Moderators for OCB and Job Satisfaction

Hila balaliis

Alongside the importance of OCB and job satisfaction as key organizational behavior components, several demographic variables were found to moderate the relationships between these concepts.

First, professional and workplace seniority was found to influence levels of both OCB and job satisfaction. Seniority affects wages and professional value; it represents experience, persistence, and the ability to adapt (e.g. [81]). Professional seniority usually lends itself to roles that involve more responsibility and have more hierarchical value, roles that involve a greater degree of organizational responsibility compared to those lower in hierarchy. In light of this, one would expect to find professional seniority as negatively correlated to withdrawal behavior (which is opposite to organizational citizenship behavior in several ways), i.e. significant seniority will be associated with decreased absences, for instance. This correlation may be reversed, however, in unionized workplaces where workers with seniority enjoy job security and professional union protection, and therefore suffer less consequences for absences than employees who are at the start of their careers. Therefore, it can be assumed that there is a positive correlation, rather than a negative one, between seniority and withdrawal behavior.

Literature on the subject shows contradictory findings on the relationship between seniority in the workplace and withdrawal behavior. Some researchers did find a negative correlation between these factors [81] [82]. Becker's side-bet theory [83], however, claims that the more one has contributed to the organization the more difficult it will be for them to leave. A positive correlation was found between employee seniority and organizational commitment, such that the more seniority an employee has in the organization, the greater their organizational commitment will be [84] [85] [86]. Other studies did not find a significant correlation between employee seniority and job satisfaction [85] [87] [88].

A possible reason for the lack of consistency in previous findings is that some investigated role seniority, some workplace seniority, and some professional seniority.

Seniority may affect employees differently depending on their profession, age, and the nature of their role.

In addition, age of employees was also found to correlate with job satisfaction, such that the older the worker the higher their level of satisfaction [88] [89]. There are several different opinions regarding the correlation between organizational commitment and employees' age. Some researchers [86] claim there is a positive correlation between these components, as the older the employee the less alternatives there are for employment. Other researchers found a negative correlation between these variables [90], such that the older the employee, the less organizational commitment they exhibit.

Moreover. Meyer and Allen [86] found a positive correlation between an employee's age, workplace seniority, and organizational commitment. Their claim is that the older the employee and the more seniority they have in the organization, the greater their organizational commitment will be.

1.3 Relationships between job satisfaction and organizational citizenship behavior

Empirical studies carried out by various researchers to establish the relationship between OCB and Job satisfaction but the results of Job satisfaction-OCB relationship have proven to be an inconsistent one. The findings of job satisfaction-OCB relationship vary across various research studies. But in several independent studies across different contexts found a significant relationship between job satisfaction and OCB as discussed by [113]. Werner (114) asserts that only satisfied employees seem more likely to display positive behaviors that can effectively contribute to the overall functioning of the organization. Job satisfaction has the most robust attitudinal relationship with OCB. Employees will tend to display organizational citizenship behaviors more probably when they feel satisfied with their jobs, against support or benefit (e.g., positive work experiences) provided by their organization or colleagues [115].

Bateman and Organ, [115] examined the relationship between job satisfaction and OCB and found a correlation of .41 between employee satisfaction and supervisory OCB. In another study Schnake et al. [116] analyzed the effect of perceived equity, leadership andjob satisfaction on OCB and found that leadership and perceived equity is strongly related to OCB and hence predictor of OCB while job satisfaction is only found related with two dimensions of OCB.

Organ and Ryan [117] investigated the relationship between job satisfaction and OCB and noted that there is a modest relationship of job satisfactions with that of Altruism. They also found that civic virtue, courtesy, sportsmanship is sufficient predictor of satisfaction however civic virtue is less related to satisfaction than other OCB measure.On the other hand Konovsky and Organ, [118] analyzed dispositional factors and its relationship as to predict OCB. They reported a sufficient variance by Conscientiousness in at least three dimensions of OCB Civic virtue, Altruism and Compliance. This finding put forward a petty concrete statement that dispositional factors especially conscientiousness is strongly related to three dimensions of OCB. Moorman et al, [119] also highlighted the effects of organizational commitment, job satisfaction, and procedural justice on OCB and explained that both job satisfaction and organizational commitment would not be related to OCB when the procedural

