

Moderating Role of Age in the Relationship between Job Satisfaction and Organizational Commitment among Employees of a Special Mission Organization in Rwanda

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Abstract: *The study assessed the role of age in the relationship between employees' job satisfaction and organizational commitment among employees of a special mission organization in Rwanda. A cross-sectional survey design (N = 119) was used. The Hayes' process macro v.3.5 (Model 1) was chosen over the ordinary least square techniques to run the moderation analysis. Job satisfaction was found to have a significant and positive effect on continuance and normative commitment, but a had significant negative effect on affective commitment. Age significantly positively affected overall organizational commitment, continuance and normative commitment. Age further significantly moderated the relationship between job satisfaction and overall organizational commitment, continuance and normative commitment but not affective commitment. The relationships were significant and positive for the younger employees but positive and insignificant for the older employees. The results implied that for the organization to enhance employees' commitment overall, the management should adopt measures that enhance job satisfaction among younger employees.*

Keywords: job satisfaction, organizational commitment, age, moderation, special mission organization

INTRODUCTION

Employees' organizational commitment has attracted research interest over decades. One possible explanation is the belief that committed employees are viewed as a source of organizational performance and efficiency which in turn lead to productivity enhancements (Gunlu *et al.*, 2010), organizational effectiveness (Maiti *et al.*, 2020), and competitive advantages (Bashir and Gani, 2020). However, achieving an appropriate level of organizational commitment among employees requires organizations' managers to focus on its antecedents and ensure that they maintain these antecedents at a balanced level within the organization. The antecedents of organizational commitment have been identified in the literature, ranging from job attitudes to personal factors. Job satisfaction is an example of such job attitudes (Robbin and Judge, 2019). Past studies have shown a significant relationship between job satisfaction and organizational commitment, covering different subsectors. Examples include; Abebe and Markos (2016) and Yucel and Bektas (2012) in education; Oztuck *et al.* (2014) in the hotel industry in Turkey; Mehdi *et al.* (2013) in medical services; Lumley *et al.* (2011) in IT industry; Azeem (2010) in the service industry; etc.

Other studies such as Markovits *et al.* (2010) have compared the relationship between public and private organizations, while others like Chordiya *et al.* (2017) compared the same across national cultures, e.g., the United States and India. Yet other studies have investigated the same in special contexts. See for example, Sikorska-Simmons (2005) in assisted living employees and Rai (2012) in long-term care staff. Besides, past studies have also shown significant age differences in both job satisfaction, e.g., Matolo and Ngatuni (2018) and organizational commitment, e.g., Elkhdr and Aimer (2020) and Gasengayire and Ngatuni (2019), in which older employees reported significantly higher job satisfaction and organizational commitment than their younger counterparts. Thus, it is posited that employees' reaction in terms of job attitudes to their evaluation of various job aspects may differ across age groups. For example, older employees may respond differently when dissatisfied with their job, because of lack of job substitutes compared to the younger ones. This phenomenon raises a question on how differently older and younger employees may respond to the negative experiences at work. This question suggests that the relationship between job satisfaction and organizational commitment may be moderated by employees' age. There is a growing body of literature on the relationship between job satisfaction and organizational commitment, and between age and organizational commitment. However, the investigation into how age moderates the former relationship is lagging, especially in Africa but more specifically in special mission organizations. Understanding how different employee age groups respond with a commitment to job satisfaction or dissatisfaction is useful to managers because it would help them tailor their job satisfying measures to the group in which more positive outcome (commitment) is expected.

