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**INTERPERSONAL RELATIONS, JOB TENURE  
AND JOB SATISFACTION IN ORGANISATIONS:  
SOME EMPIRICAL RESULTS IN SOCIAL  
AND COMMUNITY CARE SERVICES**

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## 1. Introduction

The vast range of relationships which take place in the labour market is certainly of specific interest to analysts of the importance of the interpersonal dimension of economic transactions. Through participation in the labour market people can improve the number and the quality of their interpersonal relationships, make new friends with whom they often interact outside the workplace as well. Generally speaking, the quantity and the quality of relations with superiors, colleagues and clients - in other words of the relational goods available - influence the well being of workers, especially in jobs characterised by large relational content, like services in general and social services in particular.

Hence we may say that the decision to work and to supply a certain number of hours, and the choice among possible employers, are influenced by the relational climate expected in a workplace. As a consequence, the utility derived from the work experience and the decision to leave or to keep a job are also influenced by the quality of the relations experienced in a workplace. Moreover, we can expect the quality of workplace interpersonal relations to act as an incentive, influencing both the effort of the workers and the economic performance of the enterprise.

Despite this evidence, standard economic theory has paid little attention to the role that the production and consumption of relational goods can play in determining the labour market equilibrium, and especially decisions concerning the supply of both hours and effort. For economic theory, these decisions are influenced only or mainly by the wage rate, and the well being (the utility) of individuals depends jointly on the goods and services that they are able to purchase from the market with their wages, and on the amount of hours of leisure they are able to enjoy. Since the utility derived from consumption is off-set by the reduction of utility caused by the lower number of hours of leisure, the supply of hours of work is positively correlated with the wage rate, at least as long as the income effect is lower than the substitution effect. At the same time, because greater effort can be considered a loss of leisure, a worker will work harder only if s/he receives a higher wage.

Clearly, economic theory does not deny that other factors, like personal characteristics and the economic situation, influence both the labour supply and effort. However, it considers the wage to be the most important work incentive and bases its explanations of worker behaviour on a hypothesised positive correlation between wage and supply of hours and effort.

The standard economic theory has been criticised both by other disciplines (sociology, psychology, and human resource management) and by economics itself. The most important criticisms from our point of view are those brought by economists (Frey, 1997), who claim that analysis of the labour supply and effort must pay closer attention to intrinsic human motives which differ from extrinsic, especially monetary, ones. Intrinsic motives are important not only because people do not consider only monetary incentives when they undertake certain activities, but also because higher monetary compensation may crowd out intrinsic motives, with a decrease in efficiency. This criticism suggests that the correlation between wage and effort is not always positive. As regards the situations in which the crowding-out effect tends to be stronger, Frey suggests that close personal relationships between principal and agent are of great importance. "The more personal the relationship between principal and agent, the more important is intrinsic motivation. An external intervention disrupts this equilibrium and shifts the locus of control from intrinsic to extrinsic motivation: a crowding-out effect is to be expected" (Frey, 1997, p. 26).

Although Frey's analysis is interesting, it does not give due weight to interpersonal relations. It fails to consider the relationships among workers and between workers and clients, which are often more frequent and important than those established with the owner or the principal. Moreover, Frey's approach pays insufficient attention to the positive consequences of good relationships for the well being of workers. Finally, Frey models interpersonal relations as an incentive, rather than as a good that can be consumed or an asset that can be accumulated.

An alternative way to take account of the complete set of interpersonal relationships

operating in a workplace is to consider them not as motivators, but as a set of goods that workers consume on the job and which give them additional utility. The labour supply function thus changes: utility does not depend on the wage rate alone, but on both the wage and the amount and the quality of relational goods consumed during working hours. This hypothesis envisages that the presence of intense personal relations may be a motive for choosing a certain job or for providing more intense effort. It offers a different and more general explanation for the role played by interpersonal relations in determining a worker's behaviour. Moreover, the hypothesis is compatible with the suggestion that the work experience may also be an opportunity to create new relational assets (Gui, 2000), like the knowledge of new people, which can be used for different purposes outside the workplace<sup>1</sup>.

In seeking to support this hypothesis, the paper does not present a theoretical model. More modestly, it tries to test the importance of interpersonal relationships in the workplace on the basis of data collected by a recent survey of the working conditions and job satisfaction of a sample of workers, volunteers and managers employed in organisations providing social services in some Italian regions. Although the survey was not designed to investigate the importance of interpersonal relations, many of its questions concerned relational aspects, and the data obtained can be used for a first empirical test of our hypothesis. They have two specific advantages. The sector analysed is probably one in which interpersonal relations are more varied and important, and more closely influence the efficiency and effectiveness of supply. Thus it is easier to find evidence and to measure their importance in determining workers' utility. Secondly, the survey allows comparison among the extents to which interpersonal relations matter in different types of organisation providing the same services, with especial regard to non-profit entities. Therefore, the data allow verification of whether different organisations provide their workers with different amounts of relational goods, and whether they use these goods to compensate for lower monetary or material rewards, thereby creating different "incentive structures" (Bacchiega, Borzaga, 2001).

The paper is organised as follows. The first section presents our hypothesis in more depth. Then described are the structure of the survey and pay levels in the different group of organisations (sec.3). Section 4 analyses the significance of work for the groups of workers surveyed and the importance of various motives in the decision to apply for and accept a job offered by a specific organisation. Section 5 analyses the determinants of job satisfaction, while section 6 discusses explanations for loyalty towards the employer organisation. Before some conclusions are drawn, section 7 offers explanations for the scant importance of pay in determining job satisfaction.

## **2. Relational goods as a component of worker utility**

If economic life can be viewed as a series of encounters (Gui, 2001) with several outcomes, some of which are "intangible entities responsive of communicative-affective benefits", relations between entrepreneurs and workers, workers and clients and among workers themselves, are among the most important of these entities. These specific features of the labour transaction has been largely overlooked by the standard economic theory, which uses the model of perfect competition or the pure price system for their interpretation. As a consequence, the standard theory fails to consider the impact exerted on labour supply decisions and on effort by both intrinsic motives and interpersonal relations (Frey, 1997, p. 27).

However, the importance of relations between employee and organisations has been a major area of research for other disciplines, notably in the studies on organisational behaviour and human resource management (Rousseau, 1995; Greenberg, 1990).

Organizational behaviour analysis views the relations between organisations and employees as exerting an important influence on the behaviours and well-being of the latter. Early studies on motivation (Maslow, 1964; Herzberg, 1966; Vroom, 1964) have given rise to several different lines of inquiry.

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<sup>1</sup> However, in this paper the creation of relational assets is not be considered.

The first is research on extra-role behaviours or pro-social behaviours like identification (Dutton, 1991) or organizational citizenship (Organ, 1988). These behaviours are generally considered to be unrelated to a purely utilitarian frame and point out the heterogeneous nature of employment transactions in action. Employees display behaviours which are apparently unrelated to the formal commitment that they have made to an organization. Organizations for their part seek to foster these behaviours because they may have important consequences on internal work conditions and ultimately on performance.

This spillover of extra-role behaviours introduces a second area of research in organizational behaviour, one which involves analysis of specific work and social effects on employee satisfaction and performance: what is more commonly called 'organizational climate'. Besides the usual effects of monetary incentives, also social and symbolic exchanges affect employees. The idea that a monetary incentive can account for all the elements of the transaction between employees and organizations is deemed unrealistic. Money cannot recompense unsatisfactory social relations or undervalued contribution. The connection with theories on motivation is clear. As Herzberg (1966) has pointed out, money is merely a hygienic factor,<sup>2</sup> while motivators are directly linked to recognition and intrinsic rewards.

While the two perspectives just outlined are concerned with the outcomes (or the condition) of the relation between employees and organizations, the dynamic nature of this same relation is investigated by two distinct but closely related approaches. The first of them considers the relation to be a complex transaction in which three different kinds of contractual agreement are enforced (Grandori, 1996): formal, social, and psychological (Rousseau, 1995). The psychological contract is the set of implicit expectations that the employee and the organization exchange informally but both do account for in their evaluation of the relation they have established. Flexibility and commitment on the part of the employee, skills development and career opportunities on the part of the organization, are examples of these implicit expectations. The second approach regards the relation as a dynamic exchange within a social context which must therefore be adequately managed. The intrinsic property of the relation considered by this approach is justice or equity. In Greenberg's words (1990: 400-401) "this theory claims that people compare the ratios of their own perceived work outcomes (i.e. rewards) to their own perceived work inputs (i.e. contributions) to the corresponding ratios of a comparison other (e.g. a co-worker). If the ratios are unequal, the party whose ratio is higher is theorised to be inequitably overpaid (and to feel guilty) whereas the party whose ratio is lower is theorised to inequitably underpaid (and to feel angry). Equal ratios are postulated to yield equitable states and associated feelings of satisfaction. Individuals are theorised to adjust their own or the comparison other's actual or perceived inputs or outcomes in order to change unpleasant inequitable states to more pleasant equitable ones (Greenberg, 1984)."

While early theorists (Adams, 1965; Leventhal, 1980) were concerned with the perception of distributive justice, i.e. with equity in the distribution of outcomes, more recent studies have switched to analysis of procedural justice. Procedural justice is the perception of fairness in the means used to determine the distribution of outcomes.

Shared by these various perspectives is rejection of the view that the relation between employee and organization is a pure market exchange. They regard the relation between employees and organizations as a complex transaction in which the economic exchange is constrained to the formal kernel, while a number of social and psychological issues affect the perceptions and behaviours of employees.

The human resource management (HRM) approach takes the relation between employee and organization to be more instrumental in nature. The HRM perspective is to analyze this relation in order to enhance individual and collective performances through the adoption of specific practices. The dichotomous nature of the relation is reflected in two different management approaches: hard and soft. Hard approaches consider employees to be the providers of effort and skills, and they

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<sup>2</sup> Hygienic factors affect dissatisfaction, but they are unable to produce motivation.

concentrate on issues of productivity and performance-related pay. Soft approaches adopt a broader view and emphasise general well-being, climate, and culture. The debate over these two management styles still continues. While O'Reilly and Pfeffer (2000) strongly advocate the use of soft approaches, other authors (Hammer, 1995) contend that performance can be enhanced by means of a more rational distribution of work. While a definitive solution is still a long way off, it is worth noting that even hard approaches acknowledge that the psychological reactions to HRM practices differ from those of absolutely rational actors. Goal setting theory (Locke, 1990), which sees rewards as a powerful means to motivate people, defines a number of procedural conditions to be met in order to allow monetary incentives to operate.