justice-OCB relationship controlled. Thus they concluded that there is an insignificant relationship found between job satisfaction and OCB, when relationship of procedural justice to OCB is controlled. Moorman, [119] examined the effects of job satisfaction on OCB and found that when perception of fairness is controlled, There is no relationship found between job satisfaction. According to him perception of fairness influences employee decision to act as OCB, job satisfaction only predicts OCB to the extent that it reflects fairness. George Murphy et al, [120] while observing the relationship between job satisfaction and OCB among human resource professional reported a significant correlation between job satisfaction and organizational citizenship and participation behaviors. Mahal et al. [121] tested the relationship between job satisfaction and OCB dimensions among administrative employees of five selected organizations of Zimbabwe where he noted that there is a weak but significantly positive relationship between job satisfaction and all dimensions of OCB.

1.4 Differences between private and public sectors in OCB and Job Satisfaction

In the literature review so far, I reviewed theories in regard to organizational citizenship behavior and job satisfaction. The main goal of this study is to examine these variables among employees in the private and public sectors, and specifically differences between them. Therefore in the current chapter I will present empirical studies that examined these differences.

Reviews of the relevant literature reveal that work motivation among public sector employees and managers is very different from that of their private sector counterparts [122,123]. However, most research on the subject devotes limited attention to the relative importance of the causes of these differences [124]. For example, compared to factors such as age or gender, how important is the sector that an employee works in? In particular, the hierarchical level at which an employee works cannot be neglected. In comparing public sector and private sector employee motivation, strong interaction effects have been found between work motivation and management level [122]. In addition, most of the research fails to control for relevant explanatory variables, often because of very small sample sizes [124]. Sometimes,

when samples of private sector and public sector employees contain too many differences in gender, age, education, job content, or hierarchical level, differences in work motivation can be explained simply by these demographic or organizational factors.

Employees in the public sector often make a choice to deliver a worthwhile service to society. They are motivated by a strong desire to serve the public interest [124,125], by a sense of service to the community that is not found among their private sector counterparts [126] and by an urge to promote the public interest [127]. Public sector employees show a stronger service ethic than private sector employees [125]. Public service motivation comprises elements such as the opportunity to have an impact on public affairs, commitment to serving the public interest, and an interest in achieving social justice [123, 128].

This choice of the "good cause" is certainly not the only choice that public sector employees make. Most workers constantly make choices between work and family. Some opt for a more balanced life with less work–family conflict, whereas others show high degrees of work commitment and organizational citizenship behavior, putting in extra time and effort. Can some of the observed differences between public sector and private sector employees be explained by such a positive choice, adding to a further understanding of the differences in work motivation between public sector and private sector employees?

The research has consistently found that private sector employees and managers value economic rewards more highly than do public sector employees and managers [126, 129]. Direct economic benefits are less important for public sector employees than for those in the private sector [130]. Pay is a much greater motivator for private sector employees, supervisors [131], and managers [132] than it is for their public sector counterparts. Unlike private sector managers, public sector managers are not strongly motivated by pay expectancy [133]. Based on an analysis of 34 empirical studies, Boyne [124] found support for only 3 out of 13 hypotheses about the differences between public sector and private sector management. This study was not a real meta-analysis, however, because it gave equal weight to all studies included and may have overlooked other significant differences. Although we acknowledge that this might lead to a slightly skewed picture, the fact that one of three positive results

indicated less materialism in public managers largely corroborates previous assumptions. For example, based on an analysis of 14 national surveys, Crewson [135] concludes that economic rewards are most important to private sector employees.

There is a broad consensus that public sector employees are more intrinsically motivated. Leete [136] found that nonprofit organizations rely disproportionately on intrinsically motivated employees. This also seems to be the case in the public sector. Most studies have concluded that public sector workers are less extrinsically and hence more intrinsically motivated [135]. Public sector employees are more motivated by job content, self-development, recognition, autonomy, interesting work, and the chance to learn new things [137].

