

The Impact of Gender, Age, Years of Experience, Education Level, and Position Type on Job Satisfaction and Organizational Commitment: An Exploratory Study in the Kingdom of Bahrain

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Abstract

The purpose of this study was to explore the impact of the demographics key variables including gender, age, years of experience, education level, and position type on job satisfaction and organizational commitment. This study was conducted in a private financial institution in the Kingdom of Bahrain. One hundred and fifty six subjects participated in this study. Results revealed that the level of job satisfaction and organizational commitment varied among those demographics key variables. Based on the results, implications and direction for further studies were made.

Keywords: Gender, Age, Years of Experience, Education Level, Position Type, Job Satisfaction; Organizational Commitment; Kingdom of Bahrain

Introduction

Job satisfaction as a significant determinant of organizational commitment has been well documented in numerous studies (Porter *et al.*, 1974; Mottaz, 1987; Williams & Anderson, 1991; Vanderberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001). Job Satisfaction and organizational commitment are two of the most prevalent work attitudes examined in the work and organizational literature. Hoppock (1935) defined job satisfaction as “a combination of psychological, physiological and environmental circumstances that causes a person to say: I’ m satisfied with my job”. Organizational commitment is an important topic in organizational behavior considering the large number of work that studied relationships between organizational commitment, attitudes and behaviors in the organization (Porter *et al.*, 1974, 1976; Koch & Steers, 1978; Angle & Perry, 1981). Job satisfaction is considered as a reason for organizational commitment (Lincoln & Kalleberg, 1990; Mowday, Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986).

The reverse is also applicable where organizational commitment is a cause to job satisfaction (Vandenberg & Lance, 1992). Finally, when an employee is satisfied with the job the employee becomes more committed to the organization and vice versa. In other words, job satisfaction can be measured and assessed by organizational commitment and vice versa (Porter *et al.*, 1974; Mottaz, 1987; Williams & Anderson, 1991; Vanderberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001). From an exploratory point of view, and based on the review of the above literature, there is a need for further investigation of this topic specifically in the private sector in Bahrain. Therefore, the purpose of this study is to explore the impact of certain demographics’ key variables including gender, age, years of experience, education level, and position type on job satisfaction and organizational commitment.

Review of Related Literature

Job satisfaction definition, Factors Affecting Job Satisfaction, and Significance

According to George and Jones (2008), job satisfaction is “the collection of feelings and beliefs that people have about their current jobs. People’s levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction” Others have defined job satisfaction as “a positive feeling about a job resulting from an evaluation of its characteristics” (Robbins & Judge, 2009, p. 83). Nelson and Quick (2009) defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Hamermesh (2001) viewed job satisfaction as the employee’s mental classification of job into objective and subjective characteristics.

However, Hirschfield (2000) stated, “Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, whereas extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks or work itself”. In the industrial psychology literature, job satisfaction is noted as the positive emotional level gained by the employee when the employee gets a job appraisal (Locke, 1976). While Hoppock (1935) who is one of the earliest researchers in job satisfaction defined it as “a combination of psychological, physiological and environmental circumstances that causes a person to say: I’m satisfied with my job”. In terms of factors affecting job satisfaction, according to Freeman (1978) and Hamermesh (1977), employees’ personal and job characteristics determine job satisfaction.

According to Sloane, Battu, and Seaman (1995), “highly educated employees are more likely to suffer from educational mismatch”. Furthermore, the higher the level of education of employees is the lower their satisfaction (Clark, 1997). Although, having higher education raises the expectancy of having better job which leads to dissatisfaction and disappointment (Hagenaar, 1986; Ross & Reskin, 1992), Idson 1990 reports no significant effects of education level on overall job satisfaction. Comm and Mathaisel (2000) found that “job satisfaction is influenced by the level of pay and performance, employee benefits, training, recruiting, learning curve inefficiencies, reduction in the client base, job design, life satisfaction, autonomy, growth satisfaction, satisfaction with co-workers, satisfaction with supervisors and customer satisfaction”. Further, job satisfaction is a cognitive and affective appraisal of a job viewed as a construct conceptualized in terms of beliefs and feelings regarding one’s job as discussed by (Fassina, Jones & Uggerslev, 2008).