Therefore management-oriented theories take it more or less for granted that employees and organizations do not operate in a neo-classical market. The idea of an exchange, or better a transaction, is quite common, although the concept actually used is more consistent with the notion of "encounter".

Compared with these theories and studies, the main shortcoming of the standard labour supply model is that it considers the wage that a worker earns, or may earn in the future, to be the only incentive to work and the only element in the remuneration package. This view reflects the idea that the time devoted to work is a loss for workers which is compensated by the acquisition of resources that allow off-the-job consumption. However, to consider only the monetary side of remuneration packages is to underestimate the importance of factors contributing directly to workers' utility during the time devoted to work. Stretching the terminology, we can imagine these factors as constituting "on-the-job consumption". Generally non-monetary in nature, they are more difficult to describe, and to measure, than monetary characteristics. The type of non-monetary characteristics of work that we have in mind here are factors with a high relational component like participation in decision making, working climate, reputation of the organisation, perceived quality of production, ability to satisfy clients. These can be called the "relational goods" that workers are able to consume while working. None of these relational goods translates into monetary compensation, but they all contribute to workers' utility.

This change in the labour supply function allows the remuneration package to be redefined as a mix of monetary and non-monetary characteristics associated with a specific job, some of which can be enjoyed only by performing it. Clearly, the wage remains an important monetary factor in a job, together with career prospects insofar as these give an indication about future earning potential. However wage (current and future) is no longer the only, and not always the most important, element in remuneration packages. Other elements, extrinsic (like job security) and intrinsic, especially relational, play an important - sometimes the most important - role in determining a worker's utility, his/her satisfaction and loyalty to the organisation.

The equilibrium mix between monetary and non-monetary characteristics in the remuneration package can be conceived as the result of a very simple assignment problem (for a survey on assignment models, see Sattinger, 1993), whereby organisations choose the remuneration package that maximises their objective function, having workers' preferences as constraints. When the industry displays, as it does in our research, strong organisational heterogeneity (in terms of different objective function and cost structures), there are likely to be significant variations in the relation between organisations and workers, and in the relative weights of monetary and non-monetary components of the remuneration package.

We shall test these hypotheses in the following sections, concentrating on the role of extrinsic rewards, both monetary and non-monetary, and on intrinsic, mainly relational components. We shall separately analyse the motives for choosing an industry or a specific organisation, and the elements that contribute to the well being of the people working in the organisations surveyed, with a special regard to paid workers.

### 3. The survey: aims, structure and main results

The survey was carried out in Italy in 1998. It covered 228 public and private, for-profit and nonprofit organizations providing social services, with interviews conducted with 266 managers, 2066 paid workers and 724 voluntary workers (Borzaga, 2000). The interviewees were distributed in a manner that ensured sufficient representation of the various socio-economic areas of the country,<sup>3</sup> the various kinds of organization, and the most widespread types of social services.<sup>4</sup>

The majority of the organizations surveyed were non-profits (68.8%). There was also a significant amount of public organizations (23.7%), but only relatively few for-profits (7.5%). For the purposes of analyses, the non-profit sector can be divided into lay organizations, comprising social cooperatives and other nonprofit, and religious nonprofit organizations.

The survey confirms that the labour force employed in social services consists (see the % representativeness column in the Appendix Table 1A) to an extremely large extent of women, especially in for-profit and public organizations. Only in the non-religious non-profits and social cooperatives men do represent almost one-third of the total. The majority of workers are adults,<sup>5</sup> and the age structure of the workforce does not significantly change when organizations are disaggregated by organisational form. The distribution of workers by education and qualification changes significantly according to the type of organization concerned<sup>6</sup>: the public organizations employ the largest number of workers with professional qualifications, while for-profits and religious non-profits employ a markedly above-average number of workers with only compulsory schooling. By contrast, non-religious non-profits recruit mainly workers with medium-to-high educational qualifications (upper secondary-school certificates and university degrees).

However, one of the most important findings of the survey concerns pay levels and pay structures. The general pay level is quite low if compared with other sectors of the economy. Comparison among organizational types (Table 1) shows that, on average, the public organizations pay their workers more than all the other organizations, while religious non-profits and social cooperatives have the lowest pay levels.<sup>7</sup> The wages of part-time workers are more homogeneous, and for-profits offer higher monthly rates of pay.

Table 1. Average monthly and hourly pay (values in euros)

<i>Monthly rates of pay</i>	full-time	part-time
public organizations	897.52	554.13
for-profits	816.92	618.38
social cooperatives	766.47	501.75
other non-religious non-profits	858.26	615.86
Religious non-profits	759.13	546.05
<i>Hourly rates of pay</i>		
public organizations	6.26	6.81
for-profits	5.97	8.85
social cooperatives	5.12	6.22
other non-religious non-profits	5.98	7.20
Religious non-profits	5.31	5.68

<sup>3</sup> The survey was carried out in the provinces of Cuneo, Turin, Brescia, Firenze, Trento, Venice, Gorizia, Pordenone, Trieste, Udine, Naples, Salerno, Catanzaro, Reggio Calabria and Messina.

<sup>4</sup> Nine types of service were surveyed: services to the elderly; services to the handicapped; services to drug addicts and alcoholics; services to psychiatric patients; playschools/nurseries/child-minding services; other services to minors or juveniles; educational or job counselling services; work integration services; health services.

<sup>5</sup> More than two-thirds of the interviewees belonged to the middle age group (30-49 years old).

<sup>6</sup> This record highlights very different recruitment policies and abilities to attract workers.

<sup>7</sup> These results confirm the findings of a large body of empirical research (Preston, 1989; Mirvis and Hackett, 1983; Weisboroad, 1983).

Analysis of remuneration by length of tenure and by educational qualification (and therefore professional qualification) shows that both variables exert an influence on pay differentials, and that they do so in different ways according to the type of organization considered (Table 2).

Tenure influences pay levels mainly in social cooperatives, in other non-religious non-profits and in for-profits: average rates of pay, therefore, are lower also because of the shorter tenure of the workers in those organizations. Moreover, the differentials between public and private workers with 10 to 20 years of seniority are almost negligible, and (with the exception of religious non-profits) they operate in reverse for workers with more than 20 years of service.

Even more marked is the influence on pay differentials exerted by educational qualifications. Pay rises more rapidly with increases in educational level in public organizations. By contrast, non-profit organizations – and social cooperatives especially – display only minor pay differentials among workers with different educational qualifications, and therefore have a more egalitarian pay structure.

In conclusion, therefore, pay differentials between public and private workers (especially in non-profits) are significant especially for workers with higher qualifications and for those with shorter tenure. It is therefore interesting to ascertain why some workers have chosen an employer who pays less and whether the wage differentials influence job satisfaction and loyalty to the organisation.

Table 2. Net hourly rates of pay by length of tenure, education and type of organization (values in euros)

	public organizations	for-profit	social cooperatives	other non-religious non-profits	Religious non-profits	Total
<b>Job tenure</b>						
up to 2 years	6.16	7.51	5.39	5.74	5.23	5.83
3-5	6.66	5.78	5.32	6.07	5.07	5.76
6-10	6.13	5.68	5.41	6.08	5.54	5.81
11-20	6.51	6.05	6.39	6.71	5.68	6.42
more than 20	6.23	6.95	6.24	7.61	5.59	6.61
total	6.33	6.38	5.43	6.23	5.38	5.95
<b>educational level</b>						
compulsory schooling	5.62	6.04	5.13	5.15	5.02	5.40
vocational qualification	6.15	5.80	4.95	5.39	5.40	5.71
upper secondary-school	6.33	5.74	5.04	6.34	5.26	5.82
university degree	7.68	6.83	5.50	6.20	6.45	6.42
total	6.27	5.97	5.12	5.98	5.31	5.78

#### 4. Attitudes to work and the choice of the organization

The decision to be employed in the social services sector and in a specific type of organization may depend on various factors: in particular on intrinsic motives (like interest in the sector and agreement with the organisation's working methods and cultural/social values), extrinsic motives (like the need to work, a desire for a steady job, and the opportunity to reconcile work with other commitments) and relational reasons (like direct knowledge of people working in, or clients of, the organization). Some of these factors are related to attitudes towards work in general; others are related to a specific kind of organisation. The research data allow to distinguish the two groups of factors among employees, volunteers and managers. The questionnaire in fact yielded information on both general attitudes towards work (i.e. the different meanings attributed to the job) and the reasons for choosing the specific organisations in which the interviewees worked.

If we first observe the three groups of remunerated workers and voluntary workers and managers, we find that the differences among their attitudes and motives are not particularly marked (Table 3). On average, these various types of worker displayed similar attitudes to work and minor differences among the scores attributed to the importance of the motive cited as determining

their choice of organization. As regards attitudes, general high scores are given both to the items describing material aspects of the work and to intrinsic aspects like the possibility to open new relations and to contribute to the well-being of society. Surprisingly, the differences between remunerated workers and volunteers were only slight, and often insignificant. As regards the motives for the choice of organisation, there was a clear prevalence of the intrinsic ones for all three types of worker. Among intrinsic motives, job security and the possibility to reconcile work with other aspects of life received higher scores than pay level. Some differences among the two groups emerged, however. Agreement with working methods and work force involvement were more important for voluntary workers, given that in general they engage in voluntary service in order to achieve positive social outcomes and influence the management of the organisation. Similarly, the different importance given to job security (rated more highly by workers than by managers) and workforce involvement (lower than those of voluntary workers) are caused principally by the motives and attitudes of employees in public organizations. Hence, as regards workers in nonprofit organizations, the data are more similar to those recorded for the sector as a whole. At the same time, the lesser interest among managers in reconcilability and pay levels is consequent of the prevalence of other kinds of motives responsible for their choice of organization. In conclusion, while there are some differences among the motives of waged workers, voluntary workers and managers motives, they are not pronounced in relational aspects, and they relate to the fact that, on average, the two last groups of workers are motivated essentially by interest in the sector, whilst waged workers are also motivated by extrinsic or material aspects of the work.

