Relationship with co-workers and job satisfaction

June 20, 2008

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Management summary

Job satisfaction is defined as "how people feel about their jobs and different aspects of their jobs", meaning the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997). According to Herzberg's theory (1966) the opposite of job satisfaction is not job dissatisfaction but no job satisfaction at all.

Relationship with colleagues is a very broad concept and the following research focuses on relationship with peers. The link between relationship with peers and job satisfaction will be explained as will the ways in which gender can influence job satisfaction. Relationship with peers is defined as "the social and working transactions with others on the job" (Herzberg, 1966).

Herzberg's motivation-hygiene theory describes how relationship with peers affects an employee's job satisfaction by placing the relationship with peers as a hygiene factor. In other words the quality of the relationship with peers leads to no satisfaction or dissatisfaction with the job depending on whether the employee perceives this relationship as being of a low or high quality. Relationship with peers on its own cannot lead to job satisfaction.

Relationship with peers (=hygiene factor) is dependent on motivators to achieve job satisfaction. The motivators give an employee a sense of being valued. This intrinsic satisfaction leads to overall job satisfaction. The most important motivators are achievement and recognition.

Relationship with peers involves aspects such as cooperation, team spirit, support, trust, exchange of information and atmosphere among peers. Cooperation is communication with and support for other members in a workgroup, the feeling of working together and pitching in to achieve what the task demands. This in turn improves an individual employee's performance and increases his or her satisfaction. Team spirit helps the group succeed because it encourages effective teamwork and group performance. On an individual level a healthy team spirit can stimulate positive behaviour which increases job satisfaction. Support on an individual level means recognition, acknowledgement, acceptance and involvement which are important factors in the foundation for an employee's sense of self-worth and job satisfaction. Trust is about confidence, a willingness to share information and acting in such a way that a positive attitude towards the job is encouraged. The exchange of information defines social contacts helping build a partnership over time and is linked to job satisfaction. A challenging yet relaxed working atmosphere encourages feelings of pride and satisfaction.

Although Herzberg's work is one of the most influential on this subject it has been criticized for a number of reasons. One of the most important reasons is that various studies which replicated his theory attained conflicting results. Some conclude that Herzberg's theory is overgeneralized.

To understand the job satisfaction of an employee better it is important to make a distinction between a male employee and a female employee. Female employees are more satisfied with their job perhaps because of lower expectations and the position women had in the workplace in the past. An important aspect in the job satisfaction of a female employee is her relationship with co-workers .Knowledge of this can be useful for an employer when trying to satisfy the needs of his employees more effectively.

Table of content

1. Introduction

This first chapter introduces the problem being researched. The problem statement follows and after that research questions, research design and data collection. At the end of this chapter an overview of how the research is structured will be given.

1.1 Problem indication

According to a recent study under 1100 employees, published in an article written by Teressa Howe (CHRP, 2003), 33% of employees are unhappy at their work. Moreover, 28% of this group is actually looking for another job.

More and more people are switching jobs (Bridges, 1996; Doogan, 2001; Giddens, 1998). This is because organizations, society and labour markets are changing rapidly and employees are looking for the organization where they can find happiness in their job. This is just as important to male employees as it is to female employees. Therefore in this job hopping society job satisfaction is becoming an increasingly important aspect for investigation. To understand job satisfaction it is not only relevant to look at what defines the concept of job satisfaction but also at factors which influence job satisfaction. Exploring how the relationship with colleagues affects job satisfaction is very interesting since there has not been much research to describe this relationship in detail.

Relationship with colleagues is a very complex and broad concept within an organization.

1.2 Problem statement

How can relationship with employees explain the job satisfaction of an employee and how is this moderated by gender?

The dependent variable in this research, namely job satisfaction, will be explained through motivators which have a long-term effect on employees' attitudes according to the Herzberg model.

Job satisfaction is the sum of evaluations regarding a job or aspects of a job which vary from positive to negative dimensions creating attitude (Petty, Wegener and Fabrigar, 1997). Job satisfaction can be influenced by different factors and in this case these factors are limited to external factors called hygiene factors in the Herzberg model, see appendix 1.In appendix 1, these factors are: work environment, payment and relationships with colleagues and managers. Not all of these hygiene factors will be discussed; only the relationship with colleagues, represented in the model below (figure 1), will be investigated in this research.

Although there is only one independent variable chosen, namely the relationship with

colleagues, it is a very broad concept and can be divided into three different groups of the relationship at the workplace. These relationships are: relationship with supervisor, relationship with subordinates and relationship with peers (note: relationship with peers is also called relationship with co-workers).

One moderator is chosen, namely gender. This to find out how the position of the male employee and the female employee affects job satisfaction.

1.3   Research question

1) What is the definition of job satisfaction, job dissatisfaction and relationship with colleagues?
2) What are the most influential factors from relationship with peers on an employee's job satisfaction?
3) What are the findings and what do the critics say about Herzberg's theory?
4) How can gender affect the differences in job satisfaction?

1.4   Research Design

The type of research is descriptive. It is based on existing literature and will therefore be a literature study. The inspiration for choosing the variable relationship with colleagues comes from the model of Herzberg. This concept will be worked out further to include relationship with peers in order to find out if there is a link with employees' job satisfaction within an organization.