When it comes to the motivational impact of a supportive working environment, the literature on differences between the public and private sectors is silent. Although there is a large body of studies dealing with the link between motivation and job security, the findings often are conflicting [133,135,136,137,138]/ The general picture is that, all else being equal, public sector employees are strongly motivated by security and stability [131]. Job security refers to workers' ability to retain a desirable job; job stability refers to the duration of the match between a worker and a job. Most studies, however, deal with job security, not job stability. Job stability is a concept that is closer to job content or working style than job security, which has more to do with external economic conditions. Being motivated by a supportive working environment reflects feelings of safety in one's role [139], which is a broader concept than stability. It also encompasses the need to work in a friendly, harmonious, respectful atmosphere. There is some evidence that federal government executives consider their coworkers, colleagues, and bosses significantly more important than do business executives [140], and public employees seem to respond more favorably to a people-oriented leadership style than do private employees [141].

The research on work and organizational commitment offers mixed results. Early research by Buchanan [142] reinforced the belief that public sector managers have a lower level of organizational commitment than business executives. Similar findings have been reported by Rainey [143]. In a comparison of 474 Australian public sector employees and 944 private sector employees, Zeffane [141] found

higher commitment among the latter. Moon [144] found that public sector managers have a lower level of organizational commitment than do private sector managers, especially in terms of their willingness to expend extra effort. Goulet and Frank [145] report the lowest organizational commitment among public sector employees and managers in a sample consisting of for-profit, nonprofit, and public sector employees and managers.

Some other studies, however, have reported a higher level of commitment among public sector managers or no difference . Farid (1997), for example, compared the organizational commitment of 54 and 43 middle managers from public sector and private sector organizations, respectively, and found no significant differences. Most studies report inconclusive or inconsistent findings [147].

In a critical review of the empirical literature—and in an effort to "debunk negative stereotypes"—Baldwin concludes that private sector and public sector employees are equally motivated. However, Baldwin's summary table makes clear that most of the cited studies deal with public sector managers, not street-level public sector employees. Baldwin's conclusion of equal motivation, then, may be relevant only for managers and not for other employees.

Different organizational [149] or national cultures (150) can explain many differences. Nevertheless, the fact that public sector managers have weaker organizational commitment than their private sector counterparts is one of the three hypotheses supported by Boyne's overview of 34 empirical studies [124]. Balfour and Wechsler [147] found different correlations between public sector employment and several dimensions of commitment. The only consistent finding is a negative correlation between public sector employment and the willingness to expend extra effort. This dimension, "willingness to exert considerable effort," is one of the three factors associated with commitment.

The contrasting view, espoused by proponents of public-service motivation [151] is that individuals are drawn to careers in public service primarily by a unique set of altruistic motives such as wanting to serve the public interest, effect social change, and shape the policies that affect society. This perspective views public service as a distinct profession or calling to which certain types of people are morally

compelled. This implies that job seekers do not necessarily view private sector and public sector jobs as competing options; an individual who is drawn to a career in public service would choose a public sector job even if the economic rewards were not competitive with comparable jobs in the private sector.

1.5 Research Rational

The study's rationale is anchored in previous studies that established a link between job satisfaction and organizational citizenship behavior [35]. The early detection of organizational citizenship behavior is quite important. According to Smith [91], satisfaction with the work itself is a strong indicator of organizational citizenship behavior. He found, after seven years of research, that job satisfaction is still the leading indicator of organizational citizenship behavior [35].

In fact, some behavioral researchers even claimed that job satisfaction is the sole indicator of organizational citizenship behavior. But according to Penner, Midili and Kegelmeyer [92], job satisfaction is only one cause that can maximize the indication and prediction of this behavior. Moreover, Moorman [93] found that job satisfaction is more strongly associated with cognitive motives than behaviors that reflect emotional motives.

Payne and Simsarian [94] later added the idea that job satisfaction is positively correlated specifically with organizational citizenship behavior that includes service-orientation, customer satisfaction, and customer loyalty, while emotional commitment was shown to be unrelated. They also investigated the variables 'communication with others', and the 'status of the employee in relationships' as indicators of job satisfaction. Their research found that higher levels of job satisfaction or emotional commitment are components of organizational citizenship behavior that includes service orientation among employees and freelance workers.