In terms of the significance of job satisfaction on organizations and employees, more satisfied employees will add more value to the organization (Herzberg, 1957). Past studies in Europe and the USA proposed that job performance is positively influenced by employees’ job satisfaction (Freeman, 1978). Finally, Job satisfaction creates a pleasant feeling that directs to a positive work attitude. A satisfied employee is more likely to be creative, flexible, innovative and loyal. Furthermore, Job satisfaction can be used as a broad assessment of “an employee’s attitudes of overall acceptance, contentment, and enjoyment in their work” (Lee-Kelley et al., 2007).

Studies Related to Job Satisfaction

According to the literature, the relationship between gender and job satisfaction is inconsistent. Some studies report that women are more satisfied. Souza-Poza (2003) found that women’s satisfaction has declined substantially in the past decade, whereas men’s job satisfaction has remained fairly constant.

As cited in Jinnett and Alexander (1999), Coward, Hogan, Duncan, Horne, Hiker and Felsen, (1995) state that female employees demonstrate higher levels of job satisfaction than male employees across most work. Many studies involving several different populations support this argument (Lambert et al., 2001; Loscocco, 1990; Ma & Macmillan, 1999). On the other hand, other studies found no significant difference between the genders (Bruning & Snyder, 1983; Quinn, Staines, & McCullough 1974; Mortimer, Finch, & Maruyama, 1988). Studies have showed that task rewards and organizational rewards lead to job satisfaction. Task rewards refer to rewards that are in direct association with the job such as the usage of one’s skills into challenging work, work variety and opportunities. Organizational rewards are the visible rewards that such as pay, promotion (O’Reilly & Caldwell, 1980). According to the literature, researches’ findings are not consistent regarding the influence of age on job satisfaction. Some researchers have found that age have an influence on job satisfaction (Chambers, 1999; Cramer, 1993; Robbins, 2001; Staw, 1995; Tolbert & Moen, 1998).

Older employees tend to experience higher levels of job satisfaction (Belcastro & Koeske, 1996; Billingsley & Cross, 1992; Cramer, 1993; Jones Johnson & Johnson, 2000; Larwood, 1984; Loscocco, 1990; Saal & Knight, 1988). Older employees were more likely to report higher levels of job satisfaction than younger employees. Older workers are more comfortable and tolerant of authority and may learn to lower their expectations for their jobs (Spector, 1997). Other studies found that age has a non-linear association (no impact) on job satisfaction (Sarker, Crossman, & Chinmeteeptuck, 2003; Sharma & Jyoti, 2005, 2009; Tu, Plaisent, Bernard, & Maguiraga, 2005) or rather statistically age has an insignificant impact (Bos, Donders, Bouwman-Brouwer, & Van der Gulden, 2009; Bernal, Snyder, & McDaniel, 1998). Some studies concluded that as a chronological variable, age is not a predictor of job satisfaction (Bernal et al.). Managers nowadays consider employees' job satisfaction more than before for the reason that more satisfied employees are more committed to the organization.

Many studies have documented that job satisfaction is an important antecedent of organizational commitment (Porter et al., 1974; Mottaz, 1987; Williams & Anderson, 1991; Vanderberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001). Affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction. This concurs with other studies of the behavioral outcomes of commitment (Yannis Markovits, Ann J Davis, & Rolf van Dick, 2007). McCaslin and Mwangi (1994), Manthe, (1976), Boltes et al., (1995), and Bertz and Judge, (1994) found that overall job satisfaction increased as the years of experience increased. However, Bedeian, Farris, and Kacmar, (1992) and O'Reilly and Roberts, (1975) did not support the relationship between job satisfaction and years of experience. Howard and Frink (1996) found that job satisfaction was positively affected by managerial position. That is, managerial employees are more satisfied with their jobs than non-managerial. Clark (1996) also found that employees at the higher end of the occupational scale reported higher satisfaction with various aspects of their work, but were less satisfied with their pay. Whereas the results of Hagedorn (2000), Gigantesco et al (2003), and Buciuniene et al. (2003) show no difference between the levels of job satisfaction among different professional roles position do not impact job satisfaction.

