



An Inter-Correlation Study Between Socio-Economic Variables and Job Related Factors

Dr. Suresh Kumar¹

¹Assistant Professor, Department of Commerce, International centre of Distance Education and Learning, Himachal Pradesh University, Shimla.

Abstract

Background of the study: A classic definition describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1976). Measurements of job satisfaction include both intrinsic and extrinsic satisfaction (e.g., Ryan & Deci, 2000). Typically, intrinsic satisfaction includes achievement, responsibility, recognition, and dependence, whereas extrinsic satisfaction is composed of salary, additional bonuses, relationships with coworkers, and working conditions. Job satisfaction plays a role in job performance (e.g., Judge et al., 2001). Job satisfaction is considered a cause of turnover and absenteeism, along with their associated costs (e.g., Mobley, 1982; Staw, 1984). Moreover, job satisfaction is associated with general life satisfaction (Drobnič, Beham, &Präg, 2010).

Methodology: The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is has been developed and validated prior to survey. The target population consists of employees of a public sector organisation. Simple random sampling is used for collection of data from 320 employees. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Keywords: Inter-Correlation, Job Related Factors, Socio-Economic and Organizational Status Variables.

Introduction

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working

conditions. The objective of this paper is To investigate the socio-economic and organizational status variables impact on the Job related factors. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is has been developed and validated prior to survey. The target population consists of employees of a public sector organisation. Simple random sampling is used for collection of data from 320 employees. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives. In the past decade, there have been a number of studies Involving non-Western cultures, including studies from Taiwan (e.g., Chen & Silverthorne, 2008; Cheung & Scherling, 1999; Lu, Tseng, & Cooper, 1999; Silverthorne, 2004), China (e.g., Lau, Tse, & Zhou, 2002; Leung, Smith, Wang, & Sun, 1996; Liu, Tang, & Zhu, 2008; Loscocco & Bose, 1998; Scott, Bishop, & Chen, 2003), and Russia (Linz, 2003). Recently, investigations of the Middle East have also been undertaken (e.g., Abdulla, Djebarni, & Mellahi, 2011; Tlaiss, 2013; Yousef, 2001). Nonetheless, there remains a paucity of empirical data from transient post-Communist economies from Central and Eastern Europe (CEE), which includes the Czech Republic. Little is known about the factors that influence job satisfaction in post-Communist countries as they change their behavioral patterns during the transition from a centrally planned economy to a market economy (Lange, 2009). The importance of understanding the organizational behavior of people from CEE countries has emerged from the fact that some features of the recent socioeconomic development of those countries are very specific and differ from both Western and Eastern countries. Moreover, life under Communist regimes had long-term impacts on CEE citizens' values and beliefs (Inglehart & Baker, 2000).

Review of the Literature

A classic definition describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1976). Measurements of job satisfaction include both intrinsic and extrinsic satisfaction (e.g., Ryan & Deci, 2000). Typically, intrinsic satisfaction includes achievement, responsibility, recognition, and dependence, whereas extrinsic satisfaction is composed of salary, additional bonuses, relationships with coworkers, and working conditions. Job satisfaction plays a role in job performance (e.g., Judge et al., 2001). Job satisfaction is considered a cause of turnover and absenteeism, along with their associated costs (e.g., Mobley, 1982; Staw, 1984). Moreover, job satisfaction is associated with general life satisfaction (Drobnič, Beham, & Präg, 2010; Judge & Watanabe, 1993). Many factors can affect the level of job satisfaction. The literature often distinguishes between the situational and personal characteristics of job satisfaction (e.g., Spector, 1997). Whereas situational characteristics represent job characteristics (organizational, work-related factors), personal characteristics represent an individual's personal (e.g., age, gender, education) and dispositional (e.g., personality traits) features. Age is an employee characteristic that is often thought to influence job satisfaction. Several decades ago, Rhodes (1983) conducted a meta-analytic study based on a review of more than 185 studies and concluded that job satisfaction is positively and