Table 3. Attitudes to work and choice of organization by workers, volunteers and managers (average scores)

	workers	volunteers	managers
<b>attitudes to the work</b>			
a necessary experience	5.57	5.48	5.84
a necessity	5.64	5.14	4.68
possibility to open new relations	4.85	4.81	4.39
a hobby	2.13	2.25	1.68
contribution to the society	4.34	4.75	4.84
a necessity of life	5.71	5.17	4.76
to earn as much as possible	2.97	2.65	2.22
to help family economically	5.38	5.11	4.42
a method to gain recognition	2.65	2.69	2.81
<b>motives for choice of organization</b>			
Interest in the sector	5.39	5.37	5.61
Knowledge of workers	3.22	4.35	3.48
Knowledge of users	2.23	2.90	2.31
Agreement with working methods	4.41	5.47	4.86
Coherence with training	4.50	-	4.74
Reconcilability with other life commitments	4.52	4.64	3.57
Only work available	3.60	-	2.02
Pay	2.33	-	1.93
Job security	4.20	-	2.37
Workforce involvement	3.54	4.21	3.62
Contacted by the organization		2.74	
Possibility of employment		1.62	

More interesting are the variations in the weights ascribed to these variables when we distinguish by type of organization (Table 4) and examine the reasons cited for deciding to work for a particular organization. Among the waged workers, the most important reasons for their choice of organization were intrinsic ones.<sup>8</sup> Overall, workers in public organizations registered the lowest

<sup>8</sup> In particular interest in the sector and in the work, and coherence with training



values for most items, while the respondents more interested in working in social services were those employed by social cooperatives and by non-religious non-profits.

As regards relational aspects, there are two important results:

- 1) workers in non-religious non-profits set greater value on knowing people employed by the organization;
- 2) agreement with the organisation's working methods and involvement in decision-making were generally regarded as important by all workers in non-profit organisations.

Hence nonprofits' workers seem to be generally highly motivated both by intrinsic and by relational aspects, and even more so than in the social services sector as a whole. We may consequently expect that opportunities to satisfy these motives will influence overall job satisfaction.

Table 4. Attitudes to work and choice of organization by type of organization (average scores)

	public organizations	for-profits	social cooperatives	other non-religious nonprofits	religious nonprofits
<b>attitudes to work</b>					
a necessary experience	5.51	5.77	5.46	5.61	5.77
a necessity	5.63	5.72	5.55	5.71	5.66
possibility to open new relations	4.93	5.13	4.81	4.67	4.85
a hobby	2.14	2.25	2.08	1.97	2.45
contribution to the society	4.31	4.25	4.21	4.42	4.64
a necessity of life	5.75	5.88	5.60	5.71	5.75
to earn as much as possible	2.87	3.27	2.89	2.92	3.26
to help family economically	5.46	5.74	5.12	5.37	5.50
a method to gain recognition	2.53	2.87	2.78	2.59	2.56
<b>motives for choice of organization</b>					
Interest	5.30	4.90	5.55	5.58	5.19
Knowledge of workers	2.79	2.62	3.36	3.60	3.71
Knowledge of users	2.01	1.85	2.26	2.40	2.73
Agreement with working methods	3.86	4.06	4.64	4.72	4.94
Coherence with training	4.59	4.35	4.29	4.82	4.36
Reconcilability	4.47	4.60	4.47	4.43	4.96
Only work available	3.61	3.82	3.44	3.38	4.26
Pay	2.18	2.37	2.28	2.37	2.80
Job security	4.59	5.17	3.40	3.94	4.96
Workforce involvement	3.08	3.51	3.93	3.47	3.85

## 5. Job satisfaction

The first step in analysis of worker satisfaction in social services consists in testing the differences among the degrees of satisfaction felt by waged workers, voluntary workers and managers (Table 5). In general, the most satisfied as regards both relational aspects and the work as a whole are voluntary workers, and this is connected to their greater interest in their activity and those of the organization. These results are confirmed when we analyse satisfaction by type of organization: with the exception of for-profit organizations, which have no volunteers, in public organizations and various type of nonprofits voluntary workers are more satisfied than remunerated ones. With regard to the managers, their levels of satisfaction are in general quite similar to those of workers, but the differences are more accentuated when we pass to analysis by type of organization. Whilst in public organizations managers are as satisfied as waged workers, in private organizations (both in for-profits and nonprofits) the former are significantly more satisfied than workers. At the same time, however, managers are less satisfied with relational aspects than are workers, both in general and in each specific type of organization (with the exception only of non-religious nonprofits). Nevertheless, the differences between the two categories are in this case relatively significant.

Table 5. General satisfaction and specific satisfaction with relational aspects of work by type of organization (average scores)

	General satisfaction with work			Relational satisfaction		
	workers	volunteers	managers	workers	volunteers	managers
public organizations	5.00	5.64	5.03	4.98	5.70	4.69
for-profits	5.34	-	5.85	5.48	-	5.14
social cooperatives	5.39	5.69	5.90	5.55	5.64	5.46
other non religious nonprofits	5.31	5.69	5.69	5.38	5.89	5.56
religious nonprofits	5.53	5.57	5.63	5.59	5.72	5.30
total	5.27	5.66	5.60	5.34	5.75	5.28

Some differences are revealed by analysis of the satisfaction level with regard to intrinsic aspects, remuneration and other extrinsic aspects of the job (table 6). In this case, it is first to be noted that while waged employees are on average less satisfied than volunteers with intrinsic aspects of their work, they are less satisfied with extrinsic ones, so that we may say that the differences between the two categories of worker also reflect their attitudes and feelings towards work in social services. In fact, in general, volunteers are more attracted and pay more attention to the social relevance of their work, so that they are more interested and satisfied with their contribution. On the other hand, employees are generally more involved in the extrinsic aspects of their work as well, so that they may pay closer attention to these aspects than volunteers. As for managers, they invariably express satisfaction levels greater than those of the other (waged or voluntary) workers. They thus seem to be more closely integrated with the organization and more satisfied with their work in general and with its specific aspects.

Table 6. Satisfaction with various aspects of work by type of employee (average scores)

Satisfaction with...	workers	volunteers	managers
work in general	5.27	5.66	5.60
relational aspects	5.34	5.75	5.28
intrinsic aspects	4.71	5.26	5.39
other extrinsic aspects	4.62	4.29	4.97
remuneration	3.35	-	4.07

Moving to remunerated workers' satisfaction by type of organization, one finds that workers in nonprofits are on average equally satisfied with their work, or more satisfied, than workers in for-profits and public organizations (Table 5). The highest level of satisfaction is registered by religious nonprofit organizations and social cooperatives, the two types of organization with the lowest levels of pay.

In general, the level of satisfaction is correlated with the characteristics of workers, work conditions, and organizations' specificity in particular (Table 1A in Appendix), age and educational qualification (the most satisfied are younger workers, more elderly ones and those with lower educational qualifications); the type of employment relationship; the degree of participation, measured by the presence of corporate governance arrangements (which positively influences job satisfaction); the size of the organization (negatively correlated with job satisfaction); and the presence in the organization of voluntary workers (whose influence on satisfaction is positive, but inversely proportional to the number of volunteers).

As regards the other items of satisfaction by type of organization (Table 7), the most important findings are as follows:

- for almost all the items, satisfaction in public organizations is lower than in private ones. This difference is particularly apparent for the items on the pleasantness of the work, career advancements achieved and expected, and interpersonal relations (in particular with superiors);

the differences with other organisations diminish only for items that refer to extrinsic aspects (pay and job security).

- workers in for-profit organizations are more satisfied with the working environment and job security than are their counterparts in non-religious non-profits and social cooperatives;
- workers in non-profits express generally higher levels of satisfaction with regard to almost all items, compared with workers in public organizations; they are also generally more satisfied than workers in for-profits;
- a particular strength of non-profit organizations (especially social cooperatives) seems to be their working climate (opportunities for training and professional development, decision-making autonomy, recognition of one's work, the variety and creativity of the work), relations with colleagues, superiors and volunteers;
- comparison among non-profit organizations does not reveal particular differences, although workers in religious non-profits are more satisfied also with pay, job security and the working environment.

Table 7. Satisfaction by type of organization (average scores)

<i>Satisfaction with ...</i>	p.o.	f-p	social coop.	other non-religious n-p	religious non-profit	total
the job as a whole	5.00	5.34	5.39	5.31	5.53	5.27
professional development	4.15	4.03	4.99	4.45	4.72	4.50
decision-making autonomy	3.99	4.01	4.77	4.38	4.56	4.36
recognition of one's work	4.17	4.29	4.90	4.56	4.79	4.54
variety and creativity of the work	4.40	4.20	4.95	4.65	4.77	4.63
the working environment	4.07	4.77	4.53	4.54	5.06	4.48
the social usefulness of the work	5.16	5.32	5.34	5.40	5.49	5.31
the salary	4.02	4.19	3.78	4.17	4.64	4.07
working hours	4.58	4.58	4.97	4.89	5.07	4.81
previous career advancements	2.47	3.05	3.54	3.23	3.37	3.10
future career advancements	2.28	2.85	3.49	2.99	3.11	2.93
job security	4.72	5.33	4.25	4.58	5.46	4.70
relationships with superiors	4.72	5.34	5.40	5.18	5.61	5.17
relationships with colleagues	5.22	5.65	5.69	5.59	5.56	5.51
relationships with volunteers	5.17	4.91	5.45	5.66	5.79	5.47

In order to test the extent to which satisfaction dependence on the various variables representing the characteristics of workers (including their motivation and sensitivity to relational aspects), of the work, and of the organization (and overall the relations promoted within it), we have constructed an ordered probit model, in what the dependent variable is satisfaction with work in general. The model was tested on the entire sample and on the principal types of organization. In a second phase, the model has been extended to satisfaction with other aspects of the work: intrinsic (decision-making autonomy, recognition of one's work, the variety and creativity of the work, the social usefulness of the work), extrinsic (professional development, the working environment, the salary, working hours, previous and future career advancements, job security) and relational (relationships with superiors, colleagues and voluntary workers).