Organizational Commitment

Organizational Commitment Definition and Factors Affecting Organizational Commitment

Mowday, Steers, and Porter (1979, 1982) defined organizational commitment as the behavior that connects employees to the organization. Organizational commitment is how a loyal the employee feels to the organization (Mueller, Wallace, & Price, 1992; Price, 1997). Meyer and Allen (1991), Dunham et al. (1994) recognized organizational commitment as three kinds which are affective, continuous and normative. Affective commitment is the employees' feelings toward joining the organization, continuous commitment is employees' perceptions of costs if leaving the organization and normative commitment is employees' perceptions of their duties and promises toward the organization. Organizational commitment may be viewed as the degree to which an individual adopts organizational values and goals and identifies with them in fulfilling their job responsibilities (Tanriverdi, 2008).

According to the literature, there are many factors affect organizational commitment including individual and managerial. In terms of the individual factors, Benkhoff (1997) found that as the employee gets a higher position in the organization he/she tend to have more organizational commitment. It has been seen that the longer the employee works for the organization the more commitment the employee has (Allen and Meyer, 1990; Hellriegel et al., 1995; O'Reilly et al., 1991). However, other studies did not show the same results (Lok & Crawford, 1999; Brewer, 1996). Mathieu and Zajac (1990) believe that commitment increases with age while Cohen 1993 and Beck and Wilson 2000 stated that position upgrade is more valid than age. Decottis and Summers (1987) study showed that organizational commitment is under the effect of employee's qualities such as leadership and communication. In terms of the managerial factors, several studies have showed that employees' involvement in decision-making (Porter et al., 1974; Mowday et al., 1982; Beck & Wilson, 1997) and the amount of feedback received from managers regarding job performance and job role (Mathieu & Zajac, 1990) affects the employees' organizational commitment. Brewer (1993) suggested that large number of controlling officials in the organization frequently result in lower employee commitment, while less control and more support generates greater commitment and involvement among employees.

Koopman (1991) studied the impact of leadership styles on employees and found that employees who liked their manager's style liked the organization more as well. Although there was no direct connection to commitment but this would later affect employees' levels of organizational commitment. Finally, Nierhoff et al. (1990) found that the level of employees' commitment is related to top management's actions that create the organization's culture and style. In terms of the significance of organizational commitment, more committed employees are more responsible and loyal to the organization (Boles et al., 2007). Moreover, organizations that commit to the employees value and take care of them gain more committed workers (George & Jones, 1996). Eisenberger et al. (1990) discussed the same idea not only that employees are more committed but they are more careful for their duties, more involved in the organization, and more innovative.

Studies Related to Organizational Commitment

The influence of gender on organizational commitment remains unclear. Women as a group tend to be more committed to their employing organization than their male counterparts (Cramer, 1993; Mathieu & Zajac, 1990; Mowday et al., 1982). Loscocco (1990) found that women were more likely to report that they are proud to work for their organization and that they would accept almost any job offered to them in order to remain with their current employer. Several explanations have been offered to account for the greater commitment of female employees. Mowday et al. (1982) maintain that women generally have to overcome more barriers to attain their positions within the organization. Numerous researchers have not found support for a relationship between gender and organizational commitment (Billingsley & Cross, 1992). Organizational commitment is an important topic of organizational behavior considering the large number of works that found relationships between organizational commitment, attitudes, and behaviors in the organization (Porter et al., 1974, 1976; Koch & Steers, 1978; Angle & Perry, 1981).

Furthermore, Bateman and Strasser (1984) discussed the reasons for studying organizational commitment are related to "(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure". The literature generally indicated an inverse relationship between organizational commitment and an individual's level of education, however the results are not clear (Luthans et al., 1987; Mowday et al., 1982). The higher an employee's level of education is, the lower that individual's level of organizational commitment (Luthans et al., 1987; Mathieu & Zajac, 1990; Mowday et al., 1982). The negative relationship may result from the fact that highly qualified employees have higher expectations that the organization may be unable to fulfil. However, the level of education does not seem to be consistently related to an employee's level of organizational commitment (Meyer & Allen, 1997). More educated individuals may also be more committed to their profession. However, Billingsley and Cross (1992) failed to find support for a relationship between education and commitment. Researchers view that a positive relationship exists between organizational commitment and level of experience (Larkey & Morrill; 1995; Meyer & Allen, 1997; Mowday, et al., 1982).