linearly linked with age. Older employees are more satisfied than younger employees with their jobs. Later, Clark, Oswald, and Warr (1996) noted that many older people have succeeded in moving into occupations with characteristics that Franěk et al. 3 are more desirable. They have expectations of their jobs that are more realistic, and their mental structures change with ageing. Interestingly, some of the differences between age groups might be accounted by different rates of labor-force participation-typically, approximately 90% of young people are economically active, whereas the rate of employment is lower among older people (Clark et al., 1996). In the 1990s, new insight into this association was provided by Clark et al. (1996) in a study sampling 5,000 U.K. employees. Their investigation provides strong evidence for a U-shaped relationship between job satisfaction and age, meaning that younger and older employees are more satisfied than middle-aged employees. Specifically, overall job satisfaction is at its lowest at age 36 and increases thereafter. This finding was confirmed in later research by Gazioglu and Tansel (2006) on a sample of more than 28,000 British employees. Fargher et al. (2008) have conducted a study on data from European countries (Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, The Netherlands, Sweden, and the United Kingdom) collected in 1999-2000 and have replicated the U-shaped distribution of job satisfaction as a function of age in a Western European subsample. In a CEE subsample (Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, and Slovenia), however, the U-shaped pattern was visible but not statistically significant. In contrast, Eskildsen, Kristensen, and Westlund (2003), in a survey conducted in the Nordic countries (Denmark, Finland, Norway, and Sweden), have reported that job satisfaction increases linearly with age. Interestingly, a study by Luthans and Thomas (1989), conducted in the United States, has found that workers older than 40 years of age become less satisfied with their jobs. An explanation for this may involve both processes of resignation and pressure from modern technologies, high work overload, and the increasing focus on productivity.

In view of the above literature, we have the following expectations:

H₀₁ The socio-economic and organizational status variables would have no relationship with Job related factors.

Research Objective

- To investigate the socio-economic and organizational status variables impact on the Job related factors.

Research Methodologies & Measurements

Design of the Questionnaire: In order to carry out the primary probe about the Job Satisfaction and organizational climate in Bhakra Beas Management Board, a structured questionnaire was developed by dividing the whole questionnaire into three main sections and sub-sections. The questionnaire was focused mainly on the problems.

Personal data Sheet: (Demographic information sheet) 16 socio-economic variables were employed to collect the demographics of population.

Part I: Job Satisfaction inventory (JSI): After the pilot survey a 21 facets Job Satisfaction inventory was employed with grouping of four Job Satisfaction dimensions as; organizational factors dimension (6 facets), work-Environment factors dimension (4 facets), work-itself factors dimension (6 facets) and, personal factor dimension (5 facets) (For Items see appendix).

Part-II: Job related factors detailed study; Present work (12 items), Opportunities for promotion and advancement (6 Words/statements), Co-workers attitude (8 items), Salary and remuneration (11 items), Supervisors behaviour (11 items), Physical facilities (7 Statements), Fringe benefits (5 statements), Self-Esteem assessment (6 Statements), Occupational-stress assessment (8 Statements), Single Globe statement to assess overall Job Satisfaction, Single global statement to view the commitment to stay at Job and Single global statement of Job-performance self-evaluation (For Items see appendix).

Organizational Climate Questionnaire: Organizational Climate Inventory (OCI): Organizational Climate Inventory of well structured questionnaire was utilized with 40 factors, 10 dimensions were classified with four items each. The description of the dimension is as; Interpersonal-relations, Participative- management, Formalization & standardization, Training & development, Monetary Benefits, Objectivity & Rationality, Scope for Advancement, Supervision at Work, Concern for welfare and Safety & security dimensions. After the employment of 10 dimensions, a single global statement was drawn for the assessment of overall organizational climate.

A world may be stated regarding the characteristics of the index of Job Satisfaction and Organizational Climate Inventory used for the purpose of study. There are normally two approaches to measure Job Satisfaction and Organizational Climate. These approaches may be termed as “Global” approach and the “Summation” approach. The global approach is concerned with eliciting generalized, undifferentiated evaluations of the Job or Vocation, whereas, the “Summated” approach elicit the reactions or attitudes of the individual to specific aspects of the work situation which are than summated to obtain an overall index of liking or disliking. The present study has adopted both the approaches in the assessment of Job Satisfaction and organizational climate.

