

**IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL
COMMITMENT WITH THE MODERATING EFFECT OF
INDIVIDUALISM (IN SPECIAL REFERENCE OF CLASS ONE
OFFICERS OF SRI LANKA ADMINISTRATIVE SERVICE)**

MMCP Mohottigedera

Deputy Director

Sri Lanka Customs, Colomb, Sri Lanka, Email : chaturamoho@yahoo.com

Prasadini Gamage

Professor in HRM, Department of HRM, University of Kelaniya,

Kelaniya, Sri Lanka, Email : prasadinigamage@yahoo.com

ABSTRACT

This study examines the relationship between job satisfaction and organizational commitment of class one officers of Sri Lanka Administrative Service (SLAS). As well as to measure the moderate effect of individualism between job satisfaction and organizational commitment. The sample of this research consisted 108 classes I SLAS Officers who work for the top ten Cabinet Ministries. These officers are working in key designations at relevant Ministries. Theoretically, the study has analyzed and formulated a conceptual framework for the research. Methodologically, the data used in the study were collected from ten cabinet ministries at a one time. SPSS 20 version was used for analyzing data. The statistical results of the study revealed that there is a significant and positive relationship between job satisfaction and organizational commitment among the class I SLAS officers, further to that results showed a slightly moderate effect of individualism on the relationship of job satisfaction and organizational commitment.

Keywords: Job Satisfaction, Organizational Commitment, Individualism, Sri Lanka Administrative Service.

BACKGROUND OF THE STUDY

Sri Lanka Administration Service (SLAS) is a premier government service which is

assigned to deliver civil administration and development activities of the government. This service established by the British Government during the Colonial Era (SLIDA, 1992). The history of Sri Lanka Administrative Service dates back to 1802. Accordingly, a group of officers was appointed from Great Britain in 1802, for the administration due to certain practical issues. That was the beginning of the Civil Service of the country and later on, it was named as Ceylon Civil Service 1833 based on the British Civil Service. In 1963 it was renamed as Ceylon Administrative Service with the inclusion of Divisional Revenue Officers Service. Further, it has been established as Sri Lanka Administrative Service in 1972 after Sri Lanka became a Republican State. At present Sri Lanka Administrative Service is implemented as the major civil service of the country (Warnapala, 1994, Administration Reforms, 2006).

In the present administration system, the SLAS officers were assigned to various kinds of government institutions to carry out the administration and development activities on behalf of the government. Therefore the level of work performance and the organizational commitment of the SLAS officer is highly required for the betterment of the public service delivery.

Those SLAS officers can be categorized into four main levels. They are a special grade, Class One, Class Two, Class Three. (Government Gasette, 2005). Newly recruited officers and officers whose service below 10 years included under Class Three. They are the lower level and functional level managers of the government organizations and they are in the lower level of the hierarchy. Class Two includes officers whose service are under 17 years. The SLAS officers whose completed over 17 years included Class One and the most senior Class One officers are recruited as special grade officers. Mainly this study examines the relationship between job satisfaction and organizational commitment of the Class One SLAS officers. Class One SLAS officers have a decision making, policy planning, and implementation powers. Therefore, this research targeted the Class One SLAS officers.

PROBLEM STATEMENT

Currently, the Government of Sri Lanka maintains 6% to 8% economic growth (<http://www.treasury.gov.lk/>,2012). Hence it is vital to maintaining efficient and effective public service.

According to the structure of the civil service of the country, Sri Lanka Administrative Service is used to manage and supervise the civil administration and the development activities.

Many studies have proved that there is a positive relationship between organizational commitment and organizational efficiency and effectiveness.

It implies that when the employees are satisfied with their job, they will give the fullest commitment to their respective organization to accomplish its objectives. Hence it is the responsibility of the management to have and maintain the happy workforce. To make them happy, organizations have to provide high salaries, career advancement, good working conditions etc. But even though the organizations provide so many facilities it is very difficult to make the employees committed to work due to their negative attitudes. They give priority and commitment to personal interest rather than committed to the organization. Also, the individualistic behavior of the employees is one of the key moderate factors in between the job satisfaction and organizational commitment. (Goncalo, 2005)

This research is based on the observations which are identified by the Ministry of public administration and the Ministry of Finance and Planning. (Treasury performance report, 2011) and the Parliament Sub Committee on Public Accounts (COPA report, 2011). According to those reports, the level of organizational commitment of the senior members of the Sri Lanka Administration Service (SLAS) is not in a satisfactory level. If this situation continues, the effectiveness of public sector governance will be collapsed.