Therefore, this study investigated the moderating role of age in the job satisfaction - organizational commitment relationship, using a sample of employees from the National Commission for the Fight Against Genocide (CNLG) in Rwanda. CNLG is a Government organization constitutionally created in 2008 as a National Commission, an independent and permanent institution, with legal status, administrative and financial autonomy. Its mission is to prevent, fight against Genocide, and to address its consequences both inside and outside Rwanda. More details on this organization can be found on its website: <https://www.cnl.gov.rw/index.php?id=10>. The main reason for choosing this organization is that it provides special services to citizens who were affected by the genocide and are dealing with its aftermath; hence it is a special mission organization. Its operations provide a unique environment in which high commitment is required. Besides, the age profile of the workforce which reflect the post-genocide age distribution makes it important to investigate whether such age differences contribute to the strength of the relationship between job satisfaction and organizational commitment. For example, Saridakis *et al.* (2018) point out that "employees who work for a charity that supports disadvantaged children may be committed to the organization in part because they identify themselves with the group that they seek to support" (p.2). Age has been shown to moderate the relationship between job satisfaction and other job attitudes, e.g., intent to leave the organization (Hellman, 1997), in the mediation of work engagement in the job crafting-occupational satisfaction relationship (Ren *et al.*, 2020), and in the relationships between performance expectancy, effort expectancy, social influence, and behavioural intention (Hussein and Abdelhamid, 2021). The present study first determined the relationship between job satisfaction, age and organizational commitment. Secondly, it determined how this relationship was affected by employees' age. The present study adds empirical evidence on the link between the two work attitudes and the moderation effect of age, not only from a

frontier market but also from an organizational with a special mission, extending the works of Rai (2012) and Sikorska-Simmons (2005).

Literature Review

Mowday, Steers, and Porter (1979) define organizational commitment as an attitude that exists between the individual and the organization representing a relative strength of the individual's psychological identification and involvement with the organization. Angle and Perry (1981) added the dimension of continuance commitment in which they asserted that an individual becomes committed to the organization because of extraneous interests (pensions, family concerns, etc.) and not because of his/her general positive feelings about it. These extraneous interests are what Becker (1960) referred to as "side-bets" or simply the investment one makes to an organization, the value of which grows over time, and would be lost if the employee quits. Subsequently, Meyer and Allen (1991) viewed organizational commitment as a three-dimensional concept - affective commitment (the feeling of being affectionately and emotionally attached to the organization); normative commitment (remaining in the organization as an obligation); and continuance commitment (remaining in the organization for the fear of having to incur the perceived costs associated with quitting). Job satisfaction is defined by Locke (1969) as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values" and job dissatisfaction as the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values" (p.317).

It is an employees' self-assessment about the extent to which actual outcomes of various aspects of the job match their expectations. The degree of any mismatch triggers various positive and negative behavioural responses by employees, such as commitment, turnover intentions and absenteeism (Meyer *et al.*, 2002). These two concepts are among the many job attitudes (Robbin and Judge, 2019), the relationship between which can be explained by the Social Exchange Theory (SET) (Blau, 1964; Homans, 1958). SET posits that a set of interactions exists between two parties that generate obligations and a high-quality relationship, in which the action of one part leads to a response by the other, leading to the development of trust, loyalty and mutual commitment by this other person (Emerson, 1976). Thus, in an organizational context, the theory suggests that employers who take a good care of their employees are reciprocated by beneficial consequences in return (Cropanzano *et al.*, 2001). A related theory – the Psychological Contract Theory (PCT) (Argyris, 1960) - also advocates that perceptions exist among employees regarding employment agreement between them and their employer beyond what is formally agreed upon. Employees develop beliefs about what they are entitled to receive or should receive because they perceive that their employer conveyed promises to provide those things (Taylor *et al.*, 2006). From the two theories, it is suggested that when the employees' actual job outcomes exceed their expectations, they become more satisfied with it, which increases the likelihood that they will reciprocate with a higher commitment to the organization and its mission. A positive relationship is therefore hypothesized between job satisfaction and organizational commitment. The hypothesized relationship has been debated in the literature endlessly, regarding whether the two job attitudes are the same or different, the direction of its causality, and the universality of the empirical evidence to support each. A rich discussion is found in Gunlu *et al.* (2010, pp. 697-8). On the causality, Ogulana *et al.* (2016) showed support to both directions in their canonical correlation study but demonstrated stronger support for the job satisfaction causing organizational commitment than for the opposite. However, even within job satisfaction causing organizational