Procedure & Instruction for Questionnaire Administration Procedure: Initially, the permission of board administrators was sought. Four hundred questionnaires were stapled together in order of personal data sheet, Job Satisfaction Inventory and Organizational Climate inventory was distributed personally among 400 respondents. The fully responded questionnaires were sorted out with 370 respondents. Finally, 360 fully well responded questionnaires were utilized for further processing.

Scoring Procedure followed for Instruments

Personal Data Sheet

Gender: Male-2, Female-1, Age: Actual Years, Educational Qualification: Upto-Matriculate-1, Diploma holder-2, Graduate-3, post graduates and others-4, Salary Income: Actual Salary in rupees, Background: Rural-2, Unban-1, Experience at Job: Actual Completed years at Job, Marital-Status: Married 1, Un-married-2, Occupational Status: Officer-2, Non-officer-1,

Professional Training holders: Yes-2, No-1, Type of family: Nuclear-1, Joint-2, Family size: Actual Members, Earners Size in family: Actual Earners, Dependents size in family: Actual members, Spiritual Belief: Yes-2, No-1., Sufficiency of time to fulfill spiritual needs: Yes-2, No-1. , Meditation Practices: Never-1, Rarely-2, Very often-3, Daily-4.

Job Information Questionnaire

Part-I: The responses on the Job Satisfaction inventory were assigned on a five point likert scale containing categories of ‘highly satisfied’ (5), ‘moderately satisfied’ (4), ‘Neither satisfied nor dissatisfied’ (3), ‘Dissatisfied’ (2) and ‘Highly dissatisfied’ (1), figures in parenthesis denoting their weight age. In this manner scores on Job Satisfaction inventory for low, medium and higher level were summated. The score may range between 21 to 105.

Organizational Climate Information

Further, the questionnaire on Organizational Climate Inventory was scored according to the response that subject had made on a five point scale viz., ‘Very Large Extent’ (5), ‘Large Extent’ (4), ‘Some Extent’ (3), and ‘Smaller Extent’ (2) & ‘Not at all’ (1) figures in parenthesis denoting their weight age. The scores for each item were kept separately. Thus, maximum score could be 5 and minimum could be 1 for each item. The Summated score on Organizational climate inventory may range from 40 to 200.

Validity & Reliability Assessment of the Tools used

Content, item and construct validity have been tested before administration of the tool. Expert opinions, peer researchers comments and a sufficient pilot testing was applied. Construct Validity of Job Satisfaction and organizational climate was found high for the Job Satisfaction inventory (0.82 to 0.84) and organizational climate (0.59 to 0.78). The construct validity supports the item to total correlation validity.

Reliability Estimate of the Instruments

Table 1, 2, 3 shows the reliability estimates of the tools applied.

Table 1. Cronbach’s Alpha (α) Reliability Statistics For Different Scales (N=360)

Inventories	Cronbach’s Alpha (α)	Number of items	P-values
Job satisfaction	0.911	21	< 0.0001
Organizational Climate	0.944	40	< 0.0001
Self-Esteem	0.820	6	< 0.0001
Occupational-Stress	0.828	8	< 0.0001

Table 2. Test-Retest Reliability Statistics for Different Measurement Scales (N= 30)

Inventories	Mean test-retest reliability Co-efficient	Number of items
Job Satisfaction	0.80	21
Self-Esteem	0.79	6
Occupational Stress	0.86	8

Table 3. Construct Validity For Job Satisfaction Inventory (N = 360)

Variables	No. of Items	Mean Score (\bar{X})	S.D. (σ)	r-value (r)	P- value (Significant)
Overall Job Satisfaction	21	81.95	11.11	-	
Organizational-Factors	6	22.62	3.77	0.843	<0.01
Work-environmental factors	4	15.45	2.63	0.863	<0.01
Work-itself Factors	6	24.29	3.49	0.881	<0.01
Personal Factors	5	18.60	3.14	0.820	<0.01

Research Findings

The product moment correlation between the socio-economic (15 variables) and job related factors. The inter-correlation between the socio-economic variables variable gender, Age, Education, Salary, Education Level, Income Level, Background, Residential, Experience, Marital Status, Occupational Status (Os) training, Family members, Earners member in family, Dependents, spiritual belief, time to fulfill spiritual needs and meditation practices with selected Job related factors viz., Job Satisfaction, Organizational Climate, or occupational stress, propensity to stay at Job, Job Performance attitude and the self esteem of employees in the organization is presented in table. The correlation coefficient was tested at 0.01 and 0.05 levels. The following analysis have been made on the basis of inter-correlation matrix as presented in Table-4.