Studies conducted by Ilies, Scott, and Judge [95] found that on an individual basis, a positive correlation can be found between the work experience and seniority of the sample group overtime and their job satisfaction and organizational citizenship behavior. One of the proposed explanations for this is that when each employee joins

the organization they must cope with new challenges associated with their incorporation, which is an experience accompanied by unpleasant feelings. Therefore, the employee may lack organizational citizenship behavior toward the organization during this time, but after working for the organization for a while, the employee will feel a sense of comfort and belonging in their work environment. It was thus concluded that in order to display organizational citizenship behavior, employees must have a certain level of experience and seniority, and feel like a part of the organization.

In addition to seniority, it was emphasized that the work itself is the greatest source of motivation and there is no need to search for external motivating factors. Organizations must therefore assign work in a way that generates significant motivating factors [95].

Wegge, et al. [96] established that there is a distinct connection between an employee's objective working conditions and subjective measures of motivation. Furthermore, employees who felt that there was great potential for motivation and advancement reported organizational citizenship behavior, and greater job satisfaction and commitment (no intention to leave their jobs). In other words, the job serves as a platform for employees to demonstrate organizational citizenship behavior and reduces employee turnover. This is of great significance these days, in which recruiting talented employees is a complex issue in itself.

During decision making processes, morality in general and ethical judgment in particular, encourage employees to demonstrate organizational citizenship behavior as well. Wagner and Rush [97] conducted a study aimed to rank levels of altruism in organizational citizenship behavior. A sample of 96 nurses in the United States showed that the variables of the correlation between job satisfaction, organizational commitment, and trust in management were relevant to young participants. The variable 'administrative moral judgment' was the single indicator of altruism in organizational citizenship behavior among adult participants. It was therefore concluded that every employee seeks moral behavior in senior management. This can be established by creating an environment of ethical conduct and moral judgment in decision- making processes.

It was also found that self- efficacy is an indicator of employees' organizational citizenship behavior. Todd and Kent [97] used two models to describe the direct and indirect effect of task variables on organizational citizenship behavior, through the observation of job satisfaction. Findings were mixed, as some task variables were directly affected by certain elements of organizational citizenship behavior, while others were affected by job satisfaction. It may be that the main discovery is the positive correlation between self-efficacy at work and organizational citizenship behavior.

Only committed employees are able to demonstrate organizational citizenship behavior. Commitment that leads to organizational citizenship behavior is not rare and can be perceived in most organizations where there is a high level of citizenship behavior. In fact, commitment creates an emotional connection between the employees and the organization, which serves as a solid foundation for organizational citizenship behavior [68] [98]. Harif [99] explained the theoretical model that claims equitable distribution and fair conduct are promoters of job satisfaction, and that job satisfaction has an impact on organizational citizenship behavior through emotional commitment. Job satisfaction has a significant effect on the development of emotional commitment. Likewise, research results support the theory that emotional commitment is a significant indicator of organizational citizenship behavior.

Another important factor on which organizational citizenship behavior depends is trust. A reliable relationship is the foundation of this behavior. Dirks & Ferrin [100] and Gilbert, Halliday, Heavey, and Murphy [101], found that the relationship between trust and employee attitudes (job satisfaction and organizational commitment) is stronger than the relationship between trust and employee behaviors (job performance, organizational citizenship behavior, and turnover and change).

Some of the criteria related to employee attitudes such as fairness, organizational commitment, and supportive leadership, affects organizational citizenship behavior among employees. Organ and Ryan [35] found that the relationship between job satisfaction and organizational citizenship behavior is stronger than the relationship between job satisfaction and job performance, at least among non-executive employees and groups that do not have professional expertise in a particular field. Other criteria of employee attitudes (fairness, organizational

commitment, and supportive leadership) corresponded with organizational citizenship behavior at approximately the same level of job satisfaction. They also examined indicators of job satisfaction, which, though not strongly connected to productivity, is indeed tied to organizational citizenship behavior, as this has implications on technological ability or work processes.

