisfaction with work conditions such as scheduling, lighting, safety of physical work location.

3. Satisfaction with the organization and management, which refers to the policies as it relates to employee benefits and salaries.

Meliá and Peiró (1989) put forth six dimensions of job satisfaction: satisfaction with work in general, satisfaction with the way in which an employee carries out his/her work, satisfaction with opportunities for personal development, satisfaction with remuneration package, satisfaction with the physical environment of work and satisfaction with the relationship between subordinates and the boss.

Wanous and Lander (1972, cited in Fernández, 2003) identified nine different operational definitions of job satisfaction and divided these definitions into two main groups; additive or subtractive methods and that of multiplicative models.

1. Additive or subtractive methods argue that job satisfaction is the sum of satisfaction regarding all aspects of work. It can also be defined as the difference between the degree to which employee needs can be met and the degree to which they should be met.

2. Multiplicative models argue that job satisfaction is a function of the sum of products of one of the variables that are derived from the satisfaction with, and the perceived importance of a more specified aspect of the job, and the intensity of the desire that one feels for that job.

Based on these concepts, below are some elements of job satisfaction that have been used in various investigations within the literature:

The work itself (content, functions and control, interests, probabilities of success), supervision or style (human relations), organization and direction (interest toward collaborators, among others), the possibilities of progress (base and honesty), collaborators (competence, altruism, affability), working conditions (physical and psychic), the reward and the financial and non-financial payments (amount, convenience), and recognition.

Smith, Kendall, and Hulin (1969) created an instrument to assess job satisfaction, known as the Job Descriptive Index (JDI). They proposed five dimensions to assess job satisfaction: Peers, work and functions, opportunities for promotion, direction and satisfaction, and salary.

Relationships between Variables

Work Environment and Job Satisfaction

The work environment in any organization will dictate the social relationship in

the organization as well as the nature of relationships between colleagues, managers and the organization. The biggest asset of any organization is its labor force, and a satisfied, motivated and committed labor force is the want every organization should strive for. Productivity is dependent on the work environment that exists in the organization. Workers who are happy with their work environment will be more satisfied with their job than those who are not. In a study conducted on workers of Domino's Pizza, Jain and Kaur (2014) found that workload, stress, overtime, boredom (all negative work environment factors), increased job dissatisfaction. However, a good working environment characterized by refreshment and recreational facilities, health and safety facilities, etc., led to an increase in job satisfaction. Raziqa and Maulabakhsh (2015) also found a positive relationship between work environment and employee job satisfaction in a study of 210 employees across various industries in Pakistan.

Motivation and Job Satisfaction

The research shows that motivated workers are generally more satisfied with their jobs (Alniaçık, Alniaçık, Akçin, & Erat, 2012). In their field research study of 250 workers in various industries in Turkey, the results showed a positive correlation between motivation and job satisfaction. Bang, Ross, and Reio (2012) surveyed 214 individuals who worked for 22 nonprofit organizations in a Midwestern state in the US and also found that volunteers who were motivated by their values were more satisfied with their volunteer experience.

Work Commitment and Job Satisfaction

Work commitment is important to an organization because the success or failure

of the organization is closely related to the level of motivation of its employees. Highly committed employees will be more eager to work and go the extra mile on behalf of the organization. Less committed employees may not want to work as hard and may have a laissez-faire attitude toward work. Highly motivated employees will ensure that the work is done at the highest level resulting in increased productivity. A review of literature has proven that work commitment is positively related to job satisfaction (Abdallah, Obeidat, Aqqud, Al Janini, & Eid Dahiyat, 2016; Camp, 1994). An organization will experience a lower rate of employee turnover if its workforce is committed. A committed employee has an emotional attachment to the organization, thus making it harder to leave (Jaworski & Kohli, 1993). This emotional attachment can lead to loyalty, which causes an employee to fully accept the goals and values of the organization. Thus, a committed employee will be satisfied with his job because he has fully accepted and agreed with the objectives and principles of the organization (Hawkins, 1998). Furthermore, Joo, and Lim (2009) noted commitment involves more than loyalty to the organization. It involves defending the it against criticisms, thus from the employee's perspective, commitment can be linked intrinsically to job satisfaction.

Research about the Variables

Raziqa and Maulabakhsh (2015) put forth a model to understand the relationship between work environment and job satisfaction. They proposed the following conceptual model of working environment and job satisfaction to test the relationship between working conditions and the job satisfaction where H_1 says that a better working environment will lead to increased job satisfaction (see Table 1).

Table 1

Working Environment and Job Satisfaction Relationship

Working Environment	Job Satisfaction
Working hours, job safety and security, relationships with co-workers' esteem relationship with co-workers' needs, top management) productivity)	(Employee loyalty, sense of ownership, level of commitment efficiency and effectiveness,

The study comprised of 210 employees over various industries in Pakistan. The results found that work environment was a good predictor of employee job satisfaction. An unsatisfactory working environment restricted the contributions of employees to the organization, thus the study highlighted the importance of employers providing a satisfactory work environment for employees.

Chiang Vega et al. (2008) also found that work environment was a good predictor of job satisfaction. In their study, they sampled 547 workers of 44 work groups and six organizations. The results show that there was enough reliability between the constructs and there was a positive relationship between the variables.

A study of Domino's Pizza in Jaipur City by Jain and Kaur (2014) also found similar results. Their study considered three elements of the work environment; physical, mental and social. The Physical Environment focused on ventilation and temperature, noise, infrastructure and interior amenities. The mental environment focused on fatigue, boredom, monotony, attitude and behavior of their supervisor and colleagues. The social environment focused on the social groups formed within the organization.

The results indicated that workload, stress, overtime, fatigue, and boredom are some factors that increase job dissatisfaction, while on the other hand, good working

conditions, refreshment and recreation facilities, health and safety facilities, and fun in the workplace increase the degree of job satisfaction.

In another study measuring job satisfaction of nurses in rural Papua New Guinea (Jayasuriya, Whittaker, Halim, & Matineau, 2012), a stepwise regression analysis model for predicting job satisfaction was developed. The model found that work climate was a significant predictor of job satisfaction. The findings concur with other qualitative studies in this area.

Work commitment is the employee's feeling of dedication to the organization, the willingness to work hard for the employer and the intention of remaining with the organization for a long time (Susanty & Miradipta, 2013). In their study, a sample of 200 workers at PT Intech in Indonesia were examined. The research was carried out using structural equation modeling and concluded that organizational commitment was a significant predictor of job satisfaction. The result is in line with other research presented by Markovits, Davis, and Van Dick (2007) and Sharma, Bajpai, and Adeloka (cited in Susanty & Miradipta, 2013).

Khan and Siddiqui (2017) conducted a research on 100 executives from different banks in Aligarh, India to explore the impact of work commitment on job satisfaction. As has been consistent in the literature, the empirical results confirm that work commitment is a significant predictor of job satisfaction. The bank executives who possessed a high level of commitment were expected to have high satisfaction and those with a low level of commitment a low level of satisfaction. A review of the literature has proven that work commitment is positively related to job satisfaction (Abdallah et al., 2016; Camp, 1994).

Work motivation is concerned with the goal directed behavior and job satisfaction deals with the fulfillment. Research has shown that motivated workers are generally more satisfied with their jobs (Alnıaçık et al., 2012). Alnıaçık et al (2012) studied 250 workers among various industries in Turkey to examine the relationships between career motivation, affective commitment and job satisfaction. The results show a significant positive relationship between motivation and work satisfaction.

CHAPTER III

METHODOLOGY

Introduction

This study seeks to explore the relationship of causality between the variables of work environment, work motivation and work commitment on employee job satisfaction at the Northeastern Conference of Seventh-day Adventists (Northeastern Conference) in Queens, New York, USA.

This chapter focuses on and outlines the description of the methodology used during the investigation of the research. It also addresses the design of the study which includes the following: (a) the type of research, (b) the study population, (c) the sample, (d) the measuring instrument, (e) the null hypothesis, (f) the data collection and (g) the data analysis.

Type of Investigation

The research is a quantitative investigation, because according to Hernández Sampieri, Fernández Collado, and Baptista Lucio (2014), a research has a quantitative approach if data collection is used to test a hypothesis while considering numerical measurements and statistical analysis to establish patterns of behavior and test the theory. This method of investigating a phenomenon involves the collection and analysis of quantitative data. This refers to any data that is in numerical form. Quantitative research is, therefore, an empirical investigation of observable phenomena using statistical, mathematical and

computational techniques.

The research is also explanatory because it is an attempt to identify the causal relationships between variables, both directly and indirectly, by providing explanation for the interrelationships between the different variables (Hernández Sampieri et al., 2014). It is an effort to connect ideas, to understand the cause and effect, in order to determine what variables explain the level of job satisfaction of Northeastern Conference employees. It has, therefore, increased the author's understanding of what drives the job satisfaction of Northeastern Conference employees.

The investigation is transversal or cross-sectional in nature (Hernández Sampieri et al., 2014), because data was collected in a single moment in time. This observational study analyzes data from a representative subset of Northeastern Conference employees at a specific point in time. The instruments were administered in a single moment between the months of June to September of 2018.

The main objective of this research was the description of a phenomenon. The research is therefore descriptive (Malhotra, 2004), because descriptive research is the type of conclusive research whose main objective is to describe generally the characteristics or functions of the problem in question. The research seeks to find differences between the groups of variables for gender, type of employee, type of employment, academic level, the role in the organization, and the years of service to the Northeastern Conference.

Finally, the investigation is field research because the data was collected among the staff of Northeastern Conference who work or live in the states of New York, Massachusetts, Connecticut, Rhode Island, New Jersey and Pennsylvania.

Population

The population or universe is a set of all the cases that agree with certain specifications (Hernández Sampieri et al., 2014). The population that was used in this research consisted of 412 staff members of the Northeastern Conference of Seventh-day Adventists.

Sample

According to Hernández Sampieri et al. (2014), the sample is a representative subset of the population. Two non-probabilistic ways of selecting the sample was employed, namely purposive sampling and convenience sampling. Non-probability sampling represents a group of sampling techniques that helps a researcher select units from a population that is of interest to the researcher in the study. Purposive sampling employs the technique of using the judgment of the researcher in selecting the units of the population that is being studied. Convenience sampling is used when the units that are selected and included in the sample are available and are the easiest to access. Direct sampling is the term used when a sample is taken from the actual population. The type of sampling conducted in this investigation is non-probabilistic, direct, purposive and convenience. This means that the employees of the Northeastern Conference were intentionally selected. The sample was 111 employees, representing 26.94% of the total population.

Measuring Instruments

This section presents the different variables used in the study, the development of the instrument, the content validity, the construct validity and the reliability of the instruments.

Variables

A variable is any factor that can fluctuate and whose variation can be measured or observed (Hernández Sampieri et al., 2014). The variables used in this research are as follows: (a) independent (work environment, work motivation and work commitment), (b) control or dependent variable (job satisfaction).

Instrument Development

A measuring instrument, according to Hernández Sampieri et al. (2014), is any resource that the researcher uses to approach the phenomena and extract information. Testing the theories of this research require measuring these constructs accurately, correctly and in a scientific manner before the strength of this relationship can be tested. Measurement is the careful, deliberate observations of the real world by selecting data that corresponds to the indicators and the variable or concepts used.