The first important result was that wage level does not significantly influence job satisfaction. However, neither is the type of organisation *per sé* a factor influencing worker satisfaction (and it is tested by a separate ordered probit model including this variable as well).

Secondly, the characteristics of the workers and of the job most influential on satisfaction are educational level (which is negatively correlated with satisfaction, so that the most educated workers are the less satisfied with work in general) and the relational component of work (work in direct contact with the clients increases satisfaction). Some characteristics of the organizations (and the overall structure of incentives) also correlate closely with satisfaction: (i) the kind of services sold by the organization influence satisfaction, because workers feel less fulfilled,

especially in the sector of work integration services; (ii) the size of the organization (positively correlated with the dependent variable); (iii) the characteristics of the manager (workers are more satisfied if the manager is a woman and has long experience in the organization).

To verify in particular the hypothesis whether relational aspects of the work - the “relational goods” promoted by the organization - are positively correlated with job satisfaction, it is helpful to inspect the other factors representing relational aspects with and within the organization. Table 8 shows that satisfaction with work is influenced:

- 1) positively by some aspects of the relationship between organizations and clients, such as the degree of participation by clients in the organization, and the intensity of the relations with them; but negatively by relations with the local community;
- 2) positively by relations among workers and clients, both in terms of the amount of time that the former spend in direct contact with customers, than with regard to the importance given the client’s involvement in the organisation’s work;
- 3) positively by the involvement of volunteers in organizations; the presence of voluntary workers increases employee satisfaction, not only because it is of help to them, but also because it promotes relationships and a common behaviour on the social relevance of the activity together realised;
- 4) positively by the relation between remunerated workers and managers represented by the variables showing the presence of collaboration and reciprocal help, but also of loyalty, between them.

Other important results are given by the significance of the correlation between job satisfaction and intrinsic, extrinsic and relation aspects (defined as the level of importance attributed respectively to the social or material aspects of the work and the perception of good relations with managers, other workers and volunteers). All these are positively and very significantly linked with the dependent variable, which reinforces the idea that satisfaction in general and the productivity that it is able to promote are not influenced (mainly) by the wage level. On the contrary, satisfaction depends more closely on the other aspects of work concerning the relational and the socio-moral sphere of workers’ perceptions, and their satisfaction with work conditions and job security. Overall, however, it look out the importance of the factors that represent relational goods.

A separate ordered probit by type of organization enables comparison among the variables correlated with the satisfaction of workers. The principal differences among the organisations consist in:

a) the independence [di che cosa?] from satisfaction and educational level in nonprofits but not in public organizations, and in general the greater importance of certain characteristics of the employees and the job in the latter than in the former;

b) the relevance of size only in the public organizations, while in social cooperatives the most significant characteristic of the organization is its degree of autonomy (positively correlated with satisfaction);

c) the importance of various factors representing relational aspects in the various types of organization. In particular, in public organizations, the satisfaction level is positively correlated with the time devoted to relations with clients and with the’ involvement of the latter in the organization, but it is negatively correlated with the presence of relations with managers excessively based on loyalty. In social cooperatives, job satisfaction is influenced mainly by the involvement of clients in the employees’ work. Finally, workers in other non-religious nonprofits are more satisfied when they also have good relations with their managers (they are reciprocally helpful) and clients (with regard both to the time spent on relations with them and to their involvement in the workers’ activity);

Also to be noted is that, when the variable ‘level of attention paid by managers to ideas and proposals by workers’ is inserted in the models (and in the general ones, too), this captures the significance of most of the variables in the model. This is because, in general, the greater the involvement of employees in organizations and their management, the more attention workers

pay this aspect and is the greater the equity perceived in its respect. Conversely, if workers are not satisfied with these aspects, independently of most of the other variables that characterise them, they are less satisfied with their work.

Table 8. Worker satisfaction by type of organization: an ordered probit model application

	whole sector		public organizations		social cooperatives		other non-religious nonprofit	
Constant	-0.2309	2.0226	-2.9558	7.4069	3.3643	54.9344	1.4085	47.3589
SESSO	-0.0479	0.0962	-0.1163	0.2641	-0.1159	0.2027	-0.6047	0.2287
STATUS	-0.0077	0.0782	0.1248	0.1897	-0.0188	0.1890	-0.1560	0.1905
TITSTUD	-0.1498	0.0417 ***	-0.3867	0.1264 ***	-0.0953	0.1017	-0.0130	0.0927
TITSPE1	0.0412	0.0958	0.4620	0.3148	0.1741	0.2006	-0.0860	0.2400
ETA	0.0019	0.0038	-0.0020	0.0100	-0.0017	0.0095	-0.0091	0.0081
RETR_HEU	0.0122	0.0269	-0.0086	0.0579	0.0088	0.0513	-0.0506	0.0759
FORM_BR	-0.1589	0.0977	-0.0859	0.2424	-0.0617	0.2149	-0.0007	0.2291
FORM_ML	-0.1589	0.1051	-0.2853	0.2332	-0.2257	0.2680	-0.1251	0.2608
AREA1	-0.2308	0.1083 **	-0.6111	0.3562 *	-0.3931	0.2641	-0.4458	0.2464 *
PTFT	-0.1077	0.1001	0.5545	0.2584 **	-0.3500	0.2289	-0.1437	0.2505
COLLAB	-0.2817	0.2134	-0.9278	0.8290	-0.4659	0.4052	0.8125	0.5835
INDETER	0.0689	0.1034	0.2675	0.2547	-0.0695	0.2356	0.4611	0.2802 *
OCCUP	-0.1188	0.0927	0.0295	0.2121	-0.1825	0.2255	-0.1723	0.2263
DISOC	0.0387	0.1028	0.3763	0.2308	-0.1231	0.2499	-0.0211	0.2630
ESP_ORG	-0.0014	0.0058	0.0100	0.0138	-0.0043	0.0239	-0.0204	0.0129
RAPPR3	-0.0188	0.0665	0.0140	0.5849	-0.1548	0.2869	0.3142	0.5435
OFFERLAV	-0.0476	0.0602	0.0942	0.1572	-0.0944	0.1296	-0.0408	0.1258
TERRIT	0.0840	0.0713	-0.3692	0.4043	0.0824	0.1859	0.1100	0.6300
PRESVOL	0.1976	0.0939 **	0.3985	0.4478	0.7174	0.2936 **	-0.2476	0.8873
DEMOCR	0.0187	0.0395	-0.1210	0.2788	-1.3301	0.7165 *	0.0847	0.1922
UT_BS	0.4071	0.1815 **	-	-	0.0274	0.4520	-0.4118	1.1247
SERVIZI1	-	-	0.5703	0.8934	-	-	-	-
SERVIZI2	0.2827	0.1680 *	0.3905	0.7370	-0.4222	0.6160	0.6182	1.5022
SERVIZI3	0.1402	0.1109	0.3020	0.7474	0.0410	0.3154	0.6999	0.3582 *
SERVIZI4	0.4251	0.1628 ***	-	-	0.2933	0.4004	0.8438	0.8158
ANNOORG	-0.0008	0.0009	-0.0001	0.0025	0.0006	0.0274	-0.0037	0.0244
NETWORK	-0.0759	0.0493	0.3364	0.2018 *	-0.2024	0.1577	0.4812	0.4879
DIM_L	0.1049	0.0471 **	0.6472	0.2357 ***	0.0769	0.1423	-0.2332	0.3194
AUT1	0.0527	0.0917	0.7641	0.6152	0.6178	0.2210 ***	-0.2903	0.5146
RAPPORT1	0.1452	0.0511 ***	0.4243	0.2730	-0.0396	0.1823	0.3910	0.3220
RAPPORT4	-0.0903	0.0368 **	-0.0686	0.1647	-0.0316	0.1139	-0.3044	0.1992
STRATDIR	-0.0116	0.0481	0.0201	0.0976	-0.0653	0.0351	0.2471	0.2256
STRATSCR	-0.0158	0.0557	-0.0083	0.0517	-0.0003	0.0398	0.0203	0.0393
STRATLAV	0.0595	0.0579	0.0758	0.0992	0.0228	0.0527	-0.0200	0.0754
COLL_AIU	0.3055	0.0918 ***	0.1986	0.1461	0.0197	0.0566	0.1319	0.0664 **
COLL_PER	-0.0035	0.0644	0.0216	0.1281	0.1481	0.0979	0.0421	0.1060
COLL_FID	-0.1728	0.1018 *	-0.2180	0.0987 **	0.0007	0.0562	-0.1139	0.0739
TEMPLAV1	0.1127	0.0493 **	0.2980	0.1679 *	-0.0024	0.1147	0.2624	0.1148 **
TEMPLAV2	0.0439	0.0630	0.2709	0.1925	-0.0362	0.1586	0.0357	0.1555
TEMPLAV3	0.0599	0.0622	0.1781	0.2040	-0.0924	0.1218	-0.1615	0.1692
TEMPLAV4	0.0228	0.0464	0.0873	0.1712	-0.1276	0.0918	0.1730	0.1150
UTENTI1	0.1023	0.0248 ***	0.0440	0.0696	0.1269	0.0633 **	0.1493	0.0662 **
UTENTI2	0.0426	0.0205 **	0.1138	0.0598 **	-0.0097	0.0421	-0.0012	0.0548
UTENTI3	0.0039	0.0207	0.0754	0.0457 *	0.0801	0.0554	-0.0993	0.0573 *
SESSO_D	0.2079	0.0928 **	-0.1077	0.4084	0.4897	0.3241	-0.6503	0.9242
ETA_D	0.0005	0.0040	-0.0822	0.0497 *	0.0121	0.0117	0.0018	0.0291
ESPOGDD	0.1392	0.0376 ***	0.2904	0.1526 *	0.0433	0.1008	-0.1799	0.2562

Further interesting results are obtained with an ordered probit model for each specific feature of satisfaction, distinguishing among intrinsic, economic, extrinsic and relational aspects of work (Table 9).