Barrick and Mount [102] found that more employees possess "willingness" in the public sector than the private sector. Employees who exhibited willingness had a higher level of organizational citizenship behavior. "Willingness" itself is a very important quality. John and Srivastava [103] emphasized that individuals with a high degree of willingness display more helping behaviors than those who lack it. Elanain [104], who found a distinct positive correlation between willingness and organizational citizenship behavior, further reinforces the assumption that willingness is a good indicator of organizational citizenship behavior.

A study conducted by Lepine, Erez, and Johnson (2002) found a correlation between employees' organizational citizenship behavior and aspects of their conscientiousness, organizational commitment, and effectiveness. Hence, organizational citizenship behavior is one that organizations ought to encourage and maintain. Notably, Sharma, Bajpai, and Holani [4] found that the more organizational citizenship behavior (independent variable) there is, the higher the degree of job satisfaction (dependent variable). In addition, their study demonstrated a significant difference between the private and the public sectors, as employees in the public sector exhibited distinctly higher levels of "job satisfaction" and "organizational citizenship behavior" [4]. The study conducted by Chaudhry et al. [105] also found that public sector workers were more satisfied in comparison to private sector employees in terms of the work itself as well as the compensation they receive.

2. The enhancement of teachers' job satisfaction by implementing the pedagogical OCB oriented program; An experimental intervention;

2.1 the professional context of forming adequate OBC skills which are due to enhance job satisfaction

In order to test the main hypothesis of this work, meaning differences at job satisfaction and organizational citizenship behavior, three studies were conducted. Study 1 and study 3 used quantitative research tools, while the second study used qualitative research tools in order to enrich findings.

Study 1 - Quantitative Correltaional study

1.The Research Problem

The characteristics of contemporary organizational reality include instability, uncertainty, constant change, and inability to predict the future. Organizations' desire and need to successfully achieve their strategic goals in the short and long term is an axiom. Organizations and their administrative teams invest resources in professional tools, methods of operation, guidelines, and effective ways of executing proper business practices, as well as in creating a competitive business strategy that channels the company's various components in one unified direction.

Therefore, most organizations undergo a lengthy and complex strategic process that involves establishing an organizational vision, determining which objectives constitute its foundation, and forming an effective and premeditated plan of operations that accounts for changes, some fast and some gradual, in order to allow the organization to maximize its business potential. In other words, these organizations work to establish an effective organizational strategy that corresponds with the organization's definition of success.

The new (and often chaotic) reality that has taken shape in recent decades has created the need for new models that can analyze it. According to the Complexity Theory [65] [66] [67], thinking in terms of chaos and complex systems contradicts former conceptions that emerged out of Newtonian paradigms, according to which the world operates by preset patterns that can be investigated, understood, and used to predict what is likely to occur. Complexity theories are based on non-linear

assumptions – which assume the absence of direct and proportional cause and effect in systematic processes and the inability to accurately predict systematic behavior, and emphasize the interaction between parts of the system (as opposed to the parts themselves) and the processes of systematic components' self-organization (as opposed to structured control of processes, e.g. 'top- down' management).

In other words, an organization can invest input and internal resources, formulate a vision and a strong, competitive business strategy (based on competition, dynamic business strategy, or customer-oriented strategy) adapted to the organization's values, but the results will be 'unsuccessful'. As aforementioned, a successful business strategy is something everyone strives for, but one cannot simply rely on good luck.

In light of this, what factors *do* affect business strategy or organizational 'success'? All organizational factors influence business strategy, even if only some contribute to its formation. The process of strategic planning, setting goals, objectives and measures of success, usually involves the organization's management team and sometimes the representative shareholders (board of directors). Most organizations make sure to involve managers and directors who will participate in implementing the strategy (this is the only way to make them feel like they are part of the process and responsible for the strategy's success).

However, after the strategic plan is formulated, printed, and distributed, the employees are the ones who work to realize it; and if they do not understand it, are not inspired by it, or do not feel a sense of obligation toward it, the strategy will not be successfully implemented [68].