commitment studies' group, the empirical evidence is far from being conclusive, especially when the different dimensions of organizational commitment are examined. For example, Gunlu *et al.* (2010) using a sample of managers of large-scale hotels in Turkey reported a significant positive effect of job satisfaction on both normative and affective commitment. Miarkolai and Miarkolai (2014), based on a sample of staff from Red Crescent Society's textile industry in the Islamic Republic of Iran, also reported a significant positive effect of job satisfaction on overall organizational commitment as well as on each of its three dimensions. Filiana (2016) reported the strongest correlation between job satisfaction of generation Y employees in Malaysia and affective commitment followed by normative and continuance commitment. Kaplan *et al.* (2012) reported a significant impact of job satisfaction on affective and normative but not continuance commitment in a sample of hospital employees. Yet another study by Bennett (2019) used a sample of fast-food restaurant employees in the Caribbean and reported a significant positive relationship between job satisfaction and organizational commitment. From special mission/service organizations, Sikorska-Simmons (2005) reported a significant positive effect in a sample of assisted living staff while Rai (2012) reported similar results in a sample of long-term care facility staff even after controlling for the effects of demographic variables (i.e., age, gender, marital status, education, tenure, workload and ethnicity). Despite these variations, the present study, therefore, hypothesizes that:

H₁: Job satisfaction will positively and significantly affect (a) organizational commitment and its dimensions of (b) affective, (c) continuance, and (d) normative commitment.

Different arguments suggest age to influence organizational commitment. For example, older employees may commit more to the organization because; they (i) lack alternative employment as some employers may avoid hiring them for fear of their diminishing ability to contribute to the organization (Kitchen, 1989, cited in Al-Kahtani, 2012); (ii) fear to lose the side bets (Becker, 1960), e.g., pension-related benefits, seniority, connections, work networks, ease of doing work, skills and status development, the value of which grows with age (Ritzer and Trice, 1969); and they (iii) fear to incur the cost of adjusting to a new job, or of moving and settling their households. It is also argued that the emotional attachment of employees to the organization grows with age (Riordan, Griffith and Weatherly, 2003). However, research on this link, despite covering many countries and sub-sectors, report mixed and inconclusive evidence. For example, while most of them reported older employees to commit more to the organizations than their younger counterparts (Allen and Meyer, 1993; Finegold *et al.*, 2002; Gasengayire and Ngatuni, 2019; Meyer *et al.*, 2002; Salami, 2008), the opposite is reported in Pourghaz *et al.*, (2011). Moreover, a U-shaped relationship has also been reported in Cohen (1993). This study took the positive effect stand and hypothesized that:

H₂: Age will positively and significantly affect (a) organizational commitment and its dimensions of (b) affective, (c) continuance, and (d) normative commitment.

Most evidence suggests that employees' job satisfaction and age have a significant effect on their level of organizational commitment despite the unresolved debate as to whether the relationship is linear or u-shaped (Cohen, 1993). However, the life-span psychology theory suggests that older employees are more focused on positive experiences, have better emotional regulation, and have more realistic expectations than younger workers (Carstensen *et al.*, 1999). Lang and Carstensen (2002) add that as employees grow older, their future time perspectives decrease while their feeling

that time is running out become more salient. Older employees consider themselves as having fewer job opportunities outside the organization and therefore are more concerned with how the organization treats them than younger employees (Hedge *et al.*, 2006). The theory suggests, therefore, that the way employees will reciprocate with commitment as a consequence of their feeling of satisfaction with the job will be stronger or weaker depending on, their age. That is, the strength of the relationship between job satisfaction and organizational commitment is likely to differ between younger and older employees. Besides, the Becker's (1960) side bets theory posits that employees accumulate side bets in form of pension-related benefits, seniority, connections, work networks, ease of doing work, skills and status development, the value of which grows with age. Older employees may, therefore, commit to the organization not because they feel satisfied with the job and its aspects but because of the fear of losing the value of these side bets should they decide to quit. Like the life-span theory, the side bets theory suggests that the strength of the relationship between job satisfaction may differ between younger and older employees. Research also suggests that employees who have stayed with the organization for a long time, or are older, are more likely to become emotionally involved with the organization (Riordan *et al.*, 2003). This position suggests that older employees may commit to the organization, not necessarily because of high job satisfaction, and therefore, the strength of the relationship between the two job attitudes may differ with age. Age has been shown to moderate in the relationship between job satisfaction and organizational commitment elsewhere, although such studies are scarce. An example of such studies is Yucel and Bektas (2012) who reported teachers' age differences in Turkey to moderate the non-linear relationship between the two job attitudes. The present study, therefore, hypothesizes that:

H₃: Age will moderate significantly the relationship between job satisfaction and (a) organizational commitment and its dimensions of (b) affective, (c) continuance, and (d) normative commitment, such that the relationship is weaker for older employees compares to younger ones.

The conceptual framework is presented in Figure 1.

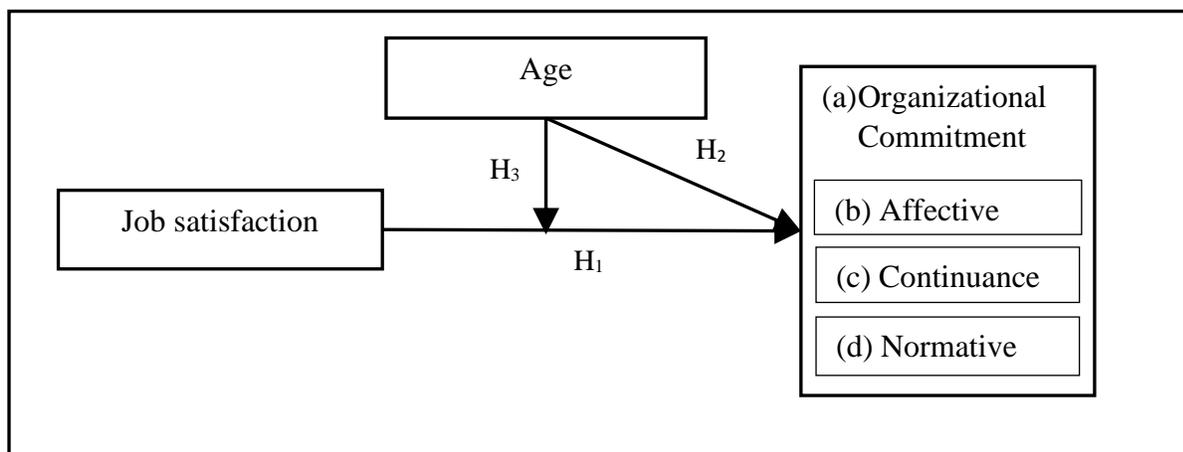


Figure 2: Conceptual Framework

Methodology

Participants

The study adopted a quantitative cross-sectional survey design and targeted all of CNLG's 135 employees with a questionnaire. A total of 119 usable questionnaires were returned equal to 88.1% response rate. This sample was higher than the 74 which would have been recommended for three independent variables in a multiple regression analysis (Tabachnick and Fidell, 2019). About two-thirds (66.1 percent) of the respondents were 35 years old or younger, consistent with the post-genocide social-political situation in the country. The remaining 33.9 percent were aged above 35 years.

Measures

Job satisfaction was measured using the widely validated, accepted, and used scale - the short form of the Minnesota Satisfaction Questionnaire (MSQ) of Weiss *et al.* (1967) with 20-items. The MSQ tool is now available for free under the Creative Commons Attribution – Non-Commercial 4.0 International License and can be used for research without prior consent subject to proper acknowledgement to the Vocational Psychology Research (VPR) of the University of Minnesota. Participants rated their level of agreement with the items on a five-point Likert-type scale ranging from 1 = totally dissatisfied to 5 = totally satisfied. The scale has excellent internal consistency ($\alpha = .91$) (George and Mallery, 2020). Index (mean) scores were computed across all 20 items for each participant. Organizational commitment was measured by the organizational commitment questionnaire (OCQ) originally developed by Mowday *et al.* (1979) with 15 items. The choice of this scale was based on the ease of access. Respondents rated their agreement with each item on a 7-point Likert-type scale ranging from 1 = strongly disagree to 7 = strongly agree. Dropping one item on the continuance commitment scale in the scale test for reliability analysis, both overall and dimensional scales had acceptable internal consistency (George and Mallery, 2020), i.e., $\alpha = .721$, $.780$, $.777$, and $.797$ for overall, affective, continuance and normative commitment, respectively (Table 1). Index (mean) scores were computed for each scale and subscale. Age was measured either as a continuous or a categorical variable. For categorical measure, however, the cutoff points have been debated but unresolved regarding who is and who is not, an older employee (Yucel and Bektas, 2012). While other studies e.g. Ng and Feldman (2008) used 40 years as a cutoff point, this study adopted the African Union's definition of Youth ranging from 15 to 35 years of age (AU, 2006). Thus, the age of the respondents was captured dichotomously with 1 if > 35 years, 0 otherwise to represent older and younger employees respectively.