Below is a description of the process used in the conceptualization and operationalization for creating and selecting the measures for the instruments used in this study.

1. A conceptual definition of the variables work environment, work motivation, work commitment and job satisfaction were made.

2. The variables work environment, work motivation, work commitment and job satisfaction were put into dimensions.

3. Once the instruments were created, the help of writing experts was requested for their correction.

4. Five Doctor in Philosophy Professors from two major universities in the United States and one major university in Mexico were provided with an evaluation tool. This tool listed the name of each variable along with the indicators for the variable. Each

indicator or item had a five-point Likert scale to assess relevance and clarity. The writing experts were actively engaged in and assisted in validating the content of each question for relevance and clarity.

5. After the checks for relevance and clarity were completed, the resulting instruments used in this study were derived and consisted of seven sections: (a) general instructions and demographic data, (b) variable work environment, with 20 statements; (c) variable work motivation, with 22 statements; (d) variable work commitment, with 16 statements; and (e) job satisfaction, with 24 statements.

6. Once the instruments were approved by the advisor, permission for distribution of the instruments was requested and obtained from the President of the Northeastern Conference and the Superintendent of Schools of the Northeastern Conference. The instruments were then distributed to the employees of the Northeastern Conference and the data was collected.

The instrument used in the study is shown in Appendix A.

Instrument Validity

This section discusses the content validity and the construct validity of the variables used in the research.

Content Validity

According to Brown et al. (1996), content validity is used to determine the extent to which the items in an instrument are a representative sample of the content of the objectives or specifications the test was originally designed to measure. In determining the content validity, the validation process of the content of the instruments was as

follows:

1. Several interviews were conducted with the advisors to get their opinion on the measurement of the variables, and to make judgements about the degree to which the test items matched the test objectives and specifications.

2. A review of the literature in different databases on the variables work environment, work motivation, work commitment and job performance, was done.

3. In agreement with the advisor, the items that would be used in the instrument were selected. These were selected by taking into account the list of dimensions, sub-dimensions and the criteria of the instrument to be proposed.

4. Consultations and reviews of the research were carried out by the advisors.

5. Clarity and relevance were evaluated with the help of five experts in the subject area.

Construct Validity

The factorial analysis procedure was used to evaluate the validity of the constructs of work environment, work motivation, work commitment and job performance. The results of the validation of each variable are presented in Appendix B. Next, the statistical tests of the factor analysis for the constructs are presented.

Work Environment

The instrument of work environment was made up of four dimensions: (a) social environment (WESE1 to WESE5), (b) physical environment (WEPE6 to WEPE9), (c) Intellectual environment (WEIE10 to WEIE13, WEIE17 to WEIE19), and (c) spiritual environment (WESPE14 to WESPE16, WESPE20).

The factorial analysis procedure was used to evaluate the validity of the work environment construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 20 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .838) was found. This is indicative of enough correlation between the items of the construct. For the Bartlett sphericity test, the results ($\chi^2 = 1,162.66$, $df = 190$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (all greater than .6). This means that there is good correlation between the items of the construct and therefore factor analysis can be applied to the data.

For the extraction statistics by main components, it was found that the communality values ($Com_{min} = .571$; $Com_{max} = .818$), the 20 items are superior to the extraction criteria ($Com = .300$). This means that there is enough communality between the items of the construct. In relation to the total variance explained, a confirmatory analysis was carried out with four factors explaining 65.65% of the total variance; this value is greater than 50%. The four factors explained 66% of the construct.

For the rotated factorial solution, the Varimax method was used. Table 2 presents information comparing the relative saturations of each indicator for the four factors of work environment.

The first factor constituted nine indicators and was assigned the name "spiritual environment". The indicators were the following: "quality of spiritual life of the organization's staff" (WESPE14), "relationship between co-workers" (WESE2), "relationship

Table 2

Rotated Component Matrix of Work Environment

Indicators	Factors			
	1	2	3	4
The quality of spiritual life of the organization's staff (WESPE14).	.791	.174	.199	.116
The relationship between co-workers (WESE2).	.762	-.173	-.042	.134
The relationship between supervisor and subordinates (WESE1)	.735	.315	.044	.056
The upholding organization's code of conduct by employees (WESPE15).	.712	.096	.251	.152
The quality of staff morals (WESPE16).	.672	.204	.196	.272
The recognition of employees' work by the supervisor (WESE3).	.660	.362	.113	.066
Employees' commitment toward organization's mission (WESPE20).	.653	.085	.214	.302
The hiring procedure (WESE4).	.621	.287	.141	.125
The supervisor's level of leadership quality (WESE5).	.607	.370	.210	
The opportunities for professional training (WESE11).	.100	.818	.077	.091
The organization's support of personal goals (WESE12).	.280	.764	.111	.207
The opportunities for promotions (WESE10).	.238	.733	.133	.180
The compensation package of your institution (WESE13).	.131	.697	.271	
The physical environment of the work place (WESE6).	.117	.228	.867	
The quality of office equipment (WESE7).	.311	.188	.774	-.081
The security of work areas (WEPE8).	.147	.074	.682	.484
The security systems (WEPE9).	.196	.142	.617	.408
Salary equality between married and unmarried employees (WEIE18).	.162	.092		.873
Salary equality between male and female employees (WEIE17).	.191	.174	.125	.826
Staff motivation to complete duties (WEIE19).	.468	.380	.188	.500

between supervisor and subordinates” (WESE1), “upholding the organization’s code of conduct by employees” (WESPE15), “quality of staff morals” (WESPE16), “recognition of employees' work by the supervisor” (WESE3), “employees' commitment toward the organization's mission” (WESPE20), “the hiring procedure” (WESE4), “supervisor's level of leadership quality” (WESE5).

The second factor constituted four indicators and was assigned the name “intellectual environment”. The indicators were the following: “the opportunities for professional training” (WEIE11), “the organization's support of personal goals” (WEIE12), “the compensation package of the institution” (WEIE10) and “the opportunities for promotions” (WEIE13).

The third factor constituted four indicators and was assigned the name “intellectual environment”. The indicators were the following: “the physical environment of the work place” (WEPE6), “the quality of office equipment” (WEPE7), “the security of work areas” (WEPE8) and “the security systems” (WEPE9).

The fourth factor constituted three indicators and was assigned the name “social environment”. The indicators were the following: “the salary equality between married and unmarried employees” (WEIE18), “the salary equality between male and female employees” (WEIE17), and “staff motivation to complete duties” (WEIE19).

Work Motivation

The work motivation instrument consisted of five dimensions: (a) control (WMC1, WMC2, WMC4, WMC5, and WMC16), (b) recognition (WMR18 to WMR22), (c) self-realization (MMS3, MMS11, MMS14, and MMS17), (d) influence (WMI10, WMI12, and WMI13) and (e) power (WMP6 to WMP9, WMP15).

The factorial analysis procedure was used to evaluate the validity of the seasonal demand behavior construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 22 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, it resulted in a value very close to the unit (KMO = .795). For the Bartlett sphericity test, it was found that the results ($X^2 = 871.167$, $df = 231$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (a low of .462 and high of .880).

For the extraction statistic of the main component, it was found that the commonality values ($Com_{min} = .376$; $Com_{max} = .787$), the 22 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, the confirmatory analysis was carried out with three factors, explaining 59.47% of the total variance; this value being higher than the 50% was established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 3 presents information comparing the relative saturations of each indicator for the five factors of work motivation.

The first factor was constituted by eight indicators and was assigned the name of "work recognition". The indicators were the following: "work is valued by the supervisor" (WMR20), "ideas and contributions are valued by the organization" (WMR21), "receive fair treatment at work" (WMR19), "opportunities to improve expectations" (WMC2), "recognized as a valuable asset to the organization" (WMR22), "duties are in line with abilities" (WMC1), "opportunity to be innovative"

Table 3

Rotated Component Matrix of Work Motivation

Indicators	Factors				
	1	2	3	4	5
Work is valued by the supervisor (WMR20).	.824	.177	-.069	.072	
Receive fair treatment at work (WMR19).	.816	.076	.123		
Opportunities to improve expectations (WMR16).	.763				.206
Ideas and contributions are valued by the organization (WMC2).	.756	.206	.056	.127	-.076
Recognized as a valuable asset to the organization (WMR22).	.702	.163	.219	.286	
Opportunity to be innovative (WMC16).	.497	.134	.258		.208
Ability to set goals on the job (WMC4).	.447	.132	.162	.183	.359
Seek help from others to overcome difficult tasks (WMI13).	.134	.714		.181	
Have influence over co-workers (WMI12).	.114	.700	.289	.091	-.128
Have good working relationships with co-workers (WMI10).	.232	.671	-.093	.226	.132
Enjoy working as a team (WMS11).	.146	.646		-.184	.413
Motivated to completing duties timely (WMS14).		.563			.337
Succeeded in duties (WMS11).	.337	.447	.068	.383	.220
Position gives prestige (WMC5).	.432	.077	.677	-.043	
Use access to influence colleagues to overcome difficulties (WMP9).	.364	.189	.644	.309	.101
Needs an incentive to do a good job (WMR18).	-.071	-.049	.606	-.050	-.109
Feels good when in a leadership role (WMP8).		.066	.568	.541	.189
Have good relationships with subordinates (WMP9).	.109	.219	.126	.836	.109
Duties are in line with abilities (WMC1).	.526	.130	-.153	.531	.081
The desire to develop new skills (WMS17).		.212		-.044	.810
More comfortable doing familiar tasks (WMP15).	.121	.067		.282	.614
Use power to help others (WMP6).	.042	-.062	.508	.365	.527

(WMC16), and "ability to set goals on the job" (WMC4). The last item presenting the lowest factorial load initially belonged to the dimension "control".

The second factor was constituted by six indicators and was assigned the name of "influence". The indicators were the following: "seek help from others to

overcome difficult tasks" (WMI13), "have good working relationships with co-workers" (WMI10), "have influence over co-workers" (WMI12), "enjoy working as a team" (WMS11), "motivated to completing duties timely" (WMS14), and "succeeded in duties" (WMS3).

The third factor was constituted by three indicators and was assigned the name of "power". The indicators were the following: "have good relationships with subordinates" (WMP9), "use power to help others" (WMP6), and "use access to influence colleagues to overcome difficulties" (WMP7).

The fourth factor was constituted by three indicators and was assigned the name of "control". The indicators were the following: "position gives prestige" (WMC5), "needs an incentive to do a good job" (WMR18), and "feels good when in a leadership role" (WMP8).

The fifth factor was constituted by two indicators and was assigned the name of "self-realization". The indicators were the following: "the desire to develop new skills" (WMS17), and "more comfortable doing familiar tasks" (WMP15).

Work Commitment

The work commitment instrument was made up of three dimensions: (a) affective commitment (WCA1 to WCA7), (b) continuance commitment (WCC8 to WCC12) and WCC15 (c) normative commitment (WCN13 to WCN14, WCN16).