Cohen and Gattiker (1994) found that type of position was a significant predictor of organizational commitment where managers have higher levels of commitment and pay satisfaction than non-managers because their income was higher. Mowday et al. (1982) however, did not find any significant differences in the commitment levels across type of position. Managers nowadays consider employees' job satisfaction more than before for the reason that more satisfied employees are more committed to the organization. Many studies have documented that job satisfaction is an important antecedent of organizational commitment (Porter et al., 1974; Mottaz, 1987; Williams & Anderson, 1991; Vanderberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001). Affective organizational commitment was found to be more influential with respect to levels of intrinsic and extrinsic job satisfaction. This concurs with other studies of the behavioral outcomes of commitment (Yannis Markovits, Ann J Davis, & Rolf van Dick, 2007).

Methods

Operationalization and Measurements

Job satisfaction was measured by using the Index of Job Satisfaction (Brayfield AH, Rothe HF, 1951) that included 19 items.

Organizational commitment was assessed by using the revised version of TCM Employee Commitment Survey (Meyer, Allen, & Smith, 1993) which included 18 items that measure affective, normative, and continuance commitment. A demographics sheet which included gender, age, years of experience, level of education, and type of position in addition to informational sheet which covered research ethical aspects were also given to subjects. The surveys used a four points scale which represented the degree of agreement or disagreement where (1=strongly disagree, 2= disagree, 3=agree, and 4=strongly agree).

The Research Question

The attempt of this research was to explore whether or not the demographics key variables including gender, age, years of experience, education level, and position type have an impact on job satisfaction and organizational commitment.

Research Approach, Context, and Subjects

The study was conducted in a private bank during the months of July and August of 2011. The bank is an international global bank headquartered in Manama, Kingdom of Bahrain, and its network spreads over 22 countries worldwide in the region of the Gulf, Asia, and North America.

According to the HR manager of the bank surveyed, the bank employs 334 employees. The entire population of employees in all departments were given the survey. Whereas 160 employees refused participating and 18 employees submitted incomplete surveys. The final population surveyed was 156 employees.

Instrumentation and Scales Reliabilities and Validity

Two instruments were used in this study including the Index of Job Satisfaction (IJS) and the TCM Employee Commitment Survey (TCM). The reliability coefficient for the IJS is 0.77 which was corrected by the Spearman-Brown formula to 0.87. The validity of the individual items is partial, although not crucial, evidence for the validity of the scale. This is an appeal to "face" validity. Additional evidence of a like nature is furnished by the method of constructing the scale. A more rigorous requirement for validation is to use an outside criterion. An attempt was made to provide such a criterion. In the current study, the reliability of the Index of Job Satisfaction Survey reported 0.912. Perhaps the most systematic attempt to develop an index of job satisfaction was the one made by Hoppock in the early 1930's. The scale evidently has been assumed to have "face" validity. The product-moment correlation between scores on the Hoppock blank 1935 and on the Brayfield-Rothe blank 1951 was 0.92. Although the two blanks were developed by different methods and contain items which over-lap only slightly they give results which are highly correlated. A comparison was made between the means of the Personnel and Non-Personnel groups on the Hoppock blank. The mean for the Personnel group was 22.2 with an S.D. of 2.6; the mean for the Non-Personnel group was 19.2 with an S.D. of 4.0. The difference between the means is significant at the 1% level; the variances do not differ significantly. Regarding the TCM, several studies have examined its reliability.

For example, Allen and Meyer (1990) reported 0.87 for affective, 0.75 for continuance, and 0.79 for normative. Dunham, Grube, and Castaneda (1994) found that alpha range to be between 0.74 and 0.87 for affective, 0.73 to 0.81 for continuance, and 0.67 to 0.78 for normative. Finally, Cohen, 1996 discovered alphas of 0.79 for affective, 0.69 for continuance, and 0.65 for normative. In the current study, the reliability of the TCM Employee Commitment Survey reported 0.884. The evidence for validity was provided by factor analytic: (a) relations among the commitment measures and related measures; (b) the factor structure of the continuance commitment; and (c) the stability of the factor structures across time. The patterns of correlation between the commitment measures and other variables also indicated that the validity was established. The measurement was adopted by over 40 employee samples, representing more than 16,000 employees from a wide variety of organizations and occupations (Allen & Meyer, 1996).