When the items of satisfaction defined as 'intrinsic' because they refer to such aspects of the work as its social and moral implications are analysed, the most important factors are, once again, the relational ones. The variables for the ability of managers to promote the ideas of workers and for the importance of clients in the work are both positively correlated with satisfaction with the intrinsic aspects of the work, as previously found regarding satisfaction with work in general. The presence of these factors in the ordered probit model tends, moreover, to reduce the importance of the other variables, all of which became less significant or not at all. As a consequence, we may conclude that workers' satisfaction with non-monetary and non-material characteristics of their work is influenced exclusively by their social and relational perceptions and implications.

Yet these same elements are not only correlated with satisfaction with intrinsic aspects of the work; they are also important in determination of the level of satisfaction with material or extrinsic features (including economic ones), in the same manner as relational aspects.

In the first analysis (Table 9), however, there are numerous variables influencing satisfaction: the socio-demographic characteristics of workers (educational level, formation in the organization, remuneration); working conditions (type of work contract, part-time or full-time, area of activity); characteristics of the organization (democracy, kind of services sold, size, and amount of networking with other organizations); and, above all, relational aspects. Examples of the latter are: the presence of volunteers in the organization, the relationship between the organization and its clients, a managerial strategy of employee involvement, a sense of reciprocal helpfulness between workers and managers, the time spent on direct contact with clients and relations with other workers, the equity perceived with respect to the attention paid by managers to the workers' opinions and ideas, the amount of client involvement in the organization: all these are positively correlated with extrinsic satisfaction. These results tend to support the idea that better conditions not only in the material aspects of the work but in its relational ones as well, increase satisfaction in general and, in this specific case, also satisfaction with material aspects of the work.

That the remuneration level is not the most important factor influencing the material satisfaction of workers is confirmed by the model constructed for economic satisfaction. This yields results in line with those of the previous models, so that we may conclude that satisfaction with both remuneration and extrinsic factors in general results from a mix of satisfaction and the importance attributed to various elements of working conditions, and is not only the direct product of pay levels. Hence a managerial policy which promotes only pay levels tend to have only partial positive effects on the satisfaction (general and specific) of employees. If managerial policy also seeks to increase relational involvement, there will be significant consequences on both these aspects of worker satisfaction.

The same results are obtained as regards satisfaction with relational characteristics of the job. Analysis of the ordered probit model of relational satisfaction shows that the level of the latter depends essentially on: (i) the kind of professional activity of the worker (one who works in contact with clients is generally more satisfied); (ii) his/her contribution to the organization (and the manager's activity), so that if it is perceived as helpful and important, the worker will in general be also more satisfied with his/her relations with the other workers (waged or voluntary) in the organization.; (iii) the involvement of the workers in the organization.

In conclusion, the relational aspects of work (from the quality of the relation with the organization and the local community to participation by workers organizational decision-making, from management relations to the managers' knowledge of the workers) seem to be important in every situation and with regard to all aspects of worker satisfaction. Hence it is in the organizations interest to promote this sensibility and these relational goods, even in organizations sre by their nature socially and relationally based, like nonprofits and the organizations in social and communal services in general.

Table 9. Worker satisfaction by type of work aspect: an ordered probit model application

	SATISFACTION WITH...							
	intrinsic aspects		economic aspects		other estrinsic aspects		relation aspects	
Constant	-0.9772	2.0028	2.0139	1.8253	1.8712	1.9372	1.1111	1.7039
SEX	0.1228	0.0968	0.1499	0.0971	0.1430	0.0925	0.0992	0.0952
CIVILST	-0.0412	0.0874	-0.0446	0.0832	0.0494	0.0812	0.0381	0.0815
EDUCAT	-0.0785	0.0446 *	-0.0203	0.0420	-0.1572	0.0407 ***	-0.0592	0.0406
SPECQUAL	0.1702	0.1055	-0.1676	0.0957 *	0.0984	0.0959	-0.0994	0.0970
AGE	0.0000	0.0042	-0.0071	0.0041 *	-0.0041	0.0042	-0.0041	0.0041
RETR_HEU	-0.0049	0.0261	0.0461	0.0193 **	0.0287	0.0163 *	0.0003	0.0153
SH_TRAIN	-0.1309	0.0984	-0.1380	0.0943	-0.1772	0.1008 *	0.0903	0.0950
ML_TRAIN	-0.1283	0.1154	-0.2652	0.1127 **	-0.0860	0.1070	-0.0042	0.1092
ACTIVITY	-0.1221	0.1105	-0.3817	0.1117 ***	-0.1907	0.1157 *	-0.2097	0.1089 *
PTFT	0.0538	0.1187	-0.1294	0.1107	0.2348	0.1062 **	0.1274	0.1088
COLLAB	-0.3867	0.2266 *	-0.6466	0.2051 ***	-0.6450	0.2533 **	-0.1576	0.2316
CONTRACT	0.0285	0.1052	-0.1542	0.1109	-0.4987	0.0986 ***	0.0563	0.1020
EMPLOY	-0.0773	0.0966	-0.1512	0.0950	-0.1304	0.0920	0.1911	0.0954 **
UNEMPL	0.0184	0.1027	0.0670	0.1037	-0.0618	0.1005	0.0789	0.1036
LENGHT	0.0118	0.0072 *	0.0078	0.0061	-0.0004	0.0053	0.0047	0.0059
INVOLV	0.0788	0.0698	0.1155	0.0691 *	0.0816	0.0668	0.0043	0.0721
OTH_WORK	0.0483	0.0602	-0.1098	0.0633 *	-0.0729	0.0563	-0.0957	0.0591
LOCATION	0.0193	0.0767	-0.1046	0.0746	-0.0410	0.0733	-0.0033	0.0755
PRES_VOL	0.0689	0.1036	0.1956	0.1015 *	0.2033	0.0965 **	0.0853	0.1016
DEMOCR	-0.0104	0.0424	-0.0648	0.0414	-0.1345	0.0399 ***	-0.0126	0.0412
CLIENTS	0.0298	0.2119	0.0170	0.1869	-0.0271	0.1926	0.1164	0.1926
SERVICE2	0.2147	0.1701	0.0646	0.1786	0.4824	0.1677 ***	0.0194	0.1692
SERVICE3	-0.2310	0.1183 *	0.1424	0.1108	0.2027	0.1097 *	0.1092	0.1148
SERVICE4	0.0651	0.1884	-0.3469	0.1687 **	0.4157	0.1607 ***	0.5785	0.1573 ***
YEAR_ORG	0.0003	0.0009	0.0000	0.0008	-0.0010	0.0009	-0.0012	0.0007
NETWORK	-0.0609	0.0497	-0.1524	0.0495 ***	-0.1160	0.0491 **	-0.0580	0.0493
DIMENTIO	0.0415	0.0473	0.0924	0.0497 *	0.1124	0.0453 **	0.1065	0.0498 **
AUTONOMY	0.1195	0.0996	-0.0178	0.0980	0.0955	0.0933	0.0088	0.0971
RELAT1	0.0994	0.0553 *	0.1107	0.0592 *	0.1701	0.0543 ***	0.076	0.0513
RELAT2	-0.0127	0.0383	-0.0998	0.0429 **	-0.0142	0.0371	-0.0270	0.0393
STR_MAN	-0.0741	0.0528	-0.0206	0.0543	0.0234	0.0502	-0.0201	0.0515
STR_WRI	0.0038	0.0575	-0.0383	0.0548	-0.0088	0.0547	-0.0380	0.0550
STR_WORK	0.0488	0.0627	-0.0182	0.0629	0.1176	0.0609 *	0.0967	0.0590
W_HELP	0.1170	0.1057	-0.0139	0.0955	0.1878	0.0993 *	0.2755	0.0944 ***
W_PERSON	-0.0309	0.0672	0.1349	0.0643 **	-0.0514	0.0615	0.0410	0.0651
W_LOYAL	-0.0372	0.1153	0.0762	0.1089	-0.1697	0.1130	-0.1898	0.1067 *
TIME1	0.0297	0.0552	-0.0156	0.0541	0.0967	0.0544 *	0.0739	0.0533
TIME2	0.0305	0.0666	-0.0097	0.0674	0.1196	0.0642 *	-0.0132	0.0606
TIME3	0.0680	0.0626	-0.0473	0.0638	0.0075	0.0653	0.0436	0.0640
TIME4	-0.0734	0.0512	-0.1226	0.0542 **	0.0712	0.0509	0.1069	0.0503 **
ATTENT	0.3900	0.0235 ***	0.2876	0.0225 ***	0.2759	0.0233 ***	0.3609	0.0215 ***
CLIENTS1	0.0945	0.0253 ***	-0.0275	0.0272	-0.0041	0.0261	0.0400	0.0256
CLIENTS2	-0.0030	0.0194	0.0974	0.0209 ***	0.0390	0.0198 **	0.0050	0.0205
CLIENTS3	-0.0295	0.0225	0.0125	0.0240	0.0191	0.0230	-0.0093	0.0218
MAN_SEX	-0.0213	0.1004	0.0227	0.0973	0.1942	0.0951 **	0.3269	0.0961 ***
MAN_AGE	0.0093	0.0042 **	0.0018	0.0043	-0.0005	0.0043	0.0114	0.0047 *
MAN_TENU	0.0020	0.0387	0.0034	0.0411	0.0363	0.0378	0.0522	0.0394



## 6. The loyalty to the organization

The degree of worker loyalty to the organization can be measured in two ways: by asking the interviewees to state their future intentions, and by verifying whether in the past they have rejected other job offers. We concentrate on the first of these aspects, in order to investigate the correlation between this variable and the characteristics of workers, their motives, and the ability of organizations to promote relational goods among their staff.

Overall, around 35% of interviewees stated that they intended to leave the organization: 1.5% in any case and 33.2% if a better opportunity arose. The majority (65%) instead intended to stay: 52% as long as possible, and 13% for some years at least. These figures show a good-quality relationship with the organization and with the job, and a low amount of extreme dissatisfaction, thereby confirming the results obtained by analysis of satisfaction.

In order to establish which factors are responsible for this result, and in particular whether the desire to remain with the organization is due to a lack of alternatives or to a pondered choice, it is helpful, first, to determine differences by type of organization and, second, to run a logit model.