The factorial analysis procedure was used to evaluate the validity of the innovative business model construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 16 statements have a positive correlation coefficient greater than .3. Regarding the sample adequacy measure KMO, a value very close to the unit (KMO =

.791) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 680.03$, $df = 120$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (min .558 and max value of .869). For the extraction statistic by main components, it was found that the commonality values ($Com_{min} = .334$; $Com_{max} = .718$) the 16 items are superior to the extraction criteria ($Comm = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 56.12% of the total variance, this value being higher than the 50% was established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 4 presents information comparing the relative saturations of each indicator for the three factors of the innovative business model.

The first factor was constituted by eight indicators and was assigned the name of "affective". The indicators were the following: "happy with assigned tasks" (WCA7), "satisfied with work done" (WCA5), "feel privileged to be part of the team" (WCA4), "employment has been long-term" (WCA2), "excited to work for the organization" (WCA1), "continuing working for the organization even when they face financial difficulties" (WCA6), "confident working with co-workers" (WCA3), and "defend the organization" (WCN16).

The second factor was constituted by six indicators and was assigned the name of "continuance". The indicators were the following: "able to take care of financial obligations with this job" (WCC10), "adequately compensated for the job done" (WCC15), "work is not an obligation but a duty" (WCC12), "have the resources to perform duties"

Table 4

Rotated Component Matrix for Work Commitment

Indicators	Factors		
	1	2	3
Feel privileged to be part of the team.	.816		.154
Excited to work for the organization.	.778	.148	.189
Employment has been long term.	.743	.288	
Happy with assigned tasks.	.689	.112	.046
Continuing working for organization even when they face financial difficulties.	.670	.241	
Confident working with co-workers.	.649	.246	.209
Satisfied with work done.	.567	.048	.100
Able to take care of financial obligations with this job.	.107	.752	
Have the resources to perform duties.	.174	.741	.109
I am adequately compensated for the job done.	.326	.700	.096
Work is not an obligation but a duty.	-.089	.662	.201
Leaving the organization would mean an economic loss.	.259	.578	-.224
Will lose a lot if I left the organization.	.438	.540	-.132
Duties are performed with professional ethics.	.092	-.109	.830
Compliance with work regulations is paramount.	.172	.100	.823
I defend the organization.	.458	.189	.498

(WCC11), "leaving the organization would mean an economic loss" (WCC9), and "will lose a lot if I left the organization" (WCC8).

The third factor was constituted by two indicators and was assigned the name "normative". The indicators were as follows: "compliance with work regulations are paramount" (WCN14), and "duties are performed with professional ethics" (WCN13).

Job Satisfaction

The job satisfaction instrument was made up of four dimensions: (a) personal satisfaction (JSPS1 to JSPS2, JSPS4, JSPS17), (b) work satisfaction (JSWS5 to

JSWS6, JSWS9 to JSWS11, JSWS13 to JSWS14, and JSWS19) (c) social satisfaction (JSSS18, JSSS21, JSSS22, and JSSS24), and (d) work recognition (JSWR3, JSWR7, JSWR8, JSWS12, JSWR15 JSWR16, JSWR20, and JSWR23).

The factorial analysis procedure was used to evaluate the validity of the business performance construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 24 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to unity (KMO = .855) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1,246.961$, $df = 276$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .7).

For the main components extraction statistic, it was found that the commonality values ($Com_{min} = .312$; $Com_{max} = .793$) the 24 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was performed with four factors, explaining 58.63% of the total variance, this value being greater than 50% was established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 5 presents information comparing the relative saturations of each indicator for the three factors of job satisfaction.

The first factor was constituted by eleven indicators and was assigned the name of "work satisfaction". The indicators were the following: "the support received from supervisors" (JSWS14), "the freedom of doing your job" (JSWS11), "treatment received from supervisors" (JSWS9), "level of supervision from supervisors" (JSWS10), "the

Table 5

Rotated Component Job Satisfaction

Indicators	Factors			
	1	2	3	4
The support received from supervisors (JSWS14).	.783	.285	.152	
Treatment received from supervisors JSWS11.	.781	.291	.313	
The fairness with which you are treated JSWS13.	.743	.304		
The freedom of doing your job JSWS9.	.741	.062		.262
Level of supervision from supervisors JSWS10s.	.718	.410	.048	.109
Supervisor's evaluation of your work JSWR12.	.707	.125	.333	
Opportunities for self-improvement.	.318	.686	.243	.071
Participation in the organization's decision making	.292	.680	.261	.141
The salary received from the organization.	.185	.670		.164
Interest of leadership in personal well-being.	.454	.649	.124	
Recognition by managers.	.458	.620	.180	.071
The achievements of work objectives.	.076	.498	.347	.346
Social activities at your job.	.401	.458	.197	.274
The quality of work produced at the job.	.073	-.263	.741	.270
Feeling of accomplishment that work provides.	.122	.217	.698	
Comments made by colleagues about your work.	.062	.374	.651	.056
Family feedback about your job.	.102	.054	.635	.182
Diversity of tasks performed.	.101	.433	.569	
Value of work contributions to the organization.	.186	.389	.469	
Quality of life derived from your work.	.439	.408	.448	.127
Manner in which you are reprimanded.	.364	.307	.394	.073
Treatment received from colleagues.	.319	.081	.394	.221
Timeliness in completing tasks.	.120	.077	.136	.854
Planning your work.	.045	.220	.191	.780

“supervisor's evaluation of your work” (JSWR12), “interest of leadership in personal well-being” (JSWR15), “recognition by managers” (JSWR8), “quality of life derived from your work” (JSWS19), “the social activities at your job” (WSWR23), and “treatment received from colleagues” (JSWS6).

The second factor was constituted by six indicators and was assigned the name of "work recognition". The indicators were as follows: "participation in the organization's decision making" (JSWR20), "the salary received from the organization" (JSWR3), "opportunities for self-improvement" (JSWR7), "the achievements of work objectives" (JSPS4), "manner in which you are reprimanded" (JSWS5), and "value of work contributions to the organization" (JSWR16).

The third factor was constituted by five indicators and was assigned the name of "social satisfaction". The indicators were the following: "the quality of work produced at the job (JSSS24), "feeling of accomplishment that work provides" (JSPS17)", "family feedback about your job" (JSSS22), "comments made by colleagues about your work" (JSSS21) and "diversity of tasks performed" (JSSS18).

The fourth and last factor was constituted by two indicators and was assigned the name of "personal satisfaction". The indicators were the following: "timeliness in completing tasks" (JSPS2), and "planning your work" (JSPS1).

Reliability of the Instruments

The instruments were subjected to reliability analysis to determine their internal consistency by obtaining the Cronbach alpha coefficient for each scale. The Cronbach alpha coefficients obtained for the variables are the following: (a) work environment .925, (b) work motivation, .872, (c) work commitment, .866, and (d) job satisfaction, .933.

All Cronbach's alpha values were considered as corresponding to very acceptable reliability measures for each of the variables (see Appendix B).

Operationalization of the Variables

Table 6 shows, as an example, the operationalization of the work environment variable, in which its conceptual definitions are included as instrumental and operational, in the first column the name of the variable can be seen, in the second column, the conceptual definition appears, in the third one, the instrumental definition that specifies how the variable will be observed, and in the last column each variable is codified. The full operationalization is found in Appendix C.

Null Hypothesis

Hernández Sampieri et al. (2014) mention that null hypotheses are propositions about the relationship between variables, which serve to deny what the research hypothesis affirms. In this investigation, the following hypotheses were formulated: Confirmatory, alternate and complementary.

Main Null Hypothesis

H₀. The empirical model, in which work environment, work motivation, and work commitment, are not predictors of the job satisfaction of the employees of the Northeastern Conference of Seventh-day Adventists in Queens, New York.

Operationalization of Null Hypotheses

Table 7 shows the operationalization of one of the null hypotheses of this investigation are presented.

Data Collection

The data collection was carried out in the following way:

Table 6

Operationalization of the Variable Work Environment

Variables	Conceptual definition	Instrumental definition	Operational definition
Work environment	It involves the physical geographical location of the place of work, including its immediate surroundings. It relates to how the physical, social, intellectual, spiritual environments in the institution affect job satisfaction.	<p>The degree to which the physical, social, intellectual, spiritual environment in the institution affects job performance of the employees of Northeastern conference, New York, was determined by means of the following 20 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p> <ol style="list-style-type: none"> 1. The quality of interpersonal relationships between supervisor and subordinates. 2. The quality of interpersonal relationships between co-workers. 3. The recognition of work by your supervisor. 4. The procedure for personnel/employee selection. 5. Your supervisor's level of leadership quality. 6. The compensation package at your institution (salaries, benefits, health, pensions, others) the goals. 7. The opportunity for professional training in my area of work. 8. Salary equality between men and women. 9. Salary equality between married and single personnel. 10. Employee level of motivation to complete assigned tasks. 11. The quality of the physical work place environment. 12. The quality of working/office equipment and/or tools. 13. The security of work areas. 14. The control or security systems in your association, mission or institution. 15. The support of the organization toward the achievement of personal goals. 16. The opportunities for promotions. 17. The quality of spiritual life of the organization's staff. 18. The upholding of the organizational code of conduct by employees. 19. The quality of staff morals. 20. Level of employee commitment toward the institutional mission. 	<p>To measure quality of the work environment, data was obtained from employees of the Northeastern Conference, through the measure of 20 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p>

Table 7

Operationalization of Hypotheses

Hypothesis	Variables	Level of Measurement	Statistical Test
H ₀₄ : The quality of the work environment, the degree of work motivation and the degree of work commitment are not predictors of the of the level of job satisfaction of the employees at the Northeastern Conference of Seventh-day Adventists in Queens, New York.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Work environment.	Metrics	
	B. Work motivation.	Metrics	
	C. Work commitment.	Metrics	
	Dependents		
	D. Job satisfaction.		

1. A letter was sent to the President of the Northeastern Conference of Seventh-day Adventists as well as the School Superintendent of the Northeastern Conference of Seventh-day Adventists. The letter requested permission for the researcher to apply the instrument to the staff.

2. The instrument was then distributed to pastors, school principals, teachers and other school employees, Victory Lake Camp staff and the office staff.

3. The survey was applied in physical form during work hours so that employees would be motivated to complete the instrument. The pastors' surveys were returned to a designated office employee. The surveys from the office staff were returned to a different office employee. The surveys for the teachers and other school employees were returned to the respective school principal. The surveys from Camp Victory Lake employees were returned to the camp director.

Data Analysis

The database was formed in the SPSS for Windows in version 20, in order to

perform the analysis of the variables in that program. Subsequently, the scores for each of the variables were obtained, following the process indicated in the operationalization of the variables. After having completed the database, descriptive statistics (measures of central tendency, variability, normality and detection of atypical and absent data) were used to clean the database and obtain demographic information, as well as to evaluate the behavior of the main variables.

CHAPTER IV

ANALYSIS OF THE RESULTS

Introduction

The focus of this research is to study the employees of Northeastern Conference of Seventh-day Adventists and was specifically designed to explore the causal relationship between the latent variables work environment, work motivation and work commitment and employee satisfaction in accordance to the theoretical model identified in chapter one.