Table 4. Inter-Correlation between Socio-Economic Variables and Job Related Factors (N =360)

Sr. No	Job Related factors S.E.O.S Variables	Job Satisfaction (JS)	Organizational Climate (OC)	Occupational Stress (OS)	Propensity to stay at Job (PS)	Self Esteem (SE)
1.	Gender	0.158**	0.132*	-0.131*	0.077	0.046
2.	Age	0.110*	0.107*	-0.054	0.270*	0.110**
3.	Education	0.034	-0.112	-0.057	-0.126*	-0.004
4.	Income	0.162**	0.047	-0.123*	0.075	0.150**
5.	Background	0.082	0.143**	-0.092	0.066	0.025
6.	Experience	0.139**	0.127*	-0.082	0.299**	0.143**
7.	Marital Status	-0.101	-0.092	+0.106	-0.258**	-0.160**
8.	Occupational Status	0.201**	0.103	-0.182**	0.013	0.149**
9.	Training	0.112*	0.078	-0.075	0.132*	0.159**
10.	Family Members	-0.161**	-0.080	+0.095	-0.006	0.024
11.	Earners in Family	-0.094	-0.113*	+0.040	0.024	0.076

12.	Dependents	-0.002	0.078	+0.041	0.057	0.059
13.	Spiritual Belief	0.069	0.027	-0.143**	0.166**	0.099
14.	Time found for Spiritual Needs	0.194**	0.136**	0.166**	0.171**	0.205**
15.	Meditation Practices	0.155**	0.086	-0.155**	0.156**	0.147**
	Items	21	40	8	1	6
	Mean (\bar{x})	81.96	137.78	19.16	3.31	24.14
	S.D. (σ)	11.11	23.22	4.94	0.956	3.52
	Cronbach Alpha (α)	(0.911)	(0.94)	(0.83)		(0.82)

Source: Data collected through questionnaire.

Job Related factors – Job Satisfaction, Self Esteem, Organizational Climate, Occupational Stress, Commitment to Job, Job Performance attitude.

Job Satisfaction and Socio-Economic Variables: An Analysis

“Job Satisfaction” Correlation ranges between -0.161 to 0.201 for dependents in family members and occupational status respectively. The weakest Correlation among the socio-economic variable and Job Satisfaction Variable is found with dependents in family variable ($r = -0.002$). The strongest positive correlation was found with occupational status ($r = 0.201$, $P < 0.01$). The Table-4 shows that the Job Satisfaction factor has positive significant correlation with, gender ($r = 0.158$, $P < 0.01$), age ($r = 0.110$, $P < 0.05$), Income ($r = 0.162$, $P < 0.01$), experience at job ($r = 0.139$, $P < 0.01$), Occupational status ($r = 0.201$, $P < 0.01$), training ($r = 0.112$, $P < 0.05$), sufficient time found to fulfill spiritual needs ($r = 0.194$, $P < 0.01$) and meditation tendencies ($r = 0.155$, $P < 0.01$). The obtained findings thus, suggested that the aged, higher income group, more experienced, posted at higher designation employees in the organization, trained enough, who found sufficient time to fulfill spiritual needs and practicing meditation frequently have revealed higher satisfaction at job and vice-versa. Inter-Correlation of the Job satisfaction with marital status only ($r = -0.161$, $P < 0.01$) have found significant negative relationship. This shows that Job Satisfaction share most of their variance with married employees. The negative correlation between the two variable exhibits that Job Satisfaction score of employees tends to increase with the married respondents.