Analysis of the level of loyalty in nonprofits compared to the other types of organization (Table 10) shows that, on average, the highest levels of loyalty are expressed by workers in non-profit organizations (67.8% if non-religious, 73.6% if religious). The degree of loyalty by workers in public organizations is instead lower. The high loyalty rate found in religious non-profits is probably due to the emphasis that these organizations place on helping the needy, and also to the fact that they seem to recruit workers with few alternatives – as evidenced by analysis of the reasons for choosing the organization (Table 3) and the small number of job offers received by workers in those organizations. The situation in the public sector instead matches the results of the analysis of satisfaction, and it confirms the crucial importance of relations between public workers and the organizations to which they belong.

Table 10. Future intentions by type of organization (% values)

	p.o	f-p	social coop.	other non-rel. n-p	religious n-p	total a.v.	total %
intends to stay in the organization as long as possible	45.1	52.2	51.5	53.7	66.8	1079	51.9
intends to stay in the organization for some years at least	13.0	12.1	18.4	11.2	6.8	271	13.4
will leave the organization if a better opportunity arises in the same sector	21.3	16.1	15.1	13.3	10.9	327	16.2
will leave the organization if a better opportunity arises in the same sector	17.1	19.1	14.1	21.6	14.1	345	17.1
will leave the organization in any case as soon as possible	3.5	0.5	0.8	0.5	1.4	31	1.5
<i>total</i>	<i>592</i>	<i>199</i>	<i>576</i>	<i>436</i>	<i>220</i>	<i>2023</i>	<i>100.0</i>

Important results are yielded by statistical analysis of the dependence of loyalty to the organization on several possible independent factors, using a logit model which distinguishes between workers' intention to stay in the organization as long as possible with respect to all the other intentions. The results can be analysed firstly, with regard to workers and work characteristics that influence the loyalty to the organization<sup>9</sup>, and secondly with regard to the correlation between

<sup>9</sup> With reference to this group of variables, it is evident that workers intending to stay with their organizations are divided into two groups: on the one hand, those with few alternatives because they are insufficiently qualified or elderly (such as women); on the other, those workers – mainly male, young and well-educated – who would not want to change jobs even if they were able to.

the dependent variable and the type of motivations and relational aspects valued by workers as important (Table 11).

As regards the first group of variables, one finds that the intention to stay in the organization as long as possible is significantly correlated with the civil status of the worker (singles are more interested in leaving the organization and least interested in staying as long as possible), the possession of a specific educational qualification (loyalty to the organization tends to be greatest among workers specialised in social services), the type of contract (both collaborators and employees on open-ordered contracts are generally more loyal to the organization) and their tenure in the organization (positively related with loyalty). But overall, analysis of the impact of the second group of factors on the intention to stay as long as possible reveals that loyalty to the organization is positively correlated with the presence of strong intrinsic and relational motives in the choice of organization. Moreover, as regards relational aspects in general, not only workers with a high level of involvement in the organization, but also those with a high level of satisfaction with their relationships with managers and other workers (remunerated or voluntary, where present) display significantly higher loyalty levels.<sup>10</sup> In general, therefore: satisfaction with economic aspects of the work (remuneration and career prospects) influences the intention to stay; but also those satisfied and motivated by the relational aspects of the work intend to remain in the organization as long as possible. By contrast, workers who are less motivated and, in part, satisfied with the same aspects tend to be more willing to leave the organization if the labour market offered better employment conditions (especially in activities different from social services). Moreover, worker motives have the same significance and influence on loyalty whether they refer to relational aspects or to intrinsic ones. In other words, when a worker is strongly motivated by both these aspects, her/his loyalty to the organization (or inversely her/his desire to leave) tend to be correlated with them.

The results change if we aggregate those workers intending to stay as long as possible in the organization with those intending to stay at least for some years. In the new model, not only do the workers and work characteristics correlated with loyalty change (this is the case of sex and educational level, which are significant in the new model, and of possession of a specific educational qualification, which loses its importance), but so do satisfaction with other extrinsic aspects and the relational motives for choosing the organization, which become irrelevant.

There is a possible explanation for these last results: while the decision to stay as long as possible can be identified with those workers that have great interest in the sector and in the social and relational activity of the organization, the intention to restrict work in it to some years depends not so much on the relational goods provided by the organization (or on satisfaction with intrinsic aspects of the work) as on the other kinds of incentive offered by the organization (e.g. economic ones). Hence, even if satisfaction with relational aspects is significant influential on loyalty to the organization, translating from workers very motivated by relational and intrinsic incentives (such as the first type of workers, very devote to the organization) to workers more open to the labour market (as in the case of the second model) the factors correlated with the independent variable (the loyalty in general) change. In this case, if the organization offers more economic incentives to its employees, it may gain their loyalty.

The results of the two models are also influenced by the type of organization. In fact, when the model is applied separately to public and nonprofit organizations the conclusions change: in the former, very few variables are significant (civil status and internal training are positively correlated with the intention to leave, and the labour contract is correlated with workers on open-ended contracts more willing to stay); in nonprofits, worker loyalty is closely correlated with relational aspects (positively with the presence of volunteers in the organization and with the satisfaction with

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<sup>10</sup> Also realising separate models on the specific intentions to leave the organization, the kind of relation between workers and managers/other workers, and especially between workers and the organization (in complex), results correlated to the intention to change organization if it will be offered best opportunity, especially if in other sectors.

relationships with the other staff ), with the transparency of managerial strategy ( positive effects on the loyalty), and with satisfaction with economic rewards.

Table 11.Loyalty to the organisation (logit model)

variable	The worker intend to...							
	stay in the organization as long as possible +		stay in the organization at least for some years		stay. in public organizations		stay. in nonprofit organizations	
Constant	-6.9568	5.1819	-9.4603	6.0443	-1.3714	1.7838	-0.5669	1.3477
SEX	0.2448	0.2053	0.4735	0.2217 **	0.4739	0.6014	0.4630	0.2733 *
CIVILST	0.4954	0.1775 ***	0.4129	0.1896 **	1.2342	0.5145 **	0.2327	0.2331
EDUCAT	0.1182	0.0818	0.2718	0.0905 ***	0.1333	0.2629	0.2559	0.1108 **
SPECQUAL	0.6766	0.2012 ***	0.1776	0.2104	0.8297	0.6598	0.1178	0.2705
AGE	-0.0006	0.0087	-0.0015	0.0092	-0.0216	0.0239	-0.0071	0.0116
RETR_HEU	0.0036	0.0341	0.0427	0.0333	-0.0092	0.0919	0.0401	0.0392
SH_TRAIN	0.0988	0.2159	0.0727	0.2266	0.3024	0.5239	-0.0909	0.2878
ML_TRAIN	0.1121	0.2325	0.1968	0.2439	1.3795	0.6260 **	-0.1168	0.3084
ACTIVITY	-0.0829	0.1972	-0.3672	0.2132 *	-0.0812	0.6083	-0.3918	0.2610
PT_FT	0.0439	0.2291	0.2977	0.2457	0.8730	0.7659	0.0542	0.3054
COLLAB	1.2424	0.6285 **	0.9478	0.6474	-	-	0.3963	0.6908
CONTRACT	1.1241	0.4418 **	0.5116	0.3706	-0.2736	0.1171 ***	0.2065	0.3280
EMPLOY	0.0239	0.2054	-0.4562	0.2195 **	0.0194	0.0957	-0.4019	0.2756
UNEMPOY	0.0285	0.2260	-0.0844	0.2405	0.0325	0.0952	0.0801	0.3152
LENGTH	-0.0272	0.0144 *	-0.0066	0.0148	0.0015	0.0072	-0.0262	0.0219
INVOLVE	0.0938	0.1536	-0.2867	0.1642 *	-0.1444	0.2338	-0.2319	0.2184
OTH_WORK	0.2248	0.1243 *	0.1006	0.1299	-0.0076	0.0609	0.2741	0.1628 *
LOCATION	-0.2300	0.1611	-0.0513	0.1684	-0.0456	0.1618	-0.0215	0.2327
PRES_VOL	-0.2705	0.2120	-0.4366	0.2252 *	0.0110	0.1734	-0.8928	0.3391 ***
DEMOCR	-0.0108	0.0895	0.0623	0.0941	-0.0820	0.1130	0.2280	0.1512
CLIENTS	-0.6604	0.3873 *	-0.3932	0.4215	-	-	-0.2676	0.4649
SERVICE1	-	-	-	-	-0.1178	0.3514	0.2065	0.3280
SERVICE2	0.0831	0.3778	0.1912	0.3818	-0.0266	0.3206	1.2064	0.6216 *
SERVICE3	-0.1809	0.2430	-0.0097	0.2533	-0.0832	0.3149	0.2411	0.3391
SERVICE4	0.4507	0.3442	1.2317	0.4104 ***	-	-	1.4369	0.5236 ***
YEAR_ORG	0.0042	0.0025 *	0.0044	0.0030	0.0000	0.0009	0.0007	0.0071
NETWORK	0.1583	0.1078	0.2153	0.1188 *	0.0978	0.1128	0.1630	0.1697
DIMENTI	-0.0914	0.1056	-0.0034	0.1094	-0.0485	0.0893	-0.1436	0.1522
AUTONOMY	-0.0964	0.2035	-0.1963	0.2164	0.0515	0.2685	0.0353	0.2884
RELAT1	-0.2308	0.1185 *	-0.2121	0.1257 *	0.0631	0.1510	-0.0364	0.2099
RELAT2	0.1560	0.0793 **	-0.0363	0.0855	0.0171	0.0610	-0.1488	0.1413
STR_MAN	0.0580	0.1089	0.0990	0.1185	-0.1248	0.1111	0.1767	0.1664
STR_WRI	-0.0839	0.1205	-0.3188	0.1273 **	-0.0138	0.1001	-0.4565	0.1844 **
STR_WOR	0.1415	0.1285	0.0795	0.1388	0.1527	0.1937	0.0532	0.1936
W_HELP	0.1093	0.2016	-0.2039	0.2176	0.1203	0.2522	-0.3367	0.2898
W_PERSON	0.0966	0.1368	0.0037	0.1570	-0.1720	0.1915	0.2372	0.2162
W_LOYAL	-0.3148	0.2255	0.2147	0.2461	-0.1500	0.2588	0.0518	0.3518
MAN_SEX	-0.2978	0.2084	-0.4186	0.2247 *	-0.1531	0.1866	-0.6337	0.3417 *
MAN_AGE	-0.0121	0.0089	-0.0103	0.0097	-0.0027	0.0252	-0.0124	0.0124
MAN_TENURE	-0.1142	0.0873	-0.1004	0.0906	-0.0107	0.0627	-0.0097	0.1284
INT_ATT	0.0388	0.0666	0.0374	0.0705	0.0368	0.0270	-0.0808	0.0895
EST_ATT	0.0892	0.0607	0.1219	0.0650 *	0.0176	0.0278	0.1711	0.0856 **
REL_ATT	-0.0025	0.0529	0.0301	0.0563	0.0001	0.0246	0.0499	0.0723
INT_MOT	-0.2006	0.0646 ***	-0.1579	0.0682 **	-0.0429	0.0275 *	-0.1523	0.0899 *
EST_MOT	0.0311	0.0786	0.0350	0.0841	-0.0133	0.0376	0.0092	0.1064
REL_MOT	-0.1027	0.0485 **	-0.0469	0.0519	-0.0129	0.0219	-0.0956	0.0668
INT_SAT	-0.0053	0.0977	0.0714	0.1032	0.0428	0.0383	-0.0001	0.1437
ECO_SAT	-0.3565	0.1009 ***	-0.1772	0.1096	-0.0672	0.0480	-0.1189	0.1457
EST_SAT	-0.2088	0.0763 ***	-0.3523	0.0825 ***	-0.0345	0.0381	-0.4403	0.1044 ***
REL_SAT	-0.1754	0.0802 **	-0.2338	0.0815 ***	-0.0191	0.0313	-0.2555	0.1065 **