There is hardly any research done in Government ministries targeting SLAS officers with regard to their job satisfaction and organizational commitment. This study fills the gap in the knowledge. Therefore the problem statement can be described as follows.

To what extent job satisfaction has an effect on the organizational commitment to moderate effect of individualism, of the class I SLAS officers.

RESEARCH QUESTIONS

1. What is the relationship between job satisfaction and organizational commitment of the class 1 SLAS officers?
2. What is the moderating effect of individualism on the relationship between job satisfaction and organizational commitment of the class 1 SLAS officers?

RESEARCH OBJECTIVES

1. To examine the relationship of job satisfaction on organizational commitment and organizational commitment of the class I SLAS officers.
2. To examine the moderate effect of individualism between job satisfaction and the organizational commitment of the class I SLAS officers.
3. To suggest positive factors which effect to improve job satisfaction and organizational commitment of the class I SLAS officers.

LITERATURE SURVEY AND STATEMENTS OF HYPOTHESES

Job Satisfaction

Job satisfaction is the most important of one's feelings and attitude towards one's job. Graham, 1992 (sighted by Babara, 2003) it's about how employees feel about different aspects of their job. Fredric Herzberg, 1959 (sighted by Baksh, 2011) had explained links with Maslow and believe in the two-factor theory of motivation in relation to job satisfaction. This theory explains certain factors that a business could introduce that would directly motivate employees to work harder (Motivators).

Job satisfaction which defines the extent to which people either like or dislike their jobs, Locke, 1976, is the effective emotional response of jobholders to their jobs and represents a set of measures about the extent to which individuals derive pleasure from their jobs. Muchinsky, 1987, (sighted by Saxon, 2012) who supports this definition defines job satisfaction as, a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

One issue that has not yet been fully resolved is the high correlation found between job satisfaction and organizational commitment. Thus, the question is whether job satisfaction is an antecedent of organizational commitment or organizational commitment is an antecedent of job satisfaction. Bateman and Stressor, (1984) indicate that organizational commitment is an antecedent of job satisfaction, while Meyer and Allen (1997) indicate the opposite.

Organizational Commitment

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization and is an ongoing process through which organization members express their concern for the organization and its continued success and wellbeing. Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment (Nortcraft and Neale, 1996). And they see commitment as an attachment and loyalty. These authors describe three components of commitment (1) Identification with the goals and values of the organization (2) A desire to belong to the organization (3) A willingness to display effort on behalf of the organization;

A similar definition of commitment emphasizes the importance of behavior in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his

activities and involvement. From this definition, it can be inferred that three features of behavior are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily.

The relationship among Job Satisfaction and Organizational Commitment

Adeyinka, (2007) established that higher-level of organizational commitment and job satisfaction relate to managerial support staff. Effective managers make positive impressions on other people in the organization and this enhances organizational commitment (Terzi and Kurt, 2005). If managers provide a supportive environment for employees, then employees make more effort to achieve organizational goals (Giffords, 2009). Numerous studies have found a positive relationship between job satisfaction and organizational commitment (Yang and Chang, 2007). The higher employees' job satisfaction, the lower is personnel turnover and absenteeism conversely, when the job satisfaction level is low, employees' commitment to the organization is also low and they have a tendency to seek different job opportunities (Silverthorne, 2005).

Individualism

Personal individualistic attitude is the other main factor which is affecting the individual employees. This attitude can be broadly defined as a settled mode of thinking just for one person-centric or work for a personalized agenda to get a maximum benefit for own self. Individualists attitudes are evaluative. As Makin *et al.*, (1996) explained, any individualistic attitude contains an assessment of whether the object to which it refers is like or dislike. Also, individualistic attitudes are developed through experience, but they are less stable than traits and can change as new experience gained or influences absorbed (Armstrong, 2009).