Analysis

Descriptive statistics were used to describe both the sample and the study's variables. Before running the hypotheses testing model the underlying assumptions were assessed. The multicollinearity problems in the independent variables were checked by both Pearson correlation and variance inflation factor (VIF), linearity by Pearson correlation between organizational commitment and the two predictors, while outliers were checked by the Mahalanobis Distance, Cook's Distance, and Leverage values. Normality was checked by visually inspecting the histogram of regression standardized residuals (Normal P-P plot), and finally the homoscedasticity assumption by visually inspecting the scatter plots. Four moderation models were run based on the following standard equation depending on the type of commitment tested.

$$Y_i = b_0 + b_1JS_i + b_2Age_i + b_3JS_i \times Age_i + \varepsilon_i \quad (1)$$

where Y was the dependent variable taking the values of organizational commitment (OC) (Model 1), affective commitment (AC) (Model 2); continuance commitment (CC) (Model 3), and normative commitment (NC) (Model 4). b_1 to b_3 were the coefficients of interest which were used to determine whether an independent variable had a significant effect of the organizational commitment or its dimensions at statistical significance at .05 level holding the other variables constant. Moderation occurs when the relationship between the predictor variable and the outcome variable changes as a function of a third variable (the moderator), i.e. the interaction variable coefficient (b_3 in Equation 1) is statistically significant (Field, 2018). The Process macro v.3.5 (Hayes, 2018) was used to run the models. The tool was preferred over the normal regression tools because (i) it mean-centres the predictor variable; (ii) it computes the interaction term automatically; and (iii) it performs simple slope analysis necessary to present the results based on categories of the moderator (Field, 2018).

Results

Descriptive statistics

The results, see Table 1, indicate that all mean scores were above 4.9 with standard deviation varying from .47 to .95. Based on the cutoff points adapted from Albdour and Altarawneh (2014), the participants' commitment to the organization were rated as "high" irrespective of how organizational commitment was measured, with affective commitment recording the highest commitment score. The correlations of normative commitment with organizational commitment and continuance commitment were rated as "high" but not as high as their correlations with affective commitment were much higher. These results were consistent with the suggestion by Cohen (2014). Mean overall satisfaction score was 3.24 (SD = .38), indicating moderate job satisfaction among the employees. Older employees (> 35 years) constituted about 33 percent of the sample (n = 118).

Table 1: Descriptive Statistics, Intercorrelations and Reliability Statistics

		Mean	SD	1	2	3	4	5	6
1	OC	5.72	0.47	0.721					
2	AC	6.07	0.55	.104	0.780				
3	CC	5.59	0.95	.775**	-.373**	0.777			
4	NC	5.47	0.78	.862**	-.172	.602**	0.797		
5	OJS	3.24	0.38	.143	-.362**	.274**	.253**	0.910	
6	Age	—	—	.395**	.148	.241**	.332**	-.138	1.00

*. $p < 0.05$ level (2-tailed); **. $p < 0.01$ level (2-tailed).