Additionally, as outlined in chapter three, the research conducted was quantitative, exploratory, transversal, descriptive and field.

The outline of this chapter is as follows: (a) demographic description of the subjects, (b) validation of latent constructs, (c) normality of the latent constructs (d) null hypotheses of the structural models, (e) complementary null hypotheses, (f) complementary questions and (g) summary of the chapter.

Population and Sample

The research targeted the various employment groups of the Northeastern Conference of Seventh-day Adventists. A survey was prepared and distributed among the Northeastern Conference employees who included pastors, school principals, teachers and other workers at the schools, Camp Victory Lake staff and the office staff. The field work was conducted during the months of June through September of 2018, and

responses from 111 employees were received. After the cleaning process of the database, 100 samples remained.

Demographic Description

In the following section the results of gender category of respondents, the type of employee, the type of employment, the level of education, the years of service, and the role of the employee in the organization are presented (statistical tables are shown in Appendix D).

Gender

The gender distribution of respondents is based on gender. It is seen that there is a slightly higher number of male participants in the survey at 51% ($n = 51$) and 49% of the respondents were female ($n = 49$).

Type of Employee

Table 8 shows the distribution of employees based on the employee type. Salary exempt employees comprise 45% ($n = 45$) of the respondents and hourly employees comprise 31% ($n = 31$) of those surveyed. It seemed that more of the respondents were salary exempt employees.

Employment Type

The distribution of the employees by type of employment. It is observed that most of the employees who responded to the survey are full time employees, comprising of 78% ($n = 78$). The remaining 22% ($n = 22$) are part time employees.

Level of Education

Table 9 shows the distribution of the education level of the respondents. It is observed that respondents with at least a master's degree is 43% ($n = 43$) and those with a bachelor's degree follows with 27% ($n = 27$).

Table 8

Distribution of Participants by Type of Employee

Type of employee	<i>n</i>	%
Salary Exempt	45	45.0
Salary Non-exempt	9	9.0
Hourly	31	31.0
Locally funded	15	15.0
Total	100	100.0

Table 9

Level of Education among Participants

Level of education	<i>n</i>	%
High School	15	15.0
Bachelor	27	27.0
Masters	43	43.0
Doctorate	15	15.0
Total	100	100.0

Number of Years of Service

Table 10 shows the distribution of employees based on the number of years of service to Northeastern Conference of Seventh-day Adventists. It is observed that most of the respondents have 15 or more years of service to the Northeastern Conference

of Seventh-day Adventists, comprising of 42% ($n = 42$). Twenty-four percent ($n = 24$) have given more than 10 years but less than 15 years of service.

Respondent's Role in the Organization

Table 11 shows the distribution of employees based on their role in the organization. It is observed that the highest number of respondents answering the survey were pastors, at 22% ($n = 22$) followed by teachers, at 19% ($n = 19$).

Table 10

Distribution of Years of Service of Employees

Years of Service	n	%
Less than 2 years	9	9.0
More than 2 years but less than 5 years	9	9.0
More than 5 years but less than 10 years	16	16.0
More than 10 years but less than 15 years	24	24.0
More than 15 years	42	42.0
Total	100	100.0

Table 11

Distribution of Participant's Role in the Organization

Role	n	%
Administrator	3	3.0
Director/Executive	10	10.0
Administrative staff	12	12.0
Pastoral Staff	22	22.0
Principal	5	5.0
Support staff	15	15.0
Teacher	19	19.0
Other	14	14.0
Total	100	100.0

Arithmetic Means

Work Environment

Table 12 shows the arithmetic mean of the work environment variable. It can be observed that the items with the lowest arithmetic means are the opportunities for promotions (2.71), compensation package at the institution (2.84) and hiring procedures (3.04). This means that respondents are dissatisfied with the opportunities for promotion, the compensation package received, and the hiring procedures of the Northeastern Conference. It is observed that the items with the highest arithmetic mean are the supervisor's level of leadership quality (3.89), employee's commitment toward the organization's mission (3.81), and the recognition of employees' work by their supervisor (3.59). Employees are satisfied with these aspects of the work environment. The total mean for the construct was 3.39, an indication that the workers are indifferent to the work environment at the Northeastern Conference of Seventh-day Adventists.

Work Motivation

Table 13 shows the arithmetic mean of the work motivation variable. It can be observed that the items with the lowest arithmetic means are the employees need incentives to do their job (2.50), they need access to influential colleagues to overcome difficulties (3.24) and their position gives them prestige (3.37). It is observed that the items with the highest arithmetic mean are motivation to complete duties timely (4.43), duties are in line with abilities (4.44), and the desire to develop new skills (4.50). The total mean for the construct was 3.90; this means that the workers at the Northeastern Conference are motivated.

Table 12

Arithmetic Mean and Standard Deviation for Work Environment

	<i>M</i>	<i>SD</i>
The opportunities for promotions.	2.71	1.07600
The compensation package of your institution.	2.84	1.12600
The hiring procedure.	3.04	1.05300
The organization's support of personal goals.	3.23	1.10000
The opportunities for professional training.	3.26	1.16900
The salary equality between male and female employees.	3.32	.92000
The security systems.	3.35	.89200
The relationship between supervisor and subordinates	3.40	.98500
The salary equality between married and unmarried employees.	3.41	.75300
The quality of office equipment.	3.42	.86700
The security of work areas.	3.47	.97900
The upholding organization's code of conduct by employees.	3.48	.93700
The physical environment of the work place.	3.52	.82200
The quality of staff morals.	3.53	.98900
The quality of spiritual life of the organization's staff.	3.53	1.06800
The relationship between co-workers.	3.54	.90400
Staff motivation to complete duties.	3.57	.90200
The recognition of employees' work by the supervisor.	3.59	.99600
Employees' commitment toward organization's mission.	3.81	.84900
The supervisor's level of leadership quality.	3.89	1.01400
Work Environment	3.39	.61349

Work Commitment

Table 14 shows the arithmetic mean of the work commitment variable. It can be observed that the items with the lowest arithmetic means are that employees are able to take care of financial obligations with this job (2.76), the work is not an obligation but a duty (2.84) and employees are adequately compensated for the job done (2.89). It is observed that the items with the highest arithmetic mean are that employees are happy with assigned tasks (4.21), they feel uncomfortable when a job is not done well (4.24), and duties are performed with professional ethics (4.48). The total mean for the construct

Table 13

Arithmetic Mean and Standard Deviation for Work Motivation

	<i>M</i>	<i>SD</i>
Needs an incentive to do a good job.	2.50	1.1930
Use access to influential colleagues to overcome difficulties.	3.24	1.1070
Position gives prestige.	3.37	1.1070
Have influence over coworkers.	3.50	.9160
Ideas and contributions are valued by the organization.	3.56	.9780
Receive fair treatment at work.	3.59	1.0260
Recognized as a valuable asset to the organization.	3.67	.9330
Feels good when in a leadership role.	3.67	.9000
Work is valued by the supervisor.	3.92	1.0220
Opportunities to improve expectations.	3.92	1.0700
Have good relationships with subordinates.	3.93	.7950
Opportunity to be innovative.	3.97	.9790
Use power to help others.	4.07	.9870
Seek help from others to overcome difficult task.	4.10	.6740
Ability to set goals on the job.	4.14	.8170
More comfortable doing familiar tasks.	4.27	.7500
Succeeded in duties.	4.28	.6970
Enjoy working as a team.	4.41	.6830
Have good working relationships with co-workers.	4.42	.6060
Motivated to completing duties on time.	4.43	.6400
Duties are in line with abilities.	4.44	.8330
The desire to develop new skills.	4.50	.7040
Work Motivation	3.90	.4618

was 3.70; this means that the workers are somewhat committed to the Northeastern Conference of Seventh-day Adventists.

Job Satisfaction

Table 15 shows the arithmetic mean of the job satisfaction variable. It can be observed that the items with the lowest arithmetic means are the salary received from

the organization (2.78), participation in the organization’s decision-making process (3.09) and opportunities for self-improvement (3.20). It is observed that the items with the highest arithmetic mean are the feeling of accomplishment one’s work provides (4.16), the freedom of doing the job (4.25), and the quality of work performed at the job (4.33). The total mean for the construct was 3.71; this means that the workers are somewhat satisfied with their jobs at the Northeastern Conference.

Multiple Regression Assumptions

The dataset was cleaned to ensure normality by the elimination of 11 data points leaving the dataset at 100 data points.

Table 14

Arithmetic Mean and Standard Deviation for Work Commitment

	Mean	SD
Able to take care of financial obligations with this job.	2.76	1.1640
Work is not an obligation but a duty.	2.84	1.0700
I am adequately compensated for the job done.	2.89	1.2050
Leaving the organization would mean an economic loss.	2.93	.9870
Will lose a lot if I left the organization.	2.98	1.0920
Have the resources to perform duties.	3.25	1.1040
Employment has been long term.	3.75	1.0670
Continuing working for the organization even when they face financial difficulties.	3.87	.9910
Satisfied with work done.	4.02	.8290
Confident working with coworkers.	4.07	.7950
I defend the organization.	4.12	.7860
Compliance with work regulations is paramount.	4.16	.7070
Feel privileged to be part of the team.	4.16	.8250
Excited to work for the organization.	4.17	.7920
Happy with assigned tasks.	4.21	.7860
Feel uncomfortable when a job is not done well.	4.24	.8780
Duties are performed with professional ethics.	4.48	.5940
Work Commitment	3.70	.5029

For this research, the first criterion that was analysed was the linearity through the graphs. The second criterion that was tested was the normality of the errors with the Kolmogorov-Smirnov statistic ($p > .05$), eleven atypical data were eliminated. In the third criterion the independence of the errors was proven, using the Durbin-Watson test, whose value is very close to two. This indicates that the errors are not correlated and are independent. Finally, the homoscedasticity was analysed, and it was proven that the errors have equal variances (see Appendix E).

Table 15

Arithmetic Mean and Standard Deviation for Job Satisfaction

Indicator	<i>M</i>	<i>SD</i>
The salary received from the organization.	2.78	1.1600
Participation in the organization's decision-making.	3.09	1.2230
Opportunities for self-improvement.	3.20	1.1100
Manner in which you are reprimanded.	3.23	.9300
Recognition by managers.	3.39	1.0530
Quality of life derived from your work.	3.47	1.1230
Level of supervision from supervisors.	3.59	.9540
Social activities at your job.	3.61	1.0430
Interest of leadership in personal well-being.	3.63	1.1160
The achievements of work objectives.	3.64	.7320
Treatment received from supervisors.	3.67	1.0250
Treatment received from colleagues.	3.71	.8800
Supervisor's evaluation of your work.	3.72	.9040
The fairness with which you are treated.	3.72	.9750
The support received from supervisors.	3.79	.9130
Comments made by colleagues about your work.	3.82	.8920
Diversity of tasks performed.	3.92	.8720
Timeliness in completing tasks.	4.00	.7910
Value of work contributions to the organization.	4.04	.8160
Planning your work.	4.09	.6240
Family feedback about your job.	4.13	.8840
Feeling of accomplishment that work provides.	4.16	.7480
The freedom of doing your job.	4.25	.6570
The quality of work produced at the job.	4.33	.6970
Job Satisfaction	3.71	.5684

Null Hypothesis

This section presents the null hypotheses to which the supporting statistical tables are seen in Appendix E.