Attention to Asian work practices has coincided with and perhaps fueled an increasing reliance on work groups in Western organizations. U.S. corporations have become increasingly team based with employees spending a larger proportion of their time working in groups.

As a result, it has become increasingly important to understand how employees might best meet the demands of a cooperative work environment. And, according to many management scholars, what is needed is a fundamental shift from the individualistic mindset that has traditionally characterized the American workplace to a more collectivistic approach that places the needs of the group over those of the individual. Locke et al., (2005) found that moving from an individualistic to collectivistic orientation has many potential implications. For example, it has been observed that collectivist group values, reduce social loafing and increase cooperation, and that person in collectivist organizational cultures

will identify more strongly with their workgroups. However, there may also be some downside risks associated with a shift toward collectivism. Although collectivistic values may promote feelings of harmony and cooperation, they may also extinguish the creative spark necessary for innovation. Given the widely recognized importance of creativity for sustaining competitive advantage, such a byproduct of collectivism might have considerable negative consequences.

Just as Western businesses have intensified their efforts to learn from Asian organizations, so too has there been a rise in research on cross-cultural differences between the two regions. Asian and Western cultures have been distinguished along a variety of characteristics. However, it is the dimension of individualism and collectivism that has received the most attention from psychologists specializing in cross-cultural research.

Cultural values of individualism and collectivism differ in their relative emphasis on independence versus interdependence with one's group. In individualistic cultures, people are viewed as independent and possessing a unique pattern of traits that distinguish them from other people.

In contrast to such independence and uniqueness, people in collectivistic cultures view the self as inherently interdependent with the group to which they belong. Therefore, whereas people in individualistic cultures often give global and abstract descriptions of themselves (e.g. I am optimistic), people in collectivistic cultures might ask how they could possibly describe themselves in the absence of information about a particular situation.

Line judgment task suggested that Asians demonstrated a stronger tendency to conform than Americans. In fact, the very concept of conformity may have different connotations in different cultures. While conformity is often viewed negatively in an individualistic culture, uniqueness can be viewed as a form of deviance and conformity associated with harmony in a more collectivist culture (Kim & Markus, 1999).

Because the person's identity is closely linked to his/her social group in collectivistic cultures, the primary goal of the person is not to maintain independence from others, but to promote the interests of the group. In contrast, most people in individualistic cultures assume that their identity is a direct consequence of their unique traits.

Because of the norms of individualistic cultures stress being true to one's self and one's unique set of needs and desires. Based on the above literature, it is postulated the following hypotheses.

H1 - There is a positive relationship between job satisfaction and organizational commitment of the class I SLAS officers.

H2 -The relationship between job satisfaction and the organization's commitment is moderated by the individualism of class I SLAS officers.

Conceptual Framework

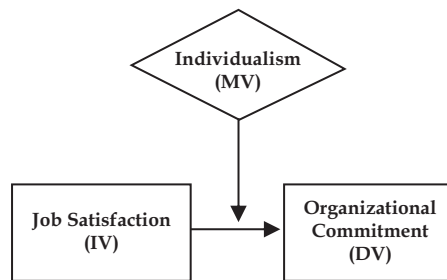


Figure 01: Conceptual framework

According to the conceptual framework of the study job satisfaction is the independent variable and organizational commitment is the dependent variable. Further individualism is the moderating variable.

RESEARCH METHODOLOGY

Population and Sample

This study has investigated the relationship between job satisfaction and organizational commitment of the class 1 SLAS officers. Also, this study examined the moderating effect between the relationship job satisfaction and organizational commitment. Relevant data were collected from top ten cabinet ministries in which most of class 1 SLAS officers are working. The present carder for SLAS is around 2200.

The Population of the study includes the number of Class I SLAS officers who worked in the top ten Cabinet Ministries. The total carder of class I SLAS officers worked in top 10 cabinet ministries (Government Gazette – 2010/04.30) is 147 (Database of Department of Management Services, General Treasury, 31/03/2013). That means targeting population is limited to 147 numbers of class 1 SLAS officers.

The sample size is decided by using a sample table developed by Kerjice and Morgan (1970) as in Sekaran & Bougie (2011). According to the relevant population, given sample size is 108. This study utilized convenience sampling technique to select the sample for data collection.