OC = Overall organizational commitment, AC = Affective commitment, CC = Continuance commitment, NC Normative commitment, OJS = Overall job satisfaction

Multiple Regression Results

The Pearson correlation coefficient between the predictor variables (age and job satisfaction) was $r = .138$, $p = .143$, $n = 115$) (Table 1) and the regression’s variance inflation factor (VIF) was 1.02. Both results were respectively lower than the recommended levels of ($r > |.7|$) (Pallant, 2020), and $VIF < 5.0$ (Menard, 2002) above which multicollinearity would have been a concern. About 38 percent of the coefficient of correlations between the predictor variables and the dependent variables were $r > |.3|$, the highest having $r = |.395|$, suggesting that the linearity assumption was not violated (Pallant, 2020). Using a combination of Mahalanobis distance, Cook’s distance and Leverage values, none of the cases had at least two of the values higher than the respective cutoff points for an undue influence of outlier values to be suspected. The histogram of regression standardized residuals (Normal P-P plot), portrayed a roughly normal distribution curve. Homoscedasticity was suspected from the scatter plot. Subsequently, heteroscedasticity consistent standard errors (HC3) were requested for as part of the Process macro v.3.5 (Hayes, 2018), and formed the basis for reporting the estimates (Table 2).

Results as show inTable 2 indicate that all models 1- 4 fitted the data well. See, organizational commitment in Model 1 with $F_{(3,110)} = 11.29$, $p < .001$, $R^2 = .21$; affective commitment in Model 2 with $F_{(3,111)} = 4.49$, $p = .005$, $R^2 = .145$, continuance commitment in Model 3 with $F_{(3,110)} = 6.36$, $p < .001$, $R^2 = .17$, and normative commitment in Model 4 with $F_{(3,111)} = 9.26$, $p < .001$, $R^2 = .213$. The three predictor variables – age, job satisfaction and their interaction were responsible for between 14.5 and 21.3 percent of the variance in the employees’ organizational commitment depending on its type. Employees’ age positively and significantly affected the overall organizational commitment ($b = .39$, $t_{(110)} = 5.76$, $p < .001$), continuance commitment ($b = .50$, $t_{(110)} = 3.8$, $p < .001$), and normative commitment ($b = .57$, $t_{(111)} = 5.22$, $p < .001$), but not affective commitment ($b = .13$, $t_{(111)} = 1.51$, $p = .13$). Job satisfaction insignificantly positively affected the overall commitment ($b = .15$, $t_{(110)} = 1.72$, $p = .09$), but significantly negatively affected the affective commitment ($b = -.54$, $t_{(111)} = -3.6$, $p < .001$), and significantly positively affected both the continuance commitment ($b = .60$, $t_{(110)} = 4.28$, $p = < .001$) and normative commitment ($b = .50$, $t_{(111)} = 3.71$, $p < .001$).

Table 2: Regression Analysis Results

Variable	OC(1)	AC(2)	CC(3)	NC(4)
Constant	5.71 ***	6.06 ***	5.58 ***	5.46 ***
Age	0.39 ***	0.13 Ns	0.50 ***	0.57 ***
Job satisfaction	0.15 ns	-0.54 ***	0.60 ***	0.50 ***
Job satisfaction x Age	-0.49 **	-0.13 Ns	-0.86 ***	-0.58 *
R ²	21.26	14.49	16.54	20.57
ΔR ²	1.65 **	0.08 Ns	1.27 ***	0.83 *
F	11.29 ***	4.49 **	6.36 ***	9.26 ***

*. $p < .05$; **. $p < .01$; ***. $p < .001$

Notes: coefficient are based on heteroskedasticity-consistent standard errors (HC3)

OC = Overall organizational commitment; AC = Affective commitment; CC = Continuance commitment; NC = Normative commitment.