It is therefore clear that one of the most important and valuable organizational resources is human resources, which suggests the importance of employees' positive approach toward the organization, expressed in two primary spheres: "job satisfaction" and "organizational citizenship behavior" as a function of organizational 'success'.

On the other hand, if employees once had to prove that they deserve to work at a certain organization, today any given organization is equally responsible for investing in branding itself as a 'desirable workplace'. At the same time, the level of

freedom employees enjoy in choosing their place of employment and moving between organizations, which creates a consistent rise in the conditions they may demand and receive, significantly decreases employee loyalty and the ability to maintain employees in one organization long-term. High turnover is becoming an increasing burden on organizations, and can significantly reduce the earnings of companies that suffer from it. Cost estimations of employee turnover determine that it is 10 times more expensive than an employee who is already absorbed into the organization and functioning at an average level.

The causes for leaving a place of employment, considering leaving, or exhibiting early signs of leaving (behavioral withdrawal), especially due to emotional reasons, can be seen as an expression of lacking job satisfaction and a need for change. At times, an employee may develop negative attitudes and feelings toward the organization, which are the reverse of organizational citizenship behavior [69]

Research Objective

The theoretical goal of this study is to examine the relationship between "job satisfaction" and "organizational citizenship behavior" (as factors significant to organizational success [4]). We also seek to determine whether there is a difference in these organizational positions between the private sector and the public sector. Specifically, current study will examine the following questions:

1. Is there a correlation between "job satisfaction" and "organizational citizenship behavior"?

2. Is there a difference in the correlation between "job satisfaction" and "organizational citizenship behavior" in the public sector versus the private sector?

3. Is there a correlation between "job satisfaction", "organizational citizenship behavior" and "seniority"?

The study's practical objective is to illuminate the significance of "job satisfaction" and the cultivation of an organizational atmosphere that encourages "organizational citizenship behavior" in both the private and public sectors. The purpose of the study

is to serve as a catalyst for organizations to adopt aware management practices that increase these factors within organizations.

Research Hypotheses

In light of current theoretical and research literature the research hypotheses are as follows:

(H1) There is a correlation between "job satisfaction" and "organizational citizenship behavior".

(H2) A difference will be indicated in the correlation between "job satisfaction" and "organizational citizenship behavior" between the public and private sectors.

(H3) The correlation between "job satisfaction" and "organizational citizenship behavior" will be stronger among employees with significant seniority than those with limited seniority.

Research Model

The research model (Figure 1) presents the confounding variable "sector type" (private sector and public sector), which is correlated to the independent variable "job satisfaction" and therefore to the dependent variable "organizational citizenship behavior". The correlation between these variables is depicted with the 'arrow' symbol. The arrow connecting the public sector variable, the "job satisfaction" variable, and the "organizational citizenship behavior variable", is slightly wider than the arrow connecting the private sector and the respective variables, as previous studies showed stronger connection between these variables in the public sector when compared to the private sector [4].

Figure 1: The Research Model
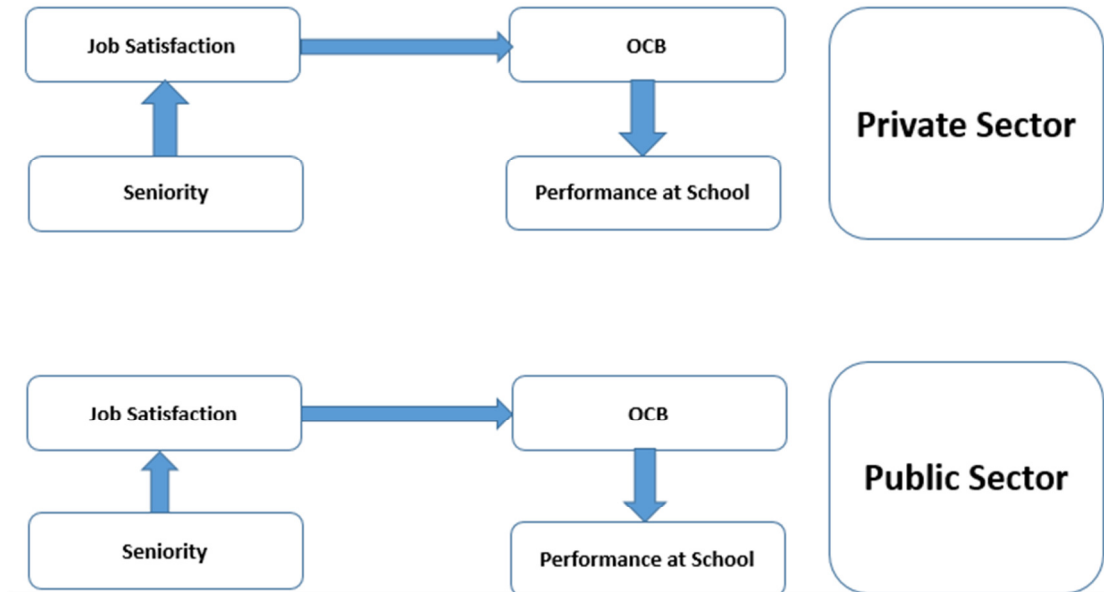
Variable 1: **Job Satisfaction (Independent Variable)**