Organizational Climate and Socio-Economic Variables: An Analysis

Data on relationship between organizational climate and independent variables i.e., socio-economic reveals the positive significant correlation with gender ($r = 0.132$, $P < 0.01$), age ($r = 0.107$, $P < 0.05$), background ($r = 0.143$, $P < 0.01$), experience ($r = 0.127$, $P < 0.05$) and sufficient time found to fulfill spiritual needs, ($r = 0.136$, $P < 0.01$). It is inferred that favorable organizational climate tends to increase with the presence of female respondents, aged

respondents rural background respondents, more experienced respondents, and the respondents who found sufficient time to fulfill spiritual needs of the employees and vice-versa. This leads to conclude that favorable organizational climate perception share most of their variance with the above selected socio-economic variables. The education levels ($r = -0.112$, $P < 0.05$) and earners in family ($r = -0.113$, $P < 0.05$) variables of socio-economic have negative significant correlation with the perception of organizational climate. This suggest that more educated and the families with more earners tend to have un-favourable organizational climate perception in the organization or its vice-versa i.e., female respondents, age, residential background, experience, sufficiency of time to fulfill spiritual needs, education and earners size in family.

Occupational Stress and Seos Variables: An Analysis

Occupational Stress at Job Factor of Job have negative significant correlation with the socio-economic variable Viz., gender ($r = -0.131$, $P < 0.05$), income ($r = -0.123$, $P < 0.05$), Occupational status ($r = -0.182$, $P < 0.01$), spiritual belief ($r = -0.143$, $P < 0.01$), time found to fulfill spiritual needs ($r = -0.166$, $P < 0.01$) and with the meditation tendencies ($r = -0.155$, $P < 0.01$). The negative correlation between the above variables was because of reverse scoring procedure for Job Stress scale. The lower score tends to have lower stress level and the higher score on the Occupational-Stress scale tends to have higher stress at Job. Negative significant correlation reveals lower stress on Job and the higher score on the socio-economic variables have positive association because of stress scale reverse scoring procedure. It is viewed that the male employees have lower stress at Job; the higher income holder respondents also have lower stress at Job, the higher designation holder employee's reveals lower stress at the Job. The respondents who believe in spirituality, those who find sufficient time to fulfill spiritual needs and the frequent meditation practitioner employees show lower stress at Job. The only variable that has found positive significant correlation with stress at Job was marital status. This relationship was because of coding of the variable. The (married=1, un-married=2) relationship reveals that the married respondent shows lower stress than the unmarried respondents at Job in the organization. Hence, it can concluded that occupational stress tends to decrease with the male respondents, higher income, higher designation, the behavior of spirituality, meditation practitioner and the marital status of respondents.

Propensity to Stay At Job and Seos Variables: An Analysis

The Propensity to stay at Job have significant positive correlation with age ($r = 0.270$, $P < 0.01$), experience ($r = 0.299$, $P < 0.01$), training ($r = 0.132$, $P < 0.05$), spiritual belief ($r = 0.166$, $P < 0.01$), time found to fulfill spiritual needs ($r = 0.171$, $P < 0.01$) and meditation practices ($r = 0.156$, $P, 0.01$). The above positive significant correlation reveals that the respondents who aged, experienced, trained, believes in spirituality, find sufficient time to fulfill spiritual needs and the meditation practitioner frequently want to stay at Job till retirement or leave organization only if exceptional opportunity turns up in the organization. The inter-correlation between the propensity to stay at Job and the socio-economic variables viz., education level ($r = -0.126$, $p < 0.05$) and marital status ($r = -0.228$, $P < 0.01$) have negative significant correlation. This shows that the less educated and married respondents tend to leave the organization as soon as possible or its vice-versa. The obtained finding in terms of propensity to stay at Job concludes that the

above selected variables have significant association with each other. The change in these variables may influence the employee's commitment to stay at Job.

Job Performance and Seos Variables: An Analysis

The next Job factor "Job Performance self-evaluation" have viewed significant positive correlation with the age ($r = 0.270$, $P < 0.01$), income level ($r = 0.128$, $P < 0.05$) and experience ($r = 0.148$, $P < 0.01$). The positive inter-correlation shows that the Job Performance tends to increase with the age, income and experience in the organization. The negative significant correlation of J.P was derived with the marital status ($r = -0.153$, $P < 0.01$) only. This correlation shows that the Job Performance tends to decrease with the married respondents in this organization. The above analysis suggest that the Job Performance have share most of its variance with the above significantly correlated socio-economic variables.