+ The values of the dependent variable are: 0=stay; 1=leave

Having shown that loyalty to the organization is, on average, highest among workers who have chosen it mainly for intrinsic reasons, while lower levels of loyalty are associated with more

instrumental attitudes towards work, we may now examine the correlation among perceived fairness, satisfaction and loyalty to the organization (Table 12). For this purpose, we have grouped the workers into the two representative categories of those who intend to stay at least for some years and those who have already decided to leave the organization. It emerges that the former sub-group is characterised by higher levels of satisfaction and perceived fairness, both procedural and distributive. Furthermore, the relation between loyalty to the organization, job satisfaction and perceived fairness is confirmed for all types of organization. In fact, the level of satisfaction with the work as a whole, as well as the perception of procedural and distributive fairness, are in all organizations systematically lower among workers who intend to leave.

Table 12. Fairness, satisfaction and loyalty to the organization (% values)

Intention to stay	overall satisfaction (average)	distributive fairness (average)	procedural fairness (average)
No	55.7	24.2	19.2
Yes	64.7	30.3	24.1
% difference	16.2	24.8	25.8

Moving to analysis of the individual items on satisfaction (Table 13), the workers who express most attachment to their organization derive satisfaction mainly from their relationships with superiors, with colleagues and with voluntary workers (relation) and from the social importance of their work (sociality). These aspects are particularly stressed by workers in non-profit organizations, especially religious ones, and to a lesser extent by public employees. Again, economic advantages do not seem to influence loyalty to the organization: only 15.3% of workers intending to stay with their organizations declare themselves very satisfied with their pay. The pleasantness of the work is a source of satisfaction mainly for workers in social cooperatives and religious non-profits. Also particularly significant among the latter is satisfaction with the convenience of the job.

By contrast, workers who want to leave their organizations – especially if they are employed in public facilities or religious non-profits – are mainly dissatisfied with pay and career opportunities. Dissatisfaction with employment relationships, with the social utility of the work, and with its pleasantness do not seem to exert a significant influence on the desire to leave the organization, especially among workers in non-profits. This comparison highlights the role performed by pay and career opportunities: when the desire to stay predominates, these factors do not seem to contribute significantly to satisfaction; but they are the main sources of dissatisfaction for those intending to change jobs. Economic variables therefore seem not to be an incentive in the strict sense, but rather a ‘threshold’ below which the desire to leave the organization increases. And these are important elements for interpretation also of the results from the logit models on the intention to stay or to leave the organization.

Finally, it is among workers in social cooperatives wanting to leave their organizations that one finds the lowest levels of dissatisfaction for all the variables considered. Social cooperatives are therefore the organizations in which the desire to change jobs is least tied to dissatisfaction with the worker’s present job.

Table 13. Prospects of staying with the organization and sources of satisfaction and dissatisfaction by type of organization (% values)

**Intending to stay with the organization:**

satisfied with...	p.o.	f-p	social coop.	other non-rel. n-p	religious n-p	total	
						v.a.	%
pleasantness	34.0	34.4	50.2	40.6	50.3	560	42.4
economic advantages	8.8	18.3	15.9	16.1	14.8	180	14.3
convenience	38.4	45.8	35.3	36.3	61.0	529	40.4
relation	49.1	62.5	68.4	66.4	79.2	353	65.7
sociality	43.7	57.5	56.2	56.6	61.5	673	53.9

**Intending to leave the organization:**

dissatisfied with...	p.o.	f-p	social coop.	other non-rel. n-p	religious n-p	total	
						a.v.	%
pleasantness	32.2	36.6	14.4	24.8	29.8	185	26.3
economic advantages	65.4	50.0	47.9	50.7	57.1	380	55.6
convenience	20.6	9.9	14.0	17.1	8.8	113	16.1
relation	6.9	10.0	2.9	4.0	0.0	10	4.2
sociality	9.3	11.9	4.1	4.0	5.4	46	6.7

## 7. More on remuneration

In the various analyses presented (the ordered probit models and the bivariate analyse realised on satisfaction with the job in general and with specific aspects of the work, and the logit models on loyalty to the organization) of particular interest is the non or low significance of remuneration. This independent variable tends, in fact, to be correlated only with economic satisfaction, but not with overall satisfaction or with the intention to stay with the organization. Examination of wage structures at different level of satisfaction allow to put some more light on these results.

Table 14. Satisfaction with job and wage level by type of organization (average scores))

	ep	fp	coop. sociale	altra np laica	np religiosa	media
<i>full-time workers</i>						
<i>monthly wages</i>						
< 516 euros	-	-	2.68	5.17	4.00	3.36
516-671 euros	2.60	3.80	3.35	2.85	4.14	3.36
671-775 euros	3.41	3.69	3.50	4.00	4.75	3.81
775-927 euros	3.97	4.57	4.25	4.53	4.68	4.26
927-1033 euros	4.68	5.08	4.55	4.56	4.50	4.65
> 1033 euros	4.67	4.67	5.00	4.58	4.33	4.66
<i>hourly remuneration</i>						
< 5 euros	3.06	3.71	3.34	3.56	4.29	3.56
5-8 euros	4.17	4.61	4.20	4.52	4.84	4.35
8-10 euros	4.80	4.33	5.20	4.23	5.00	4.67
10-13 euros	3.75	-	4.00	-	-	3.80

Analysis disaggregated by hourly wage and satisfaction with the work in general shows that a correlation in the form of an inverted U exists between the two variables: at marginal variation of the wage, satisfaction increases (both for part-timers that for full-time workers) in the initial wage levels, but it declines above a threshold equal to 8-10 euros. Although the variations are dishomogeneous and quite low, in general the form of the relation seems to be correlated with variation in the employees' role and their liability. Hence increased remuneration does not determine greater satisfaction if it is also connected to a growing effort. The satisfaction of full-time workers reflects these conclusions even more markedly if we consider their monthly wage, because

the two variables seem to be independent.

Distinguishing by type of organization (Table 14), the correlation between the two variables is still irregular and not highly significant. Only in social cooperatives does one observe a certain systematically relation: the satisfaction seems to growth quite systematically with the increasing of the remuneration. Furthermore, it is possible to note that<sup>11</sup>:

- full-time workers in public organizations have levels of satisfaction with their work which on average increase with respect to both the monthly and the hourly wage , on the contrary, part-time workers (who are more satisfied with low monthly wages and high hourly ones, so that they seem to be more content when they work fewer hours);
- in for-profit organizations, full-time worker satisfaction is negatively correlated with monthly pay, with the exception of the highest wage levels (over 2 million liras), even if the relation is irregular with regard to hourly wages;
- the satisfaction of workers in social cooperatives increases regularly if the monthly wage rises, but this is not the case with hourly remuneration (independent).

It is now of interest to test the same correlation by applying the model to the specific satisfaction with remuneration (Table 15). In this case, this variable depends on the wage level, so that this analysis, too, demonstrates the presence of a ‘threshold-wage’. Taken 4 the scores which can discriminate between satisfied and not satisfied, the level at which full-time workers are more satisfied is about 6.2 euros an hour and 800 euros a month. This level differs across organizations because the importance attributed to the wage differs. In particular, we can observe the differences between public organizations and private ones and between religious and non-religious organizations. In the first case, public employees are generally satisfied at a higher wage level than are other workers. In the second case, workers in religious nonprofits are satisfied with their remuneration independently of its level, even if the wage structure influences the increases in satisfaction.

In conclusion, where the mix of economic and non-economic incentives is balanced or when the economic incentives prevail, the satisfaction both with remuneration and with the job in general, increases only when the pay exceeds the wage-threshold. When, like in the social cooperatives, non-material or intrinsic incentives are very high and satisfying, pay increases can improve the satisfaction (with job and wage) of workers.

Table 15. Satisfaction with remuneration and wage levels for full-time workers by type of organization (average scores)

	ep	fp	coop. sociale	altra np laica	np religiosa	media
<i>monthly remuneration</i>						
< 516 euros	3.47	4.08	3.76	4.23	4.50	3.91
516-671 euros	3.86	4.05	3.49	3.12	4.27	3.65
671-775 euros	3.47	3.70	3.55	3.93	4.71	3.82
775-927 euros	3.92	4.46	4.23	4.46	4.65	4.22
927-1033 euros	4.67	5.15	4.55	4.46	4.71	4.63
> 1033 euros	4.65	4.67	5.00	4.48	4.33	4.61
<i>hourly remuneration</i>						
< 5 euros	3.00	3.70	3.40	3.56	4.36	3.58
5-8 euros	4.15	4.52	4.10	4.43	4.74	4.28
8-10 euros	5.03	4.86	5.08	4.14	5.13	4.75
10-13 euros	3.20	-	3.50	4.50	4.00	3.89
> 13 euros	4.38	5.00	6.00	4.25	-	4.62

<sup>11</sup> It is however to be remembered that the variations in the satisfaction level observed subdividing the data by type of organizations are never very significant, nor regular.