Nominal setting: Satisfaction is defined as contentment [106]. Job satisfaction is defined as employees' overall sense of satisfaction with the circumstances of their work [70] [107] [108]. Herzberg [74] defined satisfaction as an employee's favorable disposition toward their job, expressed in their desire to maintain it, identify with its objectives, and contribute to achieving them.

Operational definition: Satisfaction is measured by a questionnaire – MSQ (MINESOTA SATISFACTION-QUESTIONNAIRE) – developed by researchers at the University of Minnesota [109] [110]. The abbreviated questionnaire consists of twenty items designed to assess levels of job satisfaction in aspects such as promotion opportunities, working conditions, sense of achievement, and so on. The Hebrew

version of this questionnaire was adapted by Aaron Tziner of Tel Aviv University (1988).

Variable 2: Organizational Citizenship Behavior (dependent variable)

Nominal setting: The behavior of the individual, acting in their own discretion, which is not directly recognized by the formal reward system, and the accumulation of these behaviors promotes the efficient and effective function of the organization [3].

Operational definition: Organizational citizenship behavior was defined in the questionnaire by a list of five statements selected for the purposes of this study from a questionnaire by O'Reilly, Chatman, and Caldwell [112]. Items: 21-25; in addition to a list of nine statements, items: 26-34, from a questionnaire by Sharma, Bajpai, and Holani [4] which has an internal consistency coefficient, Cronbach 's α (internal adapter), of α = 0.8. The participants were asked to assess their level of agreement with each statement on a scale of 1 – 5, 1 being 'strongly disagree' and 5 indicating that the employee 'strongly agrees' with the statement. Items 21-34 examine the variable "organizational citizenship behavior" and Cronbach 's internal consistency coefficient α for this questionnaire portion is α = 0.899.

Demographic Variables: Confounders

Sector Type: 1 = Private, 2 = Public

Gender: 1 = Male, 2 = Female

Seniority: Number of years working in the organization

Age: Current age, in years

Participation in Staff Meetings: Variable indicating the level of employee involvement and participation in the organization's ongoing activity: a. Once a week, b. Every two weeks; c. Once a month; d. More than once a month; e. Do not participate.

7. Methodology

7.1 Research Population and Sample Group

The study investigates the relationship between "job satisfaction" and "organizational citizenship behavior", and compares the terms of this relationship in the private sector and the public sector, using data collected from 109 participants. The sample is a convenience sample. The participants, both men and women, administrative and non-administrative employees, which were considered appropriate respondents, were randomly selected from all departments, branches, and divisions of the selected organizations (as aforementioned, in the public sector questionnaires were given to administrative staff only), i.e., the organizations' various departments / branches are represented in the study.

Participants were sampled out of two main populations - public sector and private sector. In regard to private sector, participants were sampled out of Private School in the center of Israel while in regard to public sector, participants were sampled out of H.I.T - Holon Institute of Technology. It is important to note that since private school has more budgets, it was easier to conduct the research there.

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