H₀. The empirical model, in which work environment, work motivation, and work commitment, are not predictors of the job satisfaction of the employees of the Northeastern Conference of Seventh-day Adventists in Queens, New York.

Linear regression was used to test this hypothesis whereby job satisfaction was the dependent variable and work environment, work motivation, and work commitment are the independent variables.

When applying the method of stepwise in the regression analysis, it shows that the best predictor was the variable work environment because it explained 61.2% of the variance of the dependent variable job satisfaction (see Model 1, Figure 2, Table 16). Model 1 has an *F* value equal to 156.931 and *p* value equal to .000. As it can be observed that the *p* value is less than .05, therefore, there is a positive and significant lineal correlation. Thus, the null hypothesis is rejected.

It also was observed that the variables work motivation and work environment were good predictors of the job satisfaction variable. The value of *R*² adjusted was equal to .776, which means that these two variables explain 77% of variance of the dependent variable job satisfaction (see Model 2, Figure 3, Table 16). Model 2 has an *F* value equal to 172.802 and *p* value equal to .000. As it can be observed that the *p* value is less than .05, therefore, there is a positive and significant lineal correlation. Thus, the null hypothesis is rejected. Model 3 that has work motivation, work environment and work commitment show that the three variables are good predictors for job satisfaction. The value of *R*² adjusted

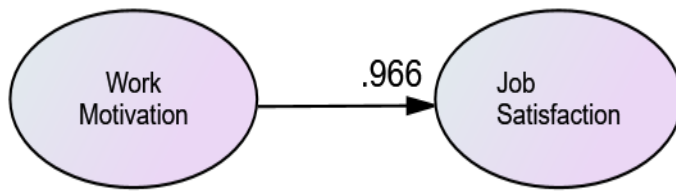


Figure 2. Model 1.

Table 16

Regression Results

Model	R	R Square	Adjusted R Square
1. Work motivation	.785	.616	.612
2. Work motivation and work environment	.884	.781	.776
3. Work motivation, work environment and work commitment	.889	.790	.783

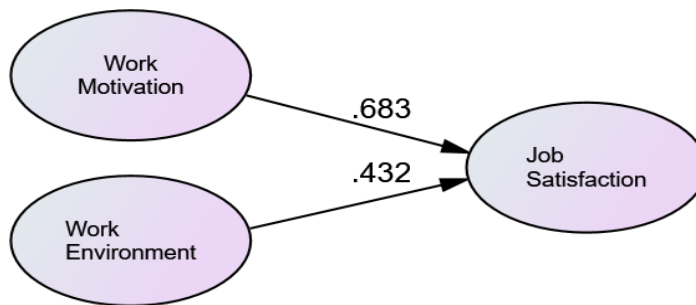


Figure 3. Model 2.

was equal to .783, which means that these three variables explain 78% of variance of the dependent variable job satisfaction (see Model 3, Figure 4, Table 16). Model 3 has an *F* value equal to 120.177 and *p* value equal to .000. As it can be observed that the *p* value is less than .05, therefore, there is a positive and significant lineal correlation. Thus,

the null hypothesis is rejected.

The values of the non-standardized B_k for each model were the following: (a) Model 1 B_0 equal to $-.063$, B_1 equal to $.966$; (b) Model 2 B_0 equal to $-.429$, B_1 equal to $.683$ and B_2 equal to $.432$; (c) Model 3 B_0 equal to $-.569$, B_1 equal to $.628$, B_2 equal to $.373$, and B_3 equal to $.151$.

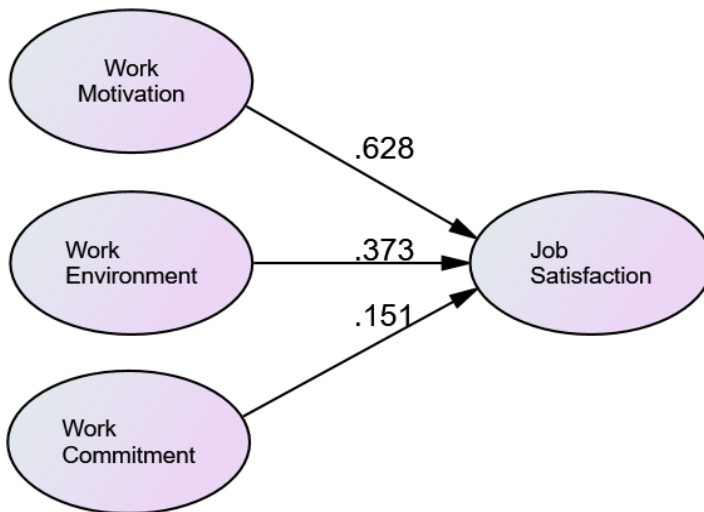


Figure 4. Model 3.

The collinearity of the variables was also analyzed, and it was observed that the factor of the inflation of the variance (FIV) of work motivation, work environment, and work commitment, was less than ten, for which it is concluded that job satisfaction variable and the aforementioned variables do not present collinearity.

Summary of Chapter

The chapter was quite extensive as it presented the results of the investigation.

It showed the demographic data and the extent of its behavior. All the respective tests relevant to the confirmatory model were presented and the complementary questions were answered with descriptive statistics.

CHAPTER V

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study was to explore the causal relationship between the independent variables work environment, work motivation, and work commitment to job satisfaction as a dependent variable, according to the previously outlined theoretical model.

This research was considered quantitative empirical, explanatory, transversal, descriptive, exploratory and field.

The independent variables were work environment, work motivation and work commitment, while the dependent variable was job satisfaction. The demographic variables were gender, type of employee, employment type, highest level of education, years of service and role in the organization.

The sample that was used in this research consisted of 111 employees of the Northeastern Conference of Seventh-day Adventists in Queens, New York, USA who work or live in the states of New York, Massachusetts, Connecticut, Rhode Island, New Jersey and Pennsylvania.

Conclusions

This section provide the conclusions documented for this paper. It includes conclusions made on the arithmetic means and the null hypothesis.

Arithmetic Means

This section shows the conclusions regarding the arithmetic means.

Work Environment

The three highest arithmetic means correspond to the following statements from the work environment construct: “the supervisor’s level of leadership quality”, “employees’ commitment toward the organization’s mission” and “the recognition of the employees’ work by the supervisor”. On the other hand, the items with the three lowest arithmetic means for the work environment construct are: “the opportunities for promotions”, “the compensation package of the institution”, “the hiring procedure”. The total arithmetic mean for the work environment variable was 3.39, indicating that the workers are *indifferent* to their work environment.

Work Motivation

The highest arithmetic means corresponds to the following statements from the work motivation construct: “motivated to complete duties on time”, “duties are in line with abilities” and “the desire to develop new skills”. On the other hand, the three lowest means corresponds to the following statements: “employees need incentives to do their job”, “employees need access to influential colleagues to overcome difficulties” and “position gives them prestige”. The total mean for the construct was 3.90; this means that the workers have *some degree* of work motivation.

Work Commitment

The highest arithmetic means corresponds to the following statements from the economic factors construct: “duties are performed with professional ethics”, “feel

uncomfortable when a job is not done well” and “happy with assigned tasks”. Meanwhile, the three lowest means correspond to the following statements: “Able to take care of financial obligations with this job”, “work is not an obligation but a duty” and “I am adequately compensated for the job done”. The total mean for the construct was 3.70; this means that the workers are *somewhat* committed to the Northeastern Conference of Seventh-day Adventists.

Job Satisfaction

The highest arithmetic means corresponds to the following statements from the economic factors construct: “the quality of work performed at the job”, “the freedom of doing your job” and “the feeling of accomplishment your work provides”. Alternatively, the three lowest means corresponds to the following statements: “the salary received from the organization”, “participation in the organization’s decision-making process” and “opportunities for self-improvement”. The total mean for the construct was 3.71; this means that the workers are *somewhat* satisfied with their jobs at the Northeastern Conference.

Principal Hypothesis

The results of the model are described below in this section. The declaration of the complementary null hypothesis was expressed as follows: work environment, work motivation and work commitment are not predictors of the job satisfaction of the workers of the Northeastern Conference of Seventh-day Adventists in Queens, New York, USA.

Linear regression was used by the method of stepwise regression. This revealed

that these three variables, work environment, work motivation and work commitment account for 58.63% of the variance of the dependent variable, job satisfaction.

It can therefore be concluded/affirmed that the management and administration of the Northeastern Conference must pay attention to work environment, work motivation, and work commitment of employees when evaluating the job satisfaction of their employees. The empirical evidence therefore supports the confirmatory hypothesis in that work environment, work motivation, and work commitment are predictors of the job satisfaction of the employees.

Discussions

In this section, the results are discussed and answers to the questions and initial objectives of the research by construct are presented.

Work Environment

The items with the highest arithmetic means are: “the supervisor’s level of leadership quality”, “employees’ commitment toward the organization’s mission” and “the recognition of the employees’ work by the supervisor”. On the other hand, the items with the three lowest arithmetic means are: “the opportunities for promotions”, “the compensation package of your institution”, “the hiring procedure”. This result is consistent with the literature. As pointed out by Pinho et al. (2014), in a nonprofit setting, employees are less concerned with the monetary compensation which they receive. Although the employees of Northeastern Conference are dissatisfied with the monetary compensation, they are still committed to the organization’s mission. Additionally, as pointed out by Sell and Cleal (2011), in the work environment construct, employees are concerned with factors like workplace and social support. As can be seen from the

results, employees do care about the recognition they receive from their supervisor about their work.

The total arithmetic mean for the work environment variable was 3.39, indicating that the workers are indifferent or not satisfied with their work environment. From the results, employees believe that the supervisors have an above average level of leadership quality and that the employees are committed to the organization. On the other hand, workers believe that there are very few opportunities for promotion. This is expected with the nature and organizational structure of the Northeastern Conference. The results also indicate that employees are dissatisfied with the compensation package and are indifferent to the hiring procedures. Management needs to evaluate the compensation package as well as the hiring procedures. An analysis of the hiring procedure was beyond the scope of this research. However, further research could be conducted to evaluate the effect of the hiring procedure on work environment.

Work Commitment

Susanty and Miradipta (2013) reaffirmed that commitment to the organization has a favorable effect on job satisfaction. An arithmetic mean of 3.70 indicates employees are *somewhat* committed to the Northeastern Conference of Seventh-day Adventists. The items with the highest arithmetic means were: “duties are performed with professional ethics”, “feel uncomfortable when a job is not done well” and “happy with assigned tasks”. These items suggest that employees are intrinsically committed to the organization. Meanwhile, the items with the three lowest means correspond to the following statements: “able to take care of financial obligations with this job”, “work is not an obligation but a duty” and “I am adequately compensated for the job done”. As

can be seen from the items with the lowest arithmetic mean, employees at the North-eastern Conference feel the need for better compensation and that they are not able to adequately take care of their financial obligations based on their pay. This would suggest that the administration needs to take a look at the compensation package of employees.