Measurement

A survey questionnaire was developed, including forty questions covering to measure job satisfaction, organization's commitment, and individualism. The organization commitment questionnaire (OCQ) developed by Mayer and Allen (1997), overall job satisfaction scale (OJS) developed by Brayfield and Rothe, (1951) and the Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss et al., (1967) was used to develop the research questionnaire

DATA ANALYSIS AND PRESENTATION

Profile of The Sample

Out of a total number of 108 questionnaires distributed only 96 respondents successfully completed the questionnaires and returned.

The descriptive statistics of the study reveal that out of the sample of respondents' females are the highest percentage of responding at 52.1%, whilst male at 47.9%. Further the statistical results show that age between 40 - 50 has the highest percentage of respondents at 45.8%, age between 40 - 50 has the 43.8% and 10.4% having an age between 50 - 60. The majority of the respondents (63%) have 8 years or above experiences in the existing organization and 26% of the sample has more than four years of work experience in the existing organization.

Reliability of the Questionnaire

Reliability is checked on the final sample data for all the relevant variables and dimensions. Affective commitment, organizational policies and supervisor's management style have the highest reliability coefficient and that was more than 0.7. For normative commitment, individualism and working conditions, Cronbach's Alpha was between 0.6 and 0.7. Hence the reliability of the entire questionnaire was at a satisfactory level.

TESTING OF HYPOTHESES

Correlation Analysis of Variables

The correlation analysis is conducted to determine the association between two or more variables listed as groups and the strength of that association. The value should fall between 0.00 (no relation) and 1.00 (perfect relation). Table 01 shows correlation analysis between all the groups of studied variables. The correlation is significant at 0.01.

Table 01: Correlations between Job Satisfaction, Organizational Commitment & Individualism

		INDI	JOBS AT	ORGCOM
INDI	Pearson Correlation	1	.362**	.383**
	Sig. (2-tailed)		.000	.000
	N	96	96	96
JOBS AT	Pearson Correlation	.362**	1	.682**
	Sig. (2-tailed)	.000		.000
	N	96	96	96
ORGCOM	Pearson Correlation	.383**	.682**	1
	Sig. (2-tailed)	.000	.000	
	N	96	96	96

Table 01 showed that all the relevant relationships are significant. As well all the relationships are positively correlated. The strongest correlation is observed between job satisfaction and organizational commitment ($r = 0.682$), and this correlation is significant and positive, (Sig. = 0.000). Second strongest correlation is shown between job satisfaction and affective commitment ($r = 0.585$), and this correlation also significant and positive, (Sig. = 0.000).

H1: There is a relationship between job satisfaction and organizational commitment.

Table 02: Model summary for H4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.466	.460	.43921
a. Predictors: (Constant), Job Satisfaction				

Table 03: ANOVA^b Test for H4

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.805	1	15.805	81.929	.000 ^a
	Residual	18.133	94	.193		
	Total	33.938	95			
a. Predictors: (Constant), Job Satisfaction						

Table 02 summarizes the results of the regression test and shows how much of dependent variable (organizational commitment) variance is explained by the independent variable. According to the regression summary table, R² value is 46.3 which imply that 46.33% variation in organizational commitment is due to job satisfaction. That means hypothesis is supported by the data, therefore H1 is accepted.

H2 -The relationship between job satisfaction and the organization's commitment is moderated by individualism.

Table 04 : Model Summary for H2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.476	.43265
a. predictors: (constant), individualism, job satisfaction				

Table 05 : ANOVA Test for H2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.530	2	8.265	44.153	.000 ^a
	Residual	17.408	93	.187		
	Total	33.938	95			
a. predictors: (constant), indi, job satisfaction						
b. dependent variable: organizational commitment						

The Table 04 shows the results of the regression test and it explains how much of the organization's commitment (dependent variable) variance with the moderating effect of individualism. According to the model, R is 0.698 which indicates that the model is successful in predicting elements to achieve the organizational commitment and it's explained 48% of the variance leading to the organizational commitment and Table 05 observed F value 44.153 has a P value of 0.000 as associated with it shows the model reaches a statistically significant (Sig. =0.000).