The interaction of job satisfaction x age was significantly negatively related to the overall organizational commitment ($b = -.49$, $t_{(110)} = -2.94$, $p = .004$), continuance commitment ($b = -.86$, $t_{(110)} = -3.86$, $p < .001$) and normative commitment ($b = -.58$, $t_{(111)} = -2.29$, $p = .02$), but not the affective commitment ($b = -.13$, $t_{(111)} = -.42$, $p = .68$). For the younger employees (Figure 2a), an increase in job satisfaction significantly increased their overall organizational commitment ($b = .31$, $t_{(110)} = 2.72$, $p = .007$), but not for the older group ($b = -.18$, $t_{(110)} = -1.47$, $p = .15$). This implies that for older employees, being satisfied did not matter in terms of their level of commitment to the organization. For the younger group (Figure 2b) an increase in job satisfaction decreased their level of affective commitment ($b = -.50$, $t_{(111)} = -2.67$, $p = .009$) and so was that of older employees group ($b = -.63$, $t_{(111)} = -2.5$, $p = .014$). Thus, it did not matter which age group the employee belonged to; their level of affective commitment was negatively affected by an increase in their level of satisfaction with the job. For younger employees, see Figure 2c, job satisfaction significantly positively affected continuance commitment ($b = .88$, $t_{(110)} = 4.34$, $p < .001$) but it did not in the older group ($b = .02$, $t_{(110)} = .22$, $p = .82$). Similarly, for the younger group (Figure 2d), an increase in job satisfaction positively and significantly affected normative commitment ($b = .69$, $t_{(111)} = 3.81$, $p < .001$), but not for the older group ($b = .11$, $t_{(111)} = .63$, $p = .53$). In summary, age significantly moderated the relationship of job satisfaction with overall organizational commitment, continuance and normative commitment but not with affective commitment.