At a glance, the results seem conflicting. However, this is consistent with the literature (Borzaga & Tortia, 2006; Huang, 2015; Lee & Sabharwal, 2016; Light, 2002) which suggests that despite disadvantages, such as a pay gap, employees of nonprofit get satisfaction from fulfilling their intrinsic motivation, which is positively associated with their level of commitment to the organization.

Work Motivation

The total mean for the construct was 3.90, indicating that workers at the North-eastern Conference *are motivated*.

The items with highest arithmetic means are: “motivated to complete duties on time”, “duties are in line with abilities” and “the desire to develop new skills”. This is consistent with the literature, as noted by Fernet et al. (2015), employees are motivated when they engage in their job for the purely inherent satisfaction and pleasure that the job provides. As can be seen from the item with the highest arithmetic mean, employees are motivated to complete their duties on time. Additionally, employees seem eager and willing to acquire new skills to execute their duties in the organization. From the results, it can be seen that the items with the three lowest means are: “employees need incentives to do their job”, “employees need access to influential colleagues to overcome difficulties” and “position gives them prestige”. Employees do not seem to need

an incentive to do their job (Bassous, 2015), which is consistent with the item with the highest arithmetic mean. They complete their duties on time even though their position does not provide them with prestige.

Job Satisfaction

Satisfied workers are more likely to remain with an organization than dissatisfied workers (Locke & Latham, 1990). As can be seen from the results, 42% of the respondents have more than 15 years of work experience at Northeastern Conference of Seventh-day Adventists, twenty four percent have given more than 10 years but less than 15 years of service. Only 9% of respondents have worked less than two years for the organization. The items with the highest arithmetic mean were: “the quality of work performed at the job”, “the freedom of doing your job” and “the feeling of accomplishment your work provides”. The model reinforces the view that job satisfaction is the perception or view that “allows for the fulfilment of the job values” (Locke, 1979) and that nonprofit employees derive more satisfaction from non-monetary rewards of their job (Lee & Sabharwal, 2016; Lui & Tang, 2011). Alternatively, the items with the lowest arithmetic means were: “The salary received from the organization”, “participation in the organization’s decision-making process” and “opportunities for self-improvement”. Employees seem to want more compensation for their work at Northeastern. The number one complaint of employees is that there are no systematic pay increases. The cost of living in the Northeastern United States (especially New York) is very high, therefore, in order to attract new highly qualified and skilled talent, the Northeastern Conference may have to assess its pay level.

Employees also want more involvement in the decision-making process.

Employees claim that the decisions that affect them are not discussed or communicated with them in a collaborative manner. According to Subramaniam (2012) employees should be encouraged and given opportunities to share their opinion, and open discussions can play a vital role in addressing issues that affect employees. They also seem to want more opportunities to improve their knowledge and skills, such as continuing education courses.

Recommendations

The results of the investigation lead to some recommendations:

To Managers and Administrators

1. Northeastern Conference needs to encourage continuing education among its employees by providing incentives for employees to do so.
2. Dissatisfaction with the compensation package of the Northeastern Conference among employees seems to be a recurring theme. Conference administrators need to assess the pay scale of the dedicated group of employees of the Northeastern Conference and be consistent in giving pay increases as is recommended by the Annual General Conference Counsel. As the older talent ages, there is a greater need to attract a younger, dedicated and committed workforce.
3. Employees are not satisfied with the work environment and more research needs to be done to dig deeper to find the root cause of this dissatisfaction.

For Future Research

This section presents recommendations for future studies.

1. Replicate the study at other Conferences in the General Conference of

Seventh-day Adventists. Individual conferences follow the NAD policies and it would be interesting to investigate the job satisfaction of conference employees in various regions of the United States and North America.

2. Replicate the study at the Northeastern Conferences of Seventh-day Adventists by focusing on the individual employment groups (pastors, teachers, locally-funded employees). Given the unique work environment, work motivation and work commitment of each group, the replication of the study will provide the administration helpful insights in managing each group.

3. Formulate a new model that includes more variables that can possibly affect the job satisfaction of Conference employees, such as SDA Church commitment and religiosity.

4. Conduct a similar study that considers the local church members' satisfaction with the Northeastern Conference of Seventh-day Adventists. Ultimately, the success of the Conference is dependent on the members' contributions in the form of tithe to the Conference. It would therefore be important to understand the relationship with the level of giving and member satisfaction.

5. Employees are not satisfied with the work environment and more research needs to be done to dig deeper to find the root cause of this dissatisfaction

APPENDIX A

INSTRUMENTS

INSTRUMENTS

Work Environment Instrument

1. The quality of interpersonal relationships between supervisor and subordinates.
2. The quality of interpersonal relationships between coworkers.
3. The recognition of work by your supervisor.
4. The procedure for personnel/employee selection.
5. Your supervisor's level of leadership quality.
6. The compensation package at your institution (salaries, benefits, health, pensions, others).
7. The opportunity for professional training in my area of work.
8. Salary equality between men and women.
9. Salary equality between married and single personnel.
10. Employee level of motivation to complete assigned tasks.
11. The quality of the physical workplace environment.
12. The quality of working/office equipment and/or tools.
13. The security of work areas.
14. The control or security systems in your association, mission or institution.
15. The support of the organization toward the achievement of personal goals.
16. The opportunities for promotions.
17. The quality of spiritual life of the organization's staff.
18. The upholding of the organizational code of conduct by employees.
19. The quality of staff morals.
20. Level of employee commitment toward the institutional mission.

Work Motivation Instrument

1. The work I do is in line with my ability.
2. My job provides me with the opportunity to improve on my own expectations.
3. I can set goals in my job.
4. I believe that my position gives me prestige.
5. My job allows me to do new things and be innovative.
6. I must receive an incentive (congratulations, letters), when I do a good job.
7. I receive fair treatment at my job.
8. My work is valued by my immediate supervisor.
9. The organization values my ideas and contributions.
10. I am recognized as a valuable asset to the organization.
11. I have succeeded in my duties.
12. I like working with a team.
13. I am motivated to complete my work in a timely manner.
14. I would like to develop new skills.
15. To overcome difficulties, I use my access to influential colleagues.

16. I have a good working relationship with my superiors.
17. I have influence over my coworkers.
18. To overcome a difficult task, I seek the help of others.
19. I use my power to help others
20. I feel good about myself when I am in a leadership position.
21. I have good relations with others when I supervise them.
22. I am more comfortable doing things that I know how to do well.

Work Commitment Instrument

1. Plan on working for this organization long-term.
2. Excited to belong to this organization.
3. Feel privileged to be part of this team.
4. Happy with the work duties.
5. Would continue in this job even if the organization is facing financial problems.
6. Satisfied with my work.
7. Feel confident working with co-workers
8. Able to take care of all my financial needs with this job.
9. Adequately compensated for my work by the benefits I receive.
10. Leaving this organization would represent an economic sacrifice.
11. Would lose a lot if left this organization.
12. Have all the necessary resources to perform my work.
13. Happy to comply with all the work regulations.
14. Perform all work duties with professional ethics.
15. Defend this company when they speak unfairly about it.
16. Work is not an obligation; it is a duty because of the benefits received.

Job Satisfaction Instrument

1. Planning your work.
2. Timeliness in completing tasks.
3. The salary received from the organization.
4. The achievements of work objectives.
5. Manner in which you are reprimanded.
6. Treatment received from colleagues.
7. Opportunities for self-improvement.
8. Recognition by managers.
9. Treatment received from supervisors.
10. Level of supervision from supervisors.
11. The freedom of doing your job.
12. Supervisor's evaluation of your work.

13. The fairness with which you are treated.
14. The support received from supervisors.
15. Interest of leadership in personal well-being.
16. Value of work contributions to the organization.
17. Feeling of accomplishment that work provides.
18. Diversity of tasks performed.
19. Quality of life derived from your work.
20. Participation in the organization's decision-making.

APPENDIX B

CONSTRUCT VALIDITY

1. Work environment

Reliability Statistics

Cronbach's	
Alpha	N of Items
.919	20

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.838
Bartlett's Test of Sphericity	1162.660
Approx. Chi-Square	190
Df	.000
Sig.	

Communalities

	Initial	Extraction
The relationship between supervisor and subordinates.	1.000	.645
The relationship between co-workers.	1.000	.631
The recognition of employees' work by the supervisor.	1.000	.583
The hiring procedure.	1.000	.504
The supervisor's level of leadership quality.	1.000	.550
The physical environment of the work place.	1.000	.818
The quality of office equipment.	1.000	.738
The security of work areas.	1.000	.727
The security systems.	1.000	.606
The compensation package of your institution.	1.000	.577
The opportunities for professional training.	1.000	.693
The organization's support of personal goals.	1.000	.717
The opportunities for promotions.	1.000	.644
The quality of spiritual life of the organization's staff.	1.000	.708
The upholding organization's code of conduct by employees.	1.000	.603
The quality of staff morals.	1.000	.606
The salary equality between male and female employees.	1.000	.764
The salary equality between married and unmarried employees.	1.000	.798
Staff motivation to complete duties.	1.000	.649
Employees' commitment toward organization's mission.	1.000	.571

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.078	40.388	40.388	8.078	40.388	40.388	4.936	24.680	24.680
2	1.903	9.515	49.903	1.903	9.515	49.903	3.138	15.691	40.371
3	1.697	8.486	58.389	1.697	8.486	58.389	2.626	13.130	53.501
4	1.452	7.261	65.650	1.452	7.261	65.650	2.430	12.149	65.650
5	.974	4.869	70.519						
6	.766	3.832	74.351						
7	.706	3.532	77.883						
8	.701	3.503	81.386						
9	.584	2.919	84.305						
10	.549	2.745	87.050						
11	.391	1.956	89.006						
12	.377	1.884	90.891						
13	.347	1.736	92.627						
14	.284	1.422	94.049						
15	.259	1.294	95.343						
16	.248	1.238	96.581						
17	.228	1.138	97.719						
18	.198	.990	98.709						
19	.153	.767	99.476						
20	.105	.524	100.000						

2. Work motivation

Reliability Statistics

Cronbach's	
Alpha	N of Items
.868	22

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.795
Bartlett's Test of Sphericity	871.167
Df	231
Sig.	.000

Communalities

	Initial	Extraction
Duties are in line with abilities.	1.000	.605
Opportunities to improve expectations.	1.000	.614
Succeeded in duties.	1.000	.541
Ability to set goals on the job.	1.000	.402
Position gives prestige.	1.000	.668
Use power to help others.	1.000	.690
Use access to influential colleagues to overcome difficulties.	1.000	.599
Feels good when in a leadership role.	1.000	.668
Have good relationships with subordinates.	1.000	.735
Have good working relationships with co-workers.	1.000	.594
Enjoy working as a team.	1.000	.648
Have influence over co-workers.	1.000	.612
Seek help from others to overcome difficult tasks.	1.000	.583
Motivated to completing duties on time.	1.000	.445
More comfortable doing familiar tasks.	1.000	.463
Opportunity to be innovative.	1.000	.470
The desire to develop new skills.	1.000	.720
Needs an incentive to do a good job.	1.000	.472
Receive fair treatment at work.	1.000	.651
Work is valued by the supervisor.	1.000	.731
Ideas and contributions are valued by the organization.	1.000	.634
Recognized as a valuable asset to the organization.	1.000	.627