According to this result shown in Table 04, it was observed there is 46% of the variance leading to the organization's commitment without moderating effect of the individualism. Table 05 shows, that variance level was increased by 2% by the individualism (moderate variable). That statistic explained there is less positive, a moderate effect of individualism on the relationship between job satisfaction and organizational commitment. That means hypothesis is supported by the data. Therefore, H2 is accepted.

DISCUSSION

This study offers additional insight into the relationship between job satisfaction and organizational commitment. In this research, job satisfaction was used as an independent variable and six dimensions were identified to measure job satisfaction.

Organizational commitment is the dependent variable. It focuses on employee commitment to the organization under three areas: (a) effective commitment exists when employees stay with the organization because they want to, (b) continuous commitment exists when employees stay with the organization because they need

to, and (c) normative commitment exist when employees stay with the organization because they feel they ought to (Mayer & Allen, (1997).

To study the Individualistic attitudes of the class I SLAS officers was measured to identify any moderate effect in between the relationship of job satisfaction and organizational commitment. The statistical results of the study reveal that the findings in relation to the moderate effect of individualism in between the relationship of job satisfaction and organizational commitment. The results of the regression analysis further revealed that 48.7% variation in organizational commitment is explained by job satisfaction. Correlation also increased to 0.698, this relationship is statistically significant. (Sig. = 0.000) that means, according to the model summary and ANOVA analysis, with the moderate effect of individualistic attitude, the correlation in between job satisfaction and organizational commitment was increased by 0.016 and variance level also increased by 2.1% leading to the organizational commitment. According to this statistical evidence, there was a little moderate effect of individualistic attitude in between the relationship of job satisfaction and organizational commitment.

These results can be explained by the practical working situations of the SLAS officers. A Senior officer in the class I, need work for their career development. In that context, they must establish their professionalism and expertise. This also can be linked to the promotional aspects. They need to get promotional designations like Director Generals, Additional secretaries, and secretaries. That means they need to work with individualistic attitude too.

RECOMMENDATION

Based on the research findings following recommendations can be made for the attention of the relevant authorities.

Based on the research findings, performance appraisal system, supervisor's management style, organizational policies, and recognition are highly relevant to Class I SLAS officer's job satisfaction. Therefore it is needed to be more focus on maintaining fair performance appraisal system, organizational policies, supervisor's management style and recognition because research finds the strongest relationship between above factors and job satisfaction. Also, above mentioned other areas should be considered as important factors for the service improvement plans.

The overall research finding is there was a significant and positive correlation between job satisfaction and organizational commitment, of the Class I SLAS officer. That also highlighted the policymakers and high-level administration authorities must consider this relationship for the future administration policy-making processes. If the Government identified the existing organization

commitment level was not at a satisfactory level, then this point is needed to be taken as a serious issue.

These research findings also suggest that the performance appraisal system was positively related to job satisfaction and individualism also showed a slightly moderate effect in between the relationship of job satisfaction and organizational commitment.

CONCLUSION

With the increasing competitiveness in the public-sector managers and environment of the promising economic development, it is more important than ever that organization's commitment of the class I SLAS officers. In this research, it used many techniques to help and assess the variables.

To determine the association between the studied group of variables and dimensions, it conducted a correlation test. The strongest correlation was found to be between job satisfaction and organizational commitment, (0.682), and weakest between job satisfaction and organizational commitment (0.292). First research question and hypothesis were linked to these results. According to research findings, experience in existing organization and experience under the existing supervision were shown the positive variance and significant relationship with the organizational commitment.

Furthermore, regression analysis conducted to test the relationship between the different variables and answer research hypotheses. The results showed that job satisfaction significantly influences the organizational commitment. H1 is accepted and it can be described as "there is a significant and positive correlation between job satisfaction and organizational commitment". H2 can be accepted, but individualism did not show a strong moderate effect in between the relationship of job satisfaction and organizational commitment. It can be described as "the relationship between job satisfaction, organizational commitments were slightly moderated by the individualism".

The final finding of this research was explained as there was a significant and positive correlation between job satisfaction and organizational commitment among the class I SLAS officers, who worked at the top ten Cabinet Ministries. According to the initial research problem of this study parliament, CPPA report (2011) mentioned the Senior SLAS officers' organization's commitment was not at a satisfactory level. This research finds a significant relationship between job satisfaction and organizational commitment. Therefore national priority should be given to the implement some measures to improve job satisfaction of the senior SLAS officers because they are responsible for the public-sector management and

economic development of the country.