## Conclusions

Analysis of worker motivations and job satisfaction in the social services points to two conclusions: with regard to relational goods and their importance in general; the other with regard to the impact of different structures of incentives on workers' satisfaction in various types of organization.

First of all, in the sector analysed, worker utility (approximated with the worker satisfaction) does not depend on the wage level, but mainly on non-monetary rewards and on relational aspects associated with the workplace. When interpersonal relations are not good enough, satisfaction decreases, regardless of wage level. The data confirm that workers really value the relational goods that they are able to consume during their work. In the specific sector of the social services, relational goods seem to be of greater importance than wage in determining worker well-being.

The second conclusion concerns differences among organisations. It seems that different organizations have different mixes of intrinsic and extrinsic elements (and as regard extrinsic ones we may distinguish between an hidden mix of monetary and non-monetary factors). The supply of relational goods seems to increase when the monetary compensations are lower. This different strategies lead to prospected results: satisfaction is does not change with different pay levels, and loyalty is higher in organizations paying lower wages but providing more relationals goods. Among these many interpersonal relationships, apparently not the most important is the relationship with the principal (owner). Relations with other workers (both waged or volunteers), with managers and with clients seem to be a least as important as the relations with the organization itself.

Both these conclusions help us to verify what enforced by the literature on the differences in the treatment of workers in the various types of organization. In particular, previous empirical and theoretical analyses have suggested that for-profit and public organizations offer a mix of monetary and non-monetary compensation to their workers different from those promoted in nonprofits. Two explanations have been offered for this evidence : 1) nonprofit organisations may overpay workers relative to their effort because they do not enjoy the gains from cost containment; 2) workers in nonprofits may be willing to donate part of their time to what they consider socially worthwhile occupations.

What emerge from our analysis does not support the first explanation and support only partially the second. In fact, workers in nonprofits do not seem to behave much more altruistically or to always attach higher value to working in the organisation *per se* than workers in other type of organizations (for-profit and public organizations). However, they seem treating some characteristics of their job as a consumption good, so that there is a balance between the loss in terms of wage and the gain in term of relational goods. In other word, at the same levels of wage workers in different type of organizations can ascribe different (in the specific higher) satisfaction level (both with work and with pay). Simultaneously, workers with the same general satisfaction level can derive it from different mix of remuneration. This is what happen in the nonprofits, where generally the workers ascribe higher utility at a lower remuneration or they derive their elevated satisfaction more from non-economic, especially relational, aspects of the work than other workers in public and for-profit organizations. This is a result that can reinforce the hypotheses of partial gift exchange and presence of compensations achieved by social and relational goods.



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## APPENDIX

Table 1A. Satisfaction with the job as a whole by characteristics of workers and organizations (average scores)

Variable	Categories	% representativeness	Average score
Sex	male	22.9	5.3
	female	77.1	5.3
Civil status	single	31.8	<b>5.3</b>
	married	58.5	<b>5.3</b>
	separated/divorced	7.5	<b>5.0</b>
	widowed	2.1	<b>5.6</b>
Age	under 25	6.1	<b>5.5</b>
	25-29	18.3	<b>5.4</b>
	30-39	39.7	<b>5.2</b>
	40-49	25.3	<b>5.1</b>
	50-59	8.9	<b>5.6</b>
	over 60	1.7	<b>5.8</b>
Educational qualification	elementary school certificate	5.4	<b>6.0</b>
	lower-secondary school certificate	21.3	<b>5.8</b>
	vocational qualification	19.0	<b>5.3</b>
	upper-secondary school certificate	37.7	<b>5.2</b>
	university diploma	7.4	<b>5.3</b>
	degree/MA	9.1	<b>5.0</b>
Specific qualification	no	41.5	5.1
	yes	58.5	5.3
Situation before taking up Present job	employed in the same sector	18.8	5.3
	employed in a different sector	21.9	5.4
	unemployed/in search of first job	27.5	5.1
	student	11.6	5.2
	housewife/pensioner	10.9	5.5
	military service/conscientious objector	1.2	5.3
	other	7.8	5.4
	Employment relationship	permanent	75.2
	fixed-term	11.5	<b>5.4</b>
Effective working hours	temporary/freelance	13.3	<b>5.7</b>
	fewer than 15	2.7	<b>5.4</b>
	between 16 and 35	22.6	<b>5.3</b>
	between 35 and 45	70.2	<b>5.2</b>
Size of Organization	more than 45	4.5	<b>5.7</b>
	fewer than 10 workers	19.1	5.3
	between 10 and 19 workers	26.5	5.3
	between 20 and 49 workers	30.9	5.4
	more than 50 workers	23.5	5.0
Democratic management	none	27.6	<b>5.1</b>
	little	0.5	<b>4.0</b>
	average	14.7	<b>5.2</b>
	high	57.3	<b>5.4</b>
Presence of voluntary Workers	no	40.2	<b>5.2</b>
	yes	59.8	<b>5.6</b>
<i>Overall</i>		<i>100.0</i>	<i>5.3</i>

Table 2A. Independent variables used in the statistical models on the workers' satisfactions and the loyalty to the organization: descriptions and characteristics

VARIABLES		CHARACTERISTICS
<b>workers' social-demographic variables</b>		
SEX	sex	0=male 1=female
CIVILST	civil status	0=single 1=married
EDUCAT	educational level	1=elementary school certificate 2=lower secondary school certificate 3=vocational qualification 4=upper-secondary school certificate 5=university diploma 6=degree/MA
SPECQUAL	possess of a specific title of study	0=no 1=yes
AGE	age	continuous variable
<b>working variables</b>		
SH_TRAIN	training of max 6 months in the last 3 years	0=yes 1=no
ML_TRAIN	training of more than 6-8 months in the last 3 years	0=yes 1=no
RETR_HEU	hourly remuneration in euro	continuous variable
ACTIVITY	area of activity	0=various activity 1=direct contact with the clients
PT_FT	part-time/full-time	0=full-time worker 1=part-time worker
COLLAB	kind of work contract	0=collaboration 1=other
CONTRACT2	kind of work contract	0= close-ended contract 1= other
EMPLOY	previous work condition	0=employed 1=other
UNEMPL	previous work condition	0=unemployed 1=other
LENGTH	length in the organization	continuous variable
INVOLV	workers involved in the organization	0=no 1=yes
OTH_WORK	workers have received other perspectives of work	0=no 1=yes
<b>organization variables</b>		
LOCATION	localisation	0=north 1=south
PRES_VOL	presence of volunteers in the organization	0=no 1=yes
DEMOCR	democracy level	1=no 2=low 3=medium 4=high
CLIENTS	clients involved in the organization	0=no 1=yes
SERVICE1	principal service of the organization	0=assistential services 1=other
SERVICE2	principal service of the organization	0= nursing services 1=other
SERVICE3	principal service of the organization	0=educational/ricreativ services 1=other
SERVICE4	principal service of the organization	0= work integration services 1=other
YEAR_ORG	year of foundation of the organisation	continuous variable

NETWORK	cooperation with other organizations	1=no 2=low 3=medium 4=high
DIMENTIO	number of employees	1= <10 2= 10-19 3= 20-49 4= >50
AUTONOMY	autonomy level of the organization	1=low 2=medium 3=high
RELAT1	quality of the relation between the organization and the clients	discreet variable, 1(min)-7(max)
RELAT2	quality of the relation between organization and local community	discreet variable, 1(min)-7(max)
<b>management's variables</b>		
STR_MAN	the manager is the main support in the organization and its strategy	discreet variable, 1(min)-7(max)
STR_WRI	the managerial strategy is written	discreet variable, 1(min)-7(max)
STR_WORK	workers are involved in the managerial strategy	discreet variable, 1(min)-7(max)
W_HELP	there is reciprocal helpful between manager and workers	discreet variable, 1(min)-7(max)
W_PERSON	strong personal relation among manager ad workers	discreet variable, 1(min)-7(max)
W_LOYAL	loyalty of the manager forward the workers	discreet variable, 1(min)-7(max)
MAN_SEX	sex of the manager	0=man 1=woman
MAN_AGE	age of the manager	continuos variable
MAN_TENURE	tenure of the manager	continuos variable
<b>other relational variables</b>		
TIME1	workers' time spent in relations with clients	continuos variable (in %)
TIME2	workers' time spent in relations with other workers	continuos variable (in %)
TIME3	workers' time spent in relations with other people	continuos variable (in %)
TIME4	workers' time spent in non-relational activity	continuos variable (in %)
ATTENT	the managers give attention at workers' ideas and advice	discreet variable, 1(min)-7(max)
CLIENTS1	clients' involvement determinant in the workers' activity	discreet variable, 1(min)-7(max)
CLIENTS2	clients' involvement in the organization	discreet variable, 1(min)-7(max)
CLIENTS3	clients are considered only like consumers	discreet variable, 1(min)-7(max)
<b>workers' attitudes and motivations</b>		
INT_ATT	intrinsic attitudes	discreet variable, 1(min)-7(max)
EST_ATT	estrinsic attitudes	discreet variable, 1(min)-7(max)
REL_ATT	relational attitudes	discreet variable, 1(min)-7(max)
INT_MOT	intrinsic motivations	discreet variable, 1(min)-7(max)
EST_MOT	estrinsic motivations	discreet variable, 1(min)-7(max)
REL_MOT	relational motivations	discreet variable, 1(min)-7(max)
<b>workers' satisfactions</b>		
INT_SAT	satisfaction with intrinsic aspects	discreet variable, 1(min)-7(max)
ECO_SAT	satisfaction with economic aspects	discreet variable, 1(min)-7(max)
EST_SAT	satisfaction with other estrinsic aspects	discreet variable, 1(min)-7(max)
REL_SAT	satisfaction with relational aspects	discreet variable, 1(min)-7(max)