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.412	29.144	29.144	6.412	29.144	29.144	4.148	18.854	18.854
2	2.335	10.615	39.760	2.335	10.615	39.760	2.797	12.716	31.570
3	2.035	9.251	49.010	2.035	9.251	49.010	2.275	10.343	41.913
4	1.279	5.812	54.822	1.279	5.812	54.822	2.060	9.361	51.274
5	1.111	5.051	59.873	1.111	5.051	59.873	1.892	8.599	59.873
6	1.024	4.657	64.530						

7	.926	4.209	68.738
8	.848	3.853	72.591
9	.812	3.692	76.283
10	.753	3.421	79.704
11	.643	2.921	82.625
12	.587	2.670	85.294
13	.501	2.275	87.570
14	.464	2.109	89.679
15	.407	1.851	91.530
16	.371	1.687	93.217
17	.318	1.444	94.661
18	.297	1.350	96.011
19	.283	1.288	97.299
20	.236	1.071	98.371
21	.198	.900	99.271
22	.160	.729	100.000

3. Work commitment

Reliability Statistics

Cronbach's		
Alpha	N of Items	
.860	16	

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.791
Bartlett's Test of Sphericity	680.030
Df	120
Sig.	.000

Communalities

	Initial	Extraction
Excited to work for the organization.	1.000	.663
Employment has been long-term.	1.000	.636
Confident working with coworkers.	1.000	.525
Feel privileged to be part of the team.	1.000	.690
Happy with assigned tasks.	1.000	.490
Continuing working for organization even when they face financial difficulties.	1.000	.507
Satisfied with work done.	1.000	.334
Will lose a lot if I left the organization.	1.000	.501
Leaving the organization would mean an economic loss.	1.000	.451

Able to take care of financial obligations with this job.	1.000	.579
Have the resources to perform duties.	1.000	.592
Work is not an obligation but a duty.	1.000	.486
Duties are performed with professional ethics.	1.000	.710
Compliance with work regulations is paramount.	1.000	.718
I am adequately compensated for the job done.	1.000	.606
I defend the organization.	1.000	.493

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.481	34.259	34.259	5.481	34.259	34.259	4.152	25.952	25.952
2	2.061	12.880	47.138	2.061	12.880	47.138	2.965	18.530	44.481
3	1.436	8.978	56.116	1.436	8.978	56.116	1.862	11.635	56.116
4	1.186	7.414	63.530						
5	1.063	6.643	70.173						
6	.904	5.653	75.826						
7	.695	4.342	80.167						
8	.542	3.389	83.556						
9	.506	3.164	86.720						
10	.463	2.893	89.613						
11	.405	2.534	92.147						
12	.338	2.116	94.262						
13	.313	1.953	96.216						
14	.241	1.506	97.722						
15	.183	1.144	98.866						
16	.181	1.134	100.00						

4. Job satisfaction

Reliability Statistics

Cronbach's

Alpha	N of Items
.927	24

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.855
Bartlett's Test of Sphericity	1246.961
Df	276
Sig.	.000

Communalities

	Initial	Extraction
Planning your work.	1.000	.695
Timeliness in completing tasks.	1.000	.769
The salary received from the organization.	1.000	.511

The achievements of work objectives.	1.000	.493
Manner in which you are reprimanded.	1.000	.388
Treatment received from colleagues.	1.000	.312
Opportunities for self-improvement.	1.000	.636
Recognition by managers.	1.000	.631
Treatment received from supervisors.	1.000	.793
Level of supervision from supervisors.	1.000	.698
The freedom of doing your job.	1.000	.621
Supervisor's evaluation of your work.	1.000	.629
The fairness with which you are treated.	1.000	.646
The support received from supervisors.	1.000	.716
Interest of leadership in personal well-being.	1.000	.643
Value of work contributions to the organization.	1.000	.406
Feeling of accomplishment that work provides.	1.000	.551
Diversity of tasks performed.	1.000	.523
Quality of life derived from your work.	1.000	.576
Participation in the organization's decision-making	1.000	.635
Comments made by colleagues about your work.	1.000	.570
Family feedback about your job.	1.000	.449
Social activities at your job.	1.000	.484
The quality of work produced at the job.	1.000	.696

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.140	38.083	38.083	9.140	38.083	38.083	4.666	19.440	19.440
2	2.242	9.342	47.425	2.242	9.342	47.425	4.009	16.704	36.143
3	1.367	5.694	53.119	1.367	5.694	53.119	3.542	14.760	50.903
4	1.323	5.514	58.634	1.323	5.514	58.634	1.855	7.730	58.634
5	1.088	4.533	63.166						
6	1.028	4.283	67.450						
7	.961	4.005	71.455						
8	.872	3.633	75.088						
9	.706	2.941	78.029						
10	.619	2.577	80.606						
11	.542	2.258	82.864						
12	.522	2.174	85.038						
13	.473	1.971	87.009						
14	.466	1.944	88.953						
15	.412	1.717	90.670						
16	.365	1.521	92.191						
17	.361	1.504	93.696						

18	.335	1.397	95.093
19	.294	1.227	96.319
20	.251	1.045	97.364
21	.213	.889	98.253
22	.159	.665	98.918
23	.145	.604	99.522
24	.115	.478	100.000

APPENDIX C

OPERATIONALIZATION OF THE VARIABLES

Operationalization of the variable work motivation

Variables	Conceptual Definition	Instrumental definition	Operational definition
Work motivation		<p>The level of energy, commitment, and creativity that workers at the Northeastern Conference, New York, bring to their jobs was determined by means of the following 22 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p> <p>1. The work I do is in line with my ability. 2. My job provides me the opportunity to improve on my own expectations. 3. I can set goals on my job. 4. I believe that my position gives me prestige. 5. My job allows me to do new things and be innovative. 6. I must receive an incentive (congratulations, letters), when I do a good job. 7. I receive fair treatment at my job. 8. My work is valued by my immediate supervisor. 9. The organization values my ideas and contributions. 10. I am recognized as a valuable asset to the organization. 11. I have succeeded in my duties. 12. I like working with a team. 13. I am motivated to complete my work in a timely manner. 14. I would like to develop new skills. 15. To overcome difficulties, I use my access to influential colleagues. 16. I have good working relationship with my superiors. 17. I have influence over my coworkers. 18. To overcome difficult tasks, I seek the help of others. 19. I use my power to help others. 20. I feel good about myself when I am in a leadership position. 21. I have good relations with others when I supervise them. 22. I am more comfortable doing things that I know how to do well.</p>	<p>To measure the degree of the work motivation, data was obtained from employees of the Northeastern Conference, through the measure of 22 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p>

Operationalization of the variable work commitment

Variables	Conceptual definition	Instrumental definition	Operational definition
Work commitment		<p>The belief in and acceptance of the goals of the Northeastern Conference, New York, and a strong desire to be an employee of NEC was determined by means of the following 16 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p> <p>1. Plan on working for this organization long-term. 2. Excited to belong to this organization. 3. Feel privileged to be part of this team. 4. Happy with the work duties. 5. Would continue in this job even if the organization is facing financial problems. 6. Satisfied with my work. 7. Feel confident working with co-workers. 8. Able to take care of all my financial needs with this job. 9. Adequately compensated for my work by the benefits I receive. 10. Leaving this organization would represent an economic sacrifice. 11. Would lose a lot if left this organization. 12. Have all the necessary resources to perform my work. 13. Happy to comply with all the work regulations. 14. Perform all work duties with professional ethics. 15. Defend this company when they speak unfairly about it. 16. Work is not an obligation; it is a duty because of the benefits received.</p>	<p>To measure the degree of the work commitment, data was obtained from employees of the Northeastern Conference, through the measure of 17 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p>

Operationalization of the variable job satisfaction

Variables	Conceptual definition	Instrumental definition	Operational definition
Job satisfaction		<p>The pleasurable or positive emotional state resulting from the appraisal of employees' job and job experiences at the Northeastern Conference, New York, was determined by means of the following 24 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p> <ol style="list-style-type: none"> 1. Planning your work. 2. Timeliness in completing tasks. 3. The salary received from the organization. 4. The achievements of work objectives. 5. Manner in which you are reprimanded. 6. Treatment received from colleagues. 7. Opportunities for self-improvement. 8. Recognition by managers. 9. Treatment received from supervisors. 10. Level of supervision from supervisors. 11. The freedom of doing your job. 12. Supervisor's evaluation of your work. 13. The fairness with which you are treated. 14. The support received from supervisors. 15. Interest of leadership in personal well-being. 16. Value of work contributions to the organization. 17. Feeling of accomplishment that work provides. 18. Diversity of tasks performed. 19. Quality of life derived from your work. 20. Participation in the organization's decision making. 21. Comments made by colleagues about your work. 22. Family feedback about your job. 23. Social activities at your job. 24. The quality of work produced at the job. 	<p>To measure the degree of the job satisfaction, data was obtained from employees of the Northeastern Conference, through the measure of 17 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree</p>

APPENDIX D

DESCRIPTIVE TABLES

Frequencies for Demographic data

Statistics

Gender

N	Valid	100
	Missing	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	51	51.0	51.0	51.0
	FEMALE	49	49.0	49.0	100.0
	Total	100	100.0	100.0	

Statistics

Type of employee

N	Valid	100
	Missing	0

Type of employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary Exempt	45	45.0	45.0	45.0
	Salary Non-exempt	9	9.0	9.0	54.0
	Hourly	31	31.0	31.0	85.0
	Locally funded	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Statistics

Type of employment

N	Valid	100
	Missing	0

Type of employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	78	78.0	78.0	78.0
	Part time	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

Statistics

Highest level of education

N	Valid	100
	Missing	0

Highest level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	High School	15	15.0	15.0	15.0
	Bachelor	27	27.0	27.0	42.0
	Master's	43	43.0	43.0	85.0
	Doctorate	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Statistics
Years of Service

N	Valid	100
	Missing	0

Years of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 2 years	9	9.0	9.0	9.0
More than 2 years but less than 5 years	9	9.0	9.0	18.0
More than 5 years but less than 10 years	16	16.0	16.0	34.0
More than 10 years but less than 15 years	24	24.0	24.0	58.0
More than 15 years	42	42.0	42.0	100.0
Total	100	100.0	100.0	

Statistics
Role in the organization

N	Valid	100
	Missing	0

Role in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Administrator	3	3.0	3.0	3.0
Director/Executive	10	10.0	10.0	13.0
Administrative staff	12	12.0	12.0	25.0
Pastoral Staff	22	22.0	22.0	47.0
Principal	5	5.0	5.0	52.0
Support staff	15	15.0	15.0	67.0
Teacher	19	19.0	19.0	86.0
Other	14	14.0	14.0	100.0
Total	100	100.0	100.0	