Data Collection Procedure, Analysis, and Ethical Consideration

The surveys were given to the Human Resources manager to give to all employees to complete and all responses were submitted anonymously back to the manager and the only fully answered surveys were taken into consideration discarding those which have some missing data.

The data gathered from the surveys were computed using SPSS for interpretation and descriptive statistics were used to analyze the subjects' demographics and their impact on job satisfaction and organizational commitment. Finally, the research was conducted in an ethical manner by doing the following: the subjects were not exposed; their anonymity was secured throughout this study; they were fully informed of the associated procedures and risks, as well as they were given their full consent to participate; and they were not forced into participating.

Results

Demographics of Subjects

Out of 156 subjects, 57.1% were males versus 42.9% were females. Subjects' age ranged from 21 and 62 with a mean of 35.3 and a standard deviation of 10.25. However, when sorting the ages into categories, results revealed that 41.7% of the subjects age ranged from 21 and 30, 30.8% ranged from 31 and 40, 17.3% ranged from 41 and 50, and 10.3% exceeded 50. In terms of years of experience, out of 155 subjects, 25.8% of them, their years of experience ranged from 1 and 5, 27% ranged from 6 and 10, 19.3% ranged from 11 and 15, 12.9% ranged from 16 and 20, and 14.8% exceeded 20. Regarding the level of education, 23% of the subjects had high school or less, 58.95 had a bachelor, 17.3% had a master, and .6% had a doctorate. Finally, with reference to position, 1.9% of the subjects were managers, 5.1% were deputy managers, 27.6% were assistant managers, 22.4% were officers, 14.1% were senior clerks, and 28.8% were clerks.

The Results of the Research Question

According to Tables 1, the impact of the demographics key variables—gender, age, years of experience, level of education, and position type—on job satisfaction and organizational commitment varies. In terms of gender, females had higher level of job satisfaction and organizational commitment than their male counterparts. In terms of age, employees whose ages exceeded 60 had the highest level of job satisfaction and organizational commitment than the ones whose ages were less. Employees whose ages ranged 51 and 60 had the least level of job satisfaction. Further, employees whose ages ranged from 41 to 50 had the least level of organizational commitment. In terms of years of experience, employees whose experience ranged between 6 and 10 had the highest level of job satisfaction while the ones whose experience ranged from 1 to 5 had the least level.

Regarding to organizational commitment, employees whose experience ranged between 16 and 20 years had the highest level of commitment while surprisingly the ones with more than 20 years of experience had the least level of commitment. Regarding the educational level, interestingly, employees with high school level had the highest level of job satisfaction, while the ones with doctorates had the least. The same applies to the level of organizational commitment. In terms of position type, managers had the highest level of job satisfaction and organizational commitment. However, senior clerks and assistant managers had the least level of organizational commitment respectively.

Discussion and Implications

As shown in 1, both levels of job satisfaction and organizational commitment vary among gender. In fact, females had higher level of job satisfaction and commitment than the males. Consequently, organizations ought to pay closer attention when it comes to staffing. In terms of age, generally speaking, older employees tend to have higher level of both job satisfaction and organizational commitment than younger ones. The reason why older people might be more committed to their organizations is the fact that they might be less enthusiastic than younger ones to look for new jobs and move to new locations. Additionally, they—the older ones—might have more financial obligations and commitments in their lives than the younger ones which in return they commit more. From an empirical perspective, Mathieu and Zajac (1990) and Batemen and Strasser (1984) found that age impact the level of organizational commitment. As an implication, organizations ought to retain older employees for as long as possible as they tend to become more committed than the younger ones.

This retention can be achieved by investing in their human capital by all means within the organizations capacities. In terms of experience, surprisingly, employees with 6-10 years had the highest job satisfaction level followed by 16-20, >20, 11-5, and lastly 1-5. Accordingly, organizations should investigate thoroughly this kind of variation and try to understand the reasons behind it.

The same goes for organizational commitment especially when employees who had more than 20 years of experience been the least committed. According to the results, employees with 16-20 years of experience were the most committed followed by 6-10, 11-15, 1-5, and lastly >20. The level of job satisfaction and organizational commitment varied in terms of the level of education. Results showed that interestingly, employees with high school had the highest level of job satisfaction followed by employees with masters, then bachelors, and lastly with doctorates. Almost the same for organizational commitment where high school employees were the most committed followed by employees with bachelor, then, masters, then doctorates.