This research conducted to examine the relationship between job satisfaction and the organizational commitment. To examine the deep relationship between these variables, research should be conducted to examine the level of job satisfaction and the relative level of organizational commitment.

Also, additional research should be conducted using more dimensions under job satisfaction. This is may be useful to get understand about complex relationships in-between relevant dimensions and other relationships on job satisfaction and organizational commitment.

Lastly, researchers might further examine the political interference in the relationship of job satisfaction and organizational commitment. Because the in the present practical situation political influence and other related activities can be affected by these relationships too.

REFERENCES

- Adeyemo, D.A. & Aremu, A.O. (1999). Career commitment among secondary school teachers in Oyo state, Nigeria. The Role of biographical mediators. *Nigerian Journal of Applied Psychology* 5(2), 184-194. Retrieved 30.12.2012 from www.cenresinpub.org: www.cenresinpub.org/MOTIVATION%20AND%20JOB%20SATISFAC
- Administrative Reforms, M. O. (2006). *Guide to Performance Management in the Civil Service*. Mauritius: Ministry of Civil Administration Reforms.
- Babara, B. B. (2003). *Employees' Organizational Commitment and Their Perception of Supervisors' Relations-Oriented and Task-Oriented Leadership Behaviors*: Virginia, State University. Retrieved 25.12.2012 from a scholar. Lib: <http://scholar.lib.vt.edu/theses/available/etd-04072003-224349/>
- Bakhs, A.B. (2011). *Organizational Commitment of Managerial Employees: Australia*: University of Southern Queensland. Retrieved 16.01.2013 from eprints.usq.edu: <http://eprints.usq.edu.au/19481/>
- Bash, B. (1994). *Effect of Job Satisfaction on Employee Motivation and Turnover Intention*. Australia: University of Queensland. Retrieved 21.12.2012 from www.caul.edu.au: <http://www.caul.edu.au/caul-programs/australasian-digital-theses/finding-theses>
- COPA. (2011). *Performance evaluation report COPA*. COLOMBO: Parliament.
- Dayarahne, K.W.P. (2006). *A Study on the Impact of Job Satisfaction on Performance of Employees in Public Sector*: Colombo, SLIDA
- Douglas, J. M. A. (2007). *Role of the Factors of Intrinsic Motivation for Organizational Commitment*: Colombo, SLIDA
- Ebru, K. (1995). Job satisfaction of the librarian in the developing countries. 61st IFLA General Conference Proceedings, Aug 20-25. Retrieved 31.12.2012 from www.cenresinpub.org: <http://www.cenresinpub.org/MOTIVATION%20AND%20JOB%20SATISFAC>.

- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. and Rhoades, L. (2002). 'Perceived supervisor support: Contributions to perceived organizational support and employee retention', *Journal of Applied Psychology* 87: 565-573. Retrieved 03.01.2013 from www.psychology.uh.edu/.../Eisenberger/.../02_Perceived_Supervisor_Su
- Ellickson, M.C. (2002). Determinants of job satisfaction of municipal employees. *Public Personnel Management*, 31(3), 343-358. Retrieved 30.12.2012 from [www.emeraldinsight.com: http://www.emeraldinsight.com/bibliographic_databases.htm?id=1372014](http://www.emeraldinsight.com/bibliographic_databases.htm?id=1372014)
- Garcia-Bernal, J., Gargallo-Castel, A., Marzo-Navarro, M., and Rivera-Torres, P. (2005). Job satisfaction: empirical evidence of gender differences. *Women in Management Review*, 20(4), 279-88. Retrieved 26.12.2012 from [dx.doi.org: http://dx.doi.org/10.1108/09649420510599098](http://dx.doi.org/10.1108/09649420510599098)
- Gautam, M., Mandal, K., and Dalal, R.S. (2006). Job satisfaction of faculty members of veterinary sciences: an analysis. *Livestock Research for Rural Development*, 18 (7). Retrieved 26.12.2012 from [www.eeraonline.org: http://www.eeraonline.org/journal/files/v20/JRE_v20n2_Article_5_Malik](http://www.eeraonline.org/journal/files/v20/JRE_v20n2_Article_5_Malik).
- Kim, S. (2004). Factors affection state government information technology employee turnover intentions. *American Review of Public Administration*, 35, 137-156. Retrieved 29.12.2012 from [dx.doi.org: http://dx.doi.org/10.1177/0275074004273150](http://dx.doi.org/10.1177/0275074004273150)
- Locke, E., A., & Latham, G., P. (1990). Work motivation and satisfaction. Light at the end of the tunnel. *Psychological Science*, 1(4):240-246. Retrieved 29.12.2012 from [dx.doi.org: http://dx.doi.org/10.1111/j.1467-9280.1990.tb00207.x](http://dx.doi.org/10.1111/j.1467-9280.1990.tb00207.x)
- Macdonald, K. (2010). <http://www.theoccidentalobserver.net/2010/09/recent-research-on-individualismcollectivism/>. Retrieved 11, 12, 2012, from <http://www.theoccidentalobserver.net/2010/09/recent-research-on-individualismcollectivism/>
- Malik. N. (2011). Study on job satisfaction factors of faculty members at the University of Balochistan. *International journal of academic research*, 3(1), 2011, Part I, Retrieved 22.12.2012 from http://www.eeraonline.org/journal/files/v20/JRE_v20n2_Article_5_Malik.pdf
- Meyer, J. & Allen, N. (1997). *Commitment in the workplace*. Thousand Oaks, CA: SAGE. Retrieved 15.12.2012 from [audacityblog.info: http://audacityblog.info/wordpress/wp-content/uploads/2011/03/Meyer-Allen-Survey.pdf](http://audacityblog.info/wordpress/wp-content/uploads/2011/03/Meyer-Allen-Survey.pdf)
- MOFP (2012, 11, 08). www.treasury.gov.lk/depts/fpd/budgetspeech/2013/budgetspeech2013-eng.pdf. Retrieved 11, 16, 2012, from www.treasury.gov.lk.
- Northcraft, T. & Neale, H. (1996). *Organization Behavior*. London: Prentice-Hall.
- Oyewobi, L.O. Suleiman, B. & Jamil, A.M. (2012) Job Satisfaction and Job Commitment: A Study of Quantity Surveyors in Nigerian Public Service: Nigeria, Federal University of Technology Minna, Niger State, Retrieved 16.12.2012 from [www.ccsenet.org: http://www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm)
- Rosnowski, M., & Hulin, C. (1992). The scientific merit of valid measures of general constructs with special reference to job satisfaction and job withdrawal. In C. J. Their jobs and how it affects their performance. Lexington Books: New York. Retrieved 20.12.2012 from [www.lrrd.org: http://www.lrrd.org/lrrd18/6/gant18089.htm](http://www.lrrd.org/lrrd18/6/gant18089.htm)

*Impact of Job Satisfaction on Organizational Commitment With The Moderating Effect of Individualism
(in Special Reference of Class one Officers of Sri Lanka Administrative Service)*

- Sattar, S. Nawaz, A.& Khan, S. (2012). The contextual impacts on job satisfaction of employees in the developing states like Pakistan: Universal Journal of Education and General Studies Vol. 1(5) pp. 136-145, May 2012. Retrieved 12 .01.2013 from www.universalresearchjournals.org: <http://www.universalresearchjournals.org/ujegs>,
- Saxon, N. L. (2012) Understanding organizational commitment and job Satisfaction of Tacom Life Cycle Management Command acquisition, Technology, And Logistics associates: Michigan, Lawrence Technological University, Southfield, Retrieved 15.01.2013 from oai.dtic.mil:[http://oai.dtic.mil/oai/oai?verb=get Record &metadataPrefix=html&identifier=ADA558465](http://oai.dtic.mil/oai/oai?verb=get&recordIdentifier=ADA558465)
- Sekaran, U. Bougie, R. (2011) Research Methodology for Business: A Skill Building Approach. New Delhi, Sahibabad
- SLIDA. (1992). Report on Performance of SLAS. COLOMBO: SLIDA.
- Treasury. (2011). Performance of the public investment programme. COLOMBO: Treasury.