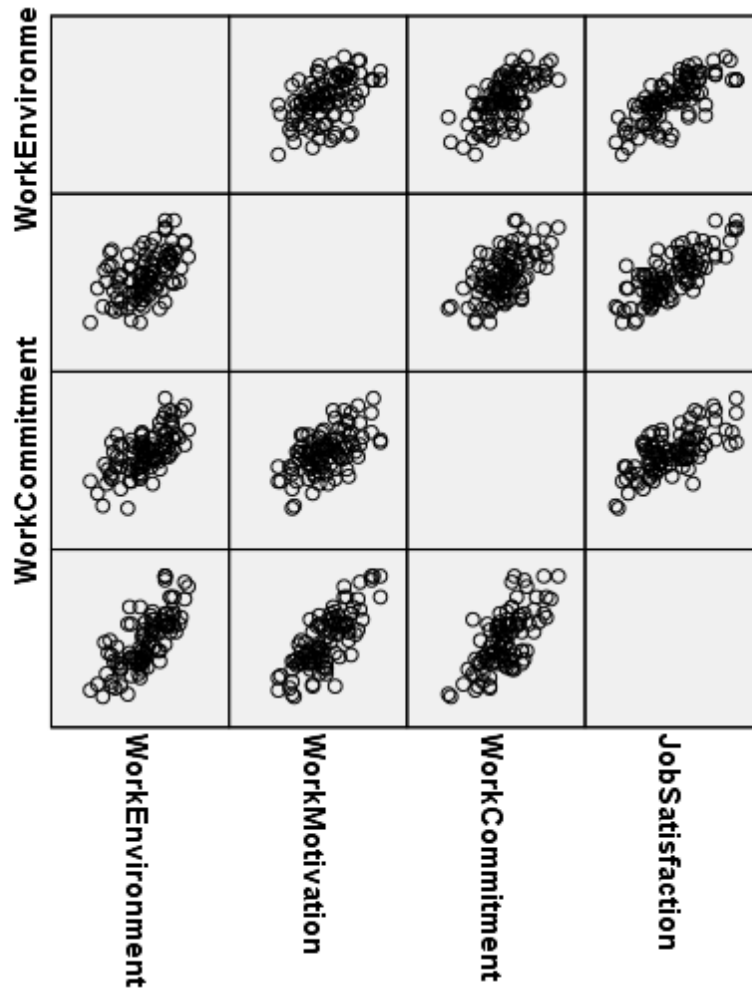
Descriptive Statistics

	N	Mínimo	Máximo	Media	Desv. típ.
Work Environment	100	1.85	4.60	3.3955	.61349
Work Motivation	100	2.95	5.00	3.9044	.46178
Work Commitment	100	2.35	5.00	3.6988	.50286
Job Satisfaction	100	2.58	5.00	3.7074	.56837
Valid N (listwise)	100				

APPENDIX E

NULL HYPOTHESIS

Test of linearity through the graphs

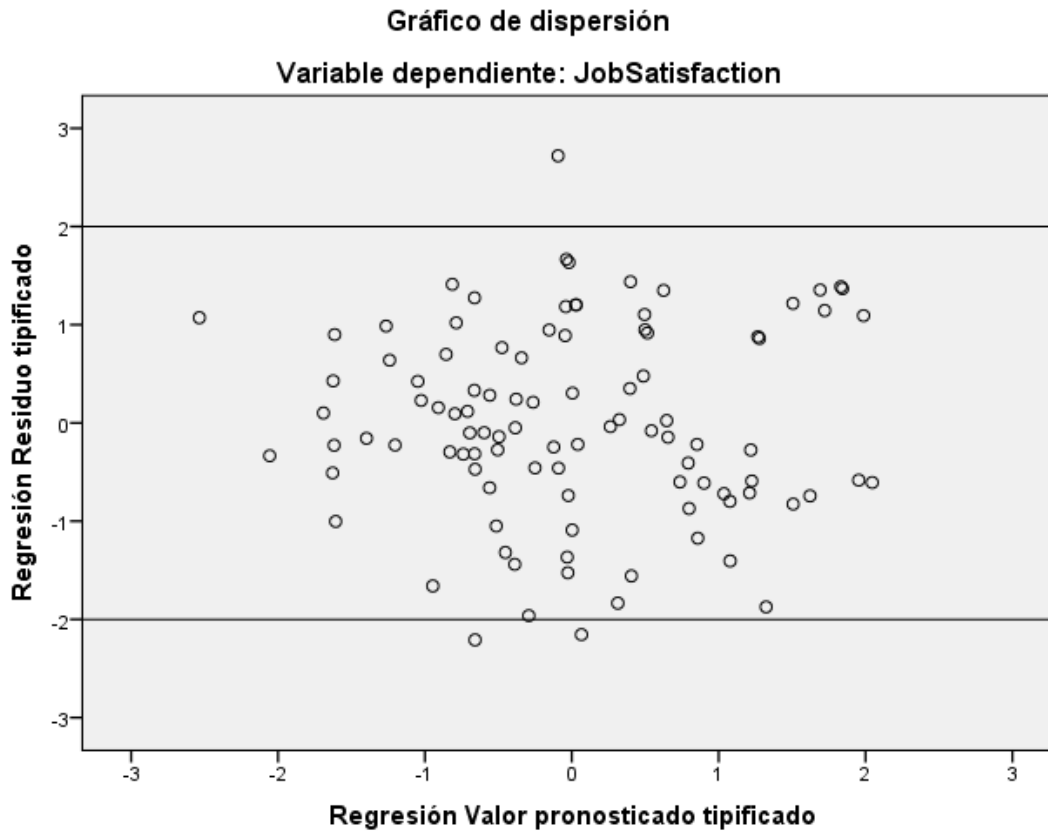


Test for normality of the errors with the Kolmogorov-Smirnov statistic ($p > .05$)

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Standardized Residual	.056	100	.200*	.994	100	.920

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



Resumen del modelo^d

Modelo	R	R cuadrado	R cuadrado co- rregida	Error típ. de la es- timación	Durbin-Watson
1	.785 ^a	.616	.612	.35419	
2	.884 ^b	.781	.776	.26881	
3	.889 ^c	.790	.783	.26468	1.962

a. Variables predictoras: (Constante), WorkMotivation

b. Variables predictoras: (Constante), WorkMotivation, WorkEnvironment

c. Variables predictoras: (Constante), WorkMotivation, WorkEnvironment, WorkCommitment

d. Variable dependiente: JobSatisfaction

ANOVA^a

Modelo		Suma de cuadrados	Gl	Media cuadrática	F	Sig.
1	Regresión	19.687	1	19.687	156.931	.000 ^b
	Residual	12.294	98	.125		
	Total	31.982	99			
2	Regresión	24.973	2	12.486	172.802	.000 ^c
	Residual	7.009	97	.072		
	Total	31.982	99			
3	Regresión	25.256	3	8.419	120.177	.000 ^c
	Residual	6.725	96	.070		
	Total	31.982	99			

a. Variable dependiente: JobSatisfaction

b. Variables predictoras: (Constante), WorkMotivation

c. Variables predictoras: (Constante), WorkMotivation, WorkEnvironment

d. Variables predictoras: (Constante), WorkMotivation, WorkEnvironment, WorkCommitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
		1	(Constant)	-.063	.303		-.208	.836
	WorkMotivation	.966	.077	.785	12.527	.000	1.000	1.000
2	(Constant)	-.429	.234		-1.833	.070		
	WorkMotivation	.683	.067	.555	10.171	.000	.758	1.319
	WorkEnvironment	.432	.051	.467	8.552	.000	.758	1.319
3	(Constant)	-.569	.241		-2.364	.020		
	WorkMotivation	.628	.072	.510	8.752	.000	.645	1.549
	WorkEnvironment	.373	.058	.402	6.437	.000	.560	1.785
	WorkCommitment	.151	.075	.134	2.013	.047	.495	2.019

a. Dependent Variable: JobSatisfaction

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CURRICULUM VITAE

M. Brigid Auguste-George CPP
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Summary of Qualifications:

- Over ten (10) years of experience in accounting and payroll
- In depth knowledge of Federal and State payroll, tax and labor laws
- Comprehensive knowledge of Generally Accepted Accounting Principles (GAAP)
- Ability to work in fast-paced environment, detail oriented and ability to multi-task
- Excellent writing, communications, organizational and managerial skills

Professional Experience:

04/2015 – Present: Northeastern Conference of Seventh Day Adventists, Queens, NY
Payroll Supervisor

- Manage the processing of multi-state bi-monthly payroll, including garnishments, benefits and taxes, consistent with federal and state wage and hour laws
- Process all new hires, promotions and terminations in the APS payroll system
- Prepare monthly rents (garnishments/payments) and remit to the relevant beneficiary
- Prepare and post monthly payroll General Ledger (GL) entries
- Reconcile quarter-end and year-end payroll GL accounts, W-2s and W-3s and 401K
- E-File all necessary payroll forms (Federal and State)
- Manage payroll audits by external auditors and the department of labor of various states
- Complete income verification forms
- Assist with month-end and year end closings and assist with GCAS annual audits

04/2012 – 03/2015: Graff Diamonds Holdings USA Inc, New York, NY
Payroll Manager

- Manage the processing of multi-state bi-monthly payroll, including garnishments, benefits and taxes, consistent with federal and state wage and hour laws

- Process new hires, transfers, promotions, terminations in the payroll and HRIS systems
- Prepare and post monthly payroll General Ledger (GL) entries
- Reconcile quarter-end and year-end payroll GL accounts, W-2s and W-3s and 401K
- E-File all necessary payroll forms (Federal and State)
- Manage 401K and other benefit programs including FSA and Commuter benefits
- Manage payroll audits by external auditors and the department of labor of various states
- Complete income verification forms
- Compile and submit various monthly, quarterly and annual state and federal economic and accounting reports
- Review monthly sales staff commissions and bonuses for accrual and payroll purposes
- Prepare weekly and monthly cash flows and bank reconciliations
- Assist in the preparation of Trial Balance, Balance Sheet and Income Statements
- Prepare and e-file various state and federal licenses, multi-state sales tax returns
- Supervise Bookkeepers as it relates to accounts payables, accounts receivables and payroll

04/2007 – 4/2012: Aegis Communications, New York, NY
Center Payroll Manager/HR Assistant Manager

- Managed the processing of bi-weekly payroll, including garnishments, benefits and taxes consistent with federal and state wage and hour laws
- Supervised payroll and HR assistants
- Facilitated the accurate and timely processing of new hires, temporary workers, transfers, promotions and terminations
- Maintained all employees personal files and conducted new hire orientations
- Analyzed staffing needs, conducted interviews, made recommendations for employment
- Critically reviewed and analyzed current payroll, benefits and tax procedures in order to recommend and implement changes leading to best-practice operations.
- Partnered with HR and Benefits in aligning and implementing a more sophisticated payroll and benefits system
- Ensured systems were set-up and updated to reflect the current employee base, including wages, benefits, sick and vacation time

Education:

University of Connecticut, Storrs, Connecticut

M.A. in Economics

Brooklyn College, City University of New York

BSc. in Business, Management and Finance Double Major: Economics