Self-Esteem and Socio-Economic Variables: An Analysis

The Job Factor "Self esteem at Job" which was tested for Inter-Correlation with the socio-economic variables. The age ($r = 0.110$, $P < 0.01$), income ($r = 0.150$, $P < 0.01$), experience ($r = 0.143$, $P < 0.01$), occupational status ($r = 0.149$, $P < 0.01$), training ($r = 0.159$, $P < 0.01$), sufficiency of time found to fulfill spiritual needs ($r = 0.205$, $P < 0.01$) and the meditation practices ($r = 0.147$, $P < 0.01$) have observed positive significant correlation with the self esteem at Job. The analysis reveals that self esteem of employees tends to increase with the increasing age, income, experience, higher posting in the organization, trained employees, employees who find sufficient time to fulfill spiritual needs, and the more frequent meditation habits of employees. The negative significant correlation was found only with marital status (-0.160 , $P < 0.01$). This reveals that the self esteem of employees have inverse relation with the marital status variable.

Practical Implications of the Study

The following conclusion can be drawn from the above discussion: Job Satisfaction of employees may increase with the increasing age, male employees, income, experience, occupational higher post, training, time found to fulfill spiritual needs and the frequency of meditation practices and vice-versa. Job Satisfaction dimension have found only negative significant correlation with increase family member. It means that with the dependents increase job satisfaction may decrease. Organizational climate score was having significant positive correlation with female employees increasing age, rural background, increasing experience, time found to fulfill spiritual needs but the organizational climate score was found decreased with the increase in earners in family or vice-versa. Occupational stress have been decreased with the male employees, increasing income, higher occupational status of employees, spiritually believed employees, those who find sufficient time to fulfill spiritual needs and the employees whose meditate frequently. Propensity to stay at Job factor has been found increasing with the age, experience those who believe in spirituality, who fulfill spiritual needs and increased with the meditation practices or vice versa. The propensity to stay at job factor has been decreased with the increase in education level and for the married employees. They feel to leave the organization. Self

esteem at Job Factor was found increased with the increase in age, income, experience, higher occupational status, trained employees those who find sufficient time to fulfill spiritual needs and with the meditation practices or vice-versa. Notably, the other socio-economic variables and Job factors in relation to subjects were not found to be highly inter-correlated. They are rather, independent to each other.

References

- Abdulla, J., Djebarni, R., & Mellahi, K. (2011). Determinants of job satisfaction in the UAE: A case study of the Dubai police. *Personnel Review*, 40, 126-146.
- Brief, A. P., Rose, G. L., & Aldag, R. J. (1977). Sex differences in preferences for job attributes revisited. *Journal of Applied Psychology*, 62, 645-646.
- Brush, D. H., Moch, M. K., & Pooyan, A. (1987). Individual demographic differences and job satisfaction. *Journal of Organizational Behavior*, 8, 139-155.
- Chen, J. C., & Silverthorne, C. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 29, 572-582.
- Cheung, C. K., & Scherling, S. A. (1999). Job satisfaction, work values, and sex differences in Taiwan's organizations. *The Journal of Psychology: Interdisciplinary and Applied*, 133, 563-575.
- Clark, A. E. (1996). Job satisfaction in Britain. *British Journal of Industrial Relations*, 34, 189-217.
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4, 341-372.
- Clark, A. E., & Oswald, A. J. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 61, 359-381.
- Clark, A. E., Oswald, A. J., & Warr, P. (1996). Is job satisfaction U-shaped in age? *Journal of Occupational and Organizational Psychology*, 69, 57-81.
- Drobnič, S., Beham, B., & Prag, P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social Indicators Research*, 99, 205-225.
- Eskildsen, J. K., Kristensen, K., & Westlund, A. H. (2003). Work motivation and job satisfaction in the Nordic countries. *Employee Relations*, 26, 122-136.
- Forgionne, G. A., & Peeters, V. E. (1982). Differences in job motivation and satisfaction among female and male managers. *Human Relations*, 35, 101-118.
- Fargher, S., Kestling, S., Lange, T., & Pacheco, G. (2008). Cultural heritage and job satisfaction in Eastern and Western Europe. *International Journal of Manpower*, 29, 630-650.
- Franěk, M., & Večeřa, J. (2008). Personal characteristics and job satisfaction. *E & M Ekonomie a Management*, 11(4), 63-76.
- Gazioglu, S., & Tansel, A. (2006). Job satisfaction in Britain: Individual and job related factors. *Applied Economics*, 38, 1163-1171.