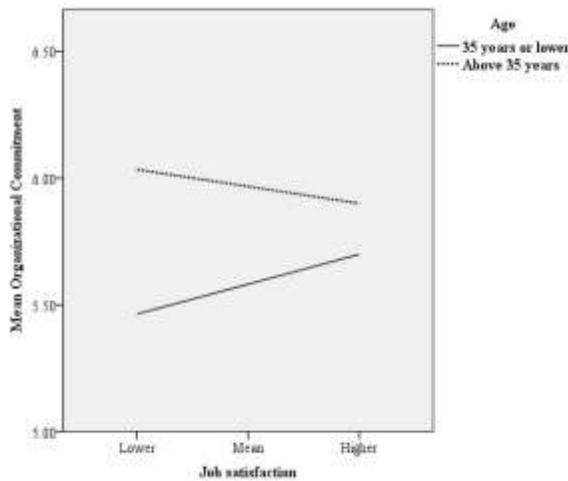


Fig. 2(a) Overall organizational commitment

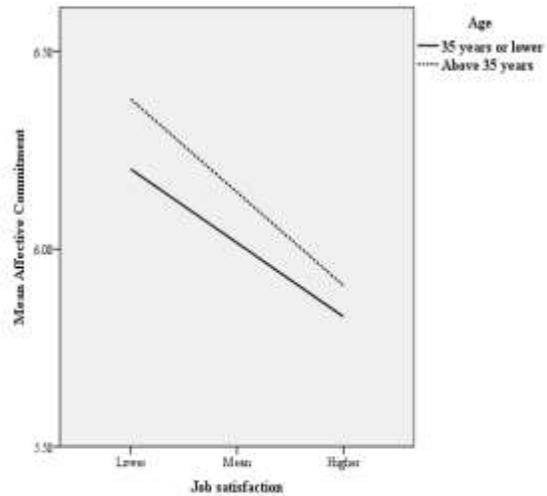


Fig. 2(b) Affective commitment

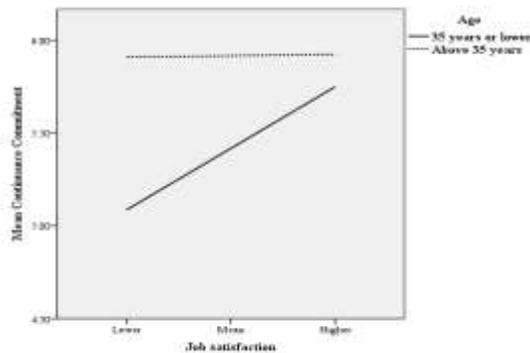


Fig. 2(c) Continuance commitment

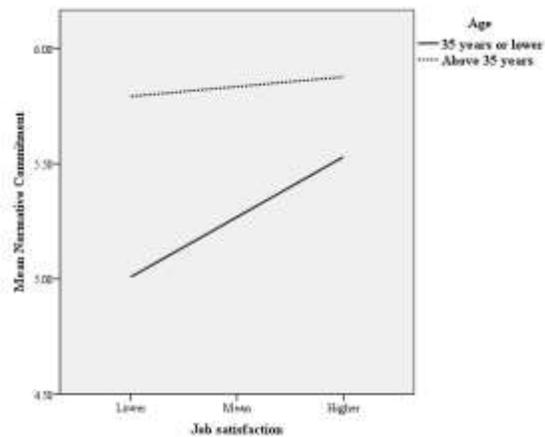


Fig. 2(d) Normative commitment

Figure 3: Visual Portrayal of the Interaction Effect of Age in the Relationship Between Job Satisfaction and Organizational Commitment

Discussion

This study investigated, firstly, the effects of job satisfaction and age on organizational commitment and its three dimensions, and secondly, whether age moderated such effects. It used a special mission organization (CLNG) in Rwanda as its context. Job satisfaction significantly positively affected the continuance (H_{1c}) and normative commitment (H_{1d}), but negatively the affective commitment (H_{1b}). Job satisfaction had an insignificant positive effect on the overall commitment (H_{1a}). Age significantly affected the overall (H_{2a}), continuance (H_{1c}), and normative (H_{1d}) commitments positively but not the affective commitment (H_{1b}). Age was found to moderate significantly the relationship between job satisfaction and the overall organizational commitment (H_{3a}), continuance commitment (H_{3c}) and normative commitment (H_{3d}) but not the affective commitment (H_{3b}). That is, job satisfaction significantly predicted the organizational commitment overall, continuance and normative commitment for younger employees. No such evidence was found for affective commitment. Job satisfaction was significantly negatively related to affective commitment irrespective of employees' age group.

The results are similar to the those of Yucel and Bektas (2012) who also found age to be a significant moderator in the relationship of job satisfaction of a sample of Turkish teachers with their organizational commitment (continuance). However, the Yucel and Bektas' results differ in terms of the nature of the interaction. Their relationship between teachers' job satisfaction and their level of organizational commitment was U-shape for younger but inverted U-shaped for the older teachers. The results of the present study show that the relationship was linear. The results also shed some light on our understanding of the side bets theory of Becker (1960) which views continuance commitment as a result of employees' evaluation of these side bets, which they would lose should they decide to quit. The value of these side bets increases with employee's age. Based on the social exchange theory (Homan 1958), employees reciprocate with commitment the more they feel satisfied with their job. From the results of the present study, it would appear that this

reciprocation is a function of age and that it is for the younger than for the older employees. These results taken together with those of Yucel and Bektas (2012) suggest that further research is needed in different contexts to better understand the nature of the relationship between job satisfaction and organizational commitment when employees' age is considered, especially in the context of special mission organizations.

Conclusion, Implications and Recommendations

The present study concludes that while job satisfaction predicts the components of organizational commitment, age moderates these predictions significantly for overall, continuance and normative commitment. The effect is positive and significant for the younger rather than for the older employees. One important implication is that for CNLG managers to achieve greater employees' organizational commitment, they should focus more on the job satisfiers of the younger employees. The findings, however, should be interpreted with care because of several limitations. First, the data was collected from the respondents at a single point in time. The cross-sectional approach used limits the opportunity to explore how organizational commitment and job satisfaction change over time. Longitudinal study design may shade more light to this end. This study focused on age as the only moderator. There could be other demographic and non-demographic variables which also moderate the job satisfaction relationship with organizational commitment. For example, according to Becker's (1960) side bets theory, tenure is also an indicator of side bets which may also affect mostly the employees' level of continuance commitment. Other demographic characteristics may also influence the relationship. Controlling for their effect in the estimation of the coefficient may also add value. Finally, the study involved a single organization with a special mission. Future research needs to consider a bigger sample from diverse organizations to achieve a better understanding of the relationship and enhance the generalizability of the findings.

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