These findings are to some extent challenging for organizations to investigate and eventually find out why such variation exist and to improve it. In terms of position type, the level of job satisfaction and organizational commitment also varied. According to the results, managers had the highest level of job satisfaction followed by offices, clerks, assistant managers, deputy managers, and lastly were the senior clerks. With reference to the level organizational commitment, also, managers had the highest followed by officers, deputy managers, senior clerks, clerks, and lastly the assistant managers. Once again these findings are challenging to organizations when it comes to improving the level of job satisfaction and organizational commitment among employees. Nevertheless, despite what demographic key variable to tackle in this context, the fact remain that these variables do have an impact on the level of job satisfaction and organizational commitment and should not be neglected by organizations.

Conclusion, Limitations, and Recommendations for Further Study

According to the findings of this study, the level of job satisfaction and organizational commitment varied among the different demographics key variables including gender, age, years of experience, education level, and position type. As for the limitations of this study, the generalizability of this study finding 1) may be limited to only this private bank and not be applicable to all private banks in the Kingdom of Bahrain; 2) may not be applicable to government based banks in the Kingdom of Bahrain; and, 3) may not be applicable to the rest of the Gulf region. Finally, to improve the findings validity of this study, 1) other studies should be conducted in other similar private banks in the Kingdom of Bahrain; 2) other studies should be conducted in government based financial institutions in the Kingdom of Bahrain; and, 3) an empirical investigation using inferential statistics should be conducted to examine the impact of these demographics key variables on the level of job satisfaction and organizational commitment.

Table 1: Impact of Gender, Age, Years of Experience, Educational Level, and Position Type on Job Satisfaction and Organizational Commitment

GENDER		N	Mean	Std. Deviation
Job Satisfaction	Male	89	47.54	3.39
	Female	67	47.87	3.24
Commitment	Male	89	46.44	5.47
	Female	67	47.99	5.09
YEARS OF EXPERIENCE		N	Mean	Std. Deviation
Job Satisfaction	6 -- 10	42	48.26	3.76
	16 -- 20	20	48.15	2.35
	> 20	23	47.57	4.52
	11 -- 15	30	47.37	2.77
	1 -- 5	40	47.15	2.86
	Total	155	47.68	3.33
Commitment	16 -- 20	20	48.50	5.78
	6 -- 10	42	47.83	4.25
	11 -- 15	30	46.90	5.93
	1 -- 5	40	46.35	4.94
	> 20	23	46.09	6.66
	Total	155	47.10	5.36
EDUCATION LEVEL		N	Mean	Std. Deviation
Job Satisfaction	High School	36	48.47	2.49
	Master	27	47.67	3.06
	Bachelor	92	47.40	3.65
	Doctorate	1	45.00	.
	Total	156	47.68	3.32
Commitment	High School	36	48.53	4.15
	Bachelor	92	46.96	5.72
	Master	27	45.93	5.19
	Doctorate	1	41.00	.
	Total	156	47.10	5.35
POSITION TYPE		N	Mean	Std. Deviation
Job Satisfaction	Manager	3	49.33	1.16
	Officer	35	47.89	3.25
	Clerk	45	47.84	3.81
	Assistant Manager	43	47.74	2.90
	Deputy Manager	8	47.13	3.27
	Senior Clerk	22	46.86	3.44
	Total	156	47.68	3.32
	Commitment	Manager	3	49.33
Officer		35	49.06	5.30
Deputy Manager		8	48.63	4.57
Senior Clerk		22	48.00	5.64
Clerk		45	46.71	5.20
Assistant Manager		43	45.02	5.03
Total		156	47.10	5.35
AGE		N	Mean	Std. Deviation
Job Satisfaction	> 60	2	48.50	2.12
	41 - 50	27	48.26	3.05
	31 - 40	48	48.00	3.52
	21 - 30	65	47.34	2.94
	51 - 60	14	46.93	4.76
	Total	156	47.68	3.32
Commitment	> 60	2	51.00	4.24
	51 - 60	14	49.07	6.13
	31 - 40	48	47.88	4.73
	21 - 30	65	46.45	4.82
	41 - 50	27	46.00	6.84
	Total	156	47.10	5.35

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