- Inglehart, R., & Baker, W. E. (2000). Modernization, cultural change, and the persistence of traditional values. *American Sociological Review*, 65, 19-51.
- Judge, T. A., Thorsen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, 376-407.
- Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, 78, 939-948.
- Lange, T. (2008). Communist legacies, gender and the impact on job satisfaction in Central and Eastern Europe. *European Journal of Industrial Relations*, 14, 327-346.
- Lange, T. (2009). Attitudes, attributes and institutions: Determining job satisfaction in Central and Eastern Europe. *Employee Relations*, 31, 81-97.
- Lau, C. M., Tse, D. K., & Zhou, N. (2002). Institutional forces and organizational culture in China: Effects on change schemas, firm commitment and job satisfaction. *Journal of International Business Studies*, 33, 533-550.
- Leung, K., Smith, P. B., Wang, Z., & Sun, H. (1996). Job satisfaction in joint venture hotels in China: An organizational justice analysis. *Journal of International Business Studies*, 27, 947-962.
- Linz, S. J. (2003). Job satisfaction among Russian workers. *International Journal of Manpower*, 24, 626-652.
- Liu, B., Tang, N., & Zhu, X. (2008). Public service motivation and job satisfaction in China: An investigation of generalizability and instrumentality. *International Journal of Manpower*, 29, 684-699.
- Locke, E. (1976). The nature and consequences of job satisfaction. In M. D. Dunette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago, IL: Rand McNally.
- Loscocco, K. A., & Bose, C. E. (1998). Gender and job satisfaction in urban China: The early post-Mao period. *Social Science Quarterly*, 79, 91-109.
- Lu, L., Tseng, H. J., & Cooper, C. L. (1999). Managerial stress, job satisfaction and health in Taiwan. *Stress Medicine*, 15, 53-64.
- Lukašova, R., Frankova, E., & Surynek, A. (2006). Organizational culture of Czech manufacturing companies: An empirical typology. *Journal for East European Management Studies*, 11, 349-371.
- Luthans, F., & Thomas, L. T. (1989). The relationship between age and job satisfaction: Curvilinear results from an empirical study-A research note. *Personnel Review*, 18, 23-26.
- Mobley, W. H. (1982). *Employee turnover: Causes, consequences and control*. Reading, MA: Addison-Wesley.
- Murray, M. A., & Atkinson, T. (1981). Gender differences in correlates of job satisfaction. *Canadian Journal of Behavioural Sciences*, 13, 44-52.

- Pook, L. A., Fustos, J., & Marian, L. (2003). The impact of gender bias on job satisfaction. *Human Systems Management*, 22, 37-50.
- Rhodes, S. R. (1983). Age-related differences in work attitudes and behaviour: A review and conceptual analysis. *Psychological Bulletin*, 93, 328-367.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54-67.
- Scott, D., Bishop, J. W., & Chen, X. (2003). An examination of the relationship of employee involvement with job satisfaction, employee cooperation, and intention to quit in US invested enterprise in China. *International Journal of Organizational Analysis*, 11, 3-19.
- Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25, 592-599.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: SAGE.
- Staw, B. M. (1984). Organizational behavior: A review and reformation of the field's outcome variables. *Annual Review of Psychology*, 35, 627-666.
- Tlaiss, H. A. (2013). Determinants of job satisfaction in the banking sector: The case of Lebanese managers. *Employee Relations*, 3, 377-395.
- Weaver, C. N. (1974). Correlates of job satisfaction: Some evidence from the national surveys. *Academy of Management Journal*, 17, 373-375.
- Weaver, C. N. (1978). Sex differences in the determinants of job satisfaction. *Academy of Management Journal*, 21, 265-274.
- Weaver, C. N. (1980). Job satisfaction in the United States in the 1970s. *Journal of Applied Psychology*, 65, 364-367.
- Wharton, A. S., Rotolo, T., & Bird, S. R. (2000). Social context at work: A multilevel analysis of job satisfaction. *Sociological Forum*, 15, 65-90.
- Yousef, D. A. (2001). Islamic work ethic - A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*, 30, 152-169.