Hygiene factors are aspects of a job which, while not motivating in themselves, could lead to severe dissatisfaction and ultimately demotivation when not acknowledged. On the basis of the Herzberg model, the hygiene factor relationship with colleagues has been chosen as an independent variable. The other hygiene factors will not be discussed in this study.

The opinions and theories on this hygiene factor and the overall concept of job satisfaction is the subject of this bachelor thesis. Job satisfaction is a dependent variable. The relationship between dependent, independent variable and moderator is represented in the following model.

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                         ┌─────────────────────┐
                         │       Gender        │
                         └──────────┬──────────┘
                                    │
                                    ▼
┌──────────────────────────┐              ┌──────────────────────┐
│ Quality of relationship   │─────────────▶│ Job satisfaction of  │
│ with peers                │              │ an employee          │
└──────────────────────────┘              └──────────────────────┘
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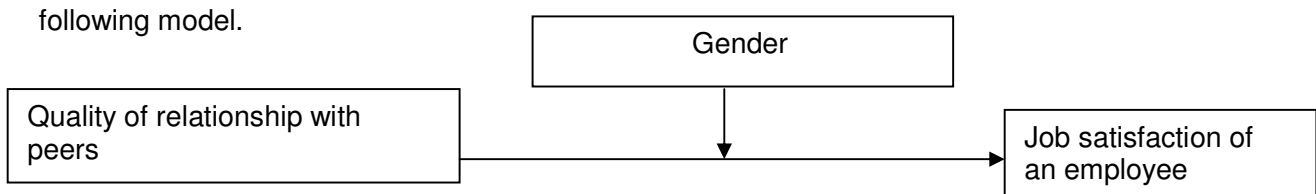
Figure 1: Model of relation between job satisfaction and relationship with peers

1.5   Data Collection

The main focus of this research is to gather information from existing data (secondary research). For this purpose the online database of University Tilburg will be used. These are the databases JSTOR, ABI/Inform, ISI web, Science etc.

Also the Google Scholar has been used which is reliable database. Articles which define the overall concept of job satisfaction have been used as have articles about this concept in relation to relationships with colleagues. Also articles about the Herzberg theory linked with job satisfaction have been chosen. The articles concerning satisfaction and commitment were not used since these aspects are not going to be investigated here.

The articles have been collected from existing literature over a twenty year period (1988-2008) in order to lend a certain validity to the research. The collected articles have been selected based on titles and summaries. When the articles are found then the snowball sampling is used. This means searching for articles which are consistent with the research questions. Also references and quotes are used to find more specific information. For this purpose one could use Google Scholar for example. These snowballing techniques have been used to collect data for this thesis. Finally, there will be a certain amount of articles collected from the Journal of Management, Organizational Behaviour and Vocational Behaviour.

1.6   Structure of the thesis

In the following chapter the concept job satisfaction, job dissatisfaction and the relationship with colleagues will be defined. In the third chapter the link between job satisfaction and relationship with peers will be further outlined. In the first part of the chapter this will be discussed using the Herzberg theory. In the second part of the chapter the elements of relationship with peers: cooperation, team spirit, support, trust, exchange of information and atmosphere will be investigated in relation to job satisfaction using work from other authors. In the fourth chapter findings and criticism of Herzberg's work will be represented. In the fifth chapter gender will be investigated in relation to job satisfaction. At the end of the research, in chapter six, conclusions and recommendations will be offered.

2. Definitions

Firstly, this chapter will provide a definition of job satisfaction. Secondly, the concept of the relationship with colleagues will be presented. After this the relationship with peers will be explicitly investigated since this is relevant for the research.

2.1 Job satisfaction and job dissatisfaction

2.1.1 Job satisfaction

Job satisfaction is a very broad concept investigated by researchers and has been an important issue for decades. Its importance is linked to work being central to society and also to many people lives. Job satisfaction is defined and conceptualized in a number of different ways (Bhuian, Al- Shammari and Jefri, 1996). According to Cranny, Smith and Stone (1992) there is a very clear consensus about the definition of job satisfaction. Namely that job satisfaction is an affective (or emotional) reaction to one's job. The same definition is also offered by Locke who says that job satisfaction is a pleasurable or emotional state resulting from an appraisal of one's job or job experiences (Locke, 1976, p. 1300).

There are researchers who define job satisfaction as an "attitude" one holds about one's job instead of an "affection". Miner (1992) states that it is possible to treat job satisfaction as generally equivalent to job attitudes (p.116). But most organizational researchers do not view the "satisfaction as affect" and "satisfaction as attitude" as being inconsistent with each other. Attitudes are complex entities that include for example affective responses in relation towards an object (Hulin, 1991; Locke, 1976; Vroom, 1964). That means job satisfaction as an attitude or as an affective response towards a job amount to the same thing.

A broader view is that the fundamental and essential property of attitude is evaluation (Petty, Wegener and Fabrigar, 1997). The evaluation of objects including dimensions varying from positive to negative creates attitude. That means job satisfaction which is generally defined as an attitude is a positive or negative judgment a person makes about his or her job or job situation. Having established the concept of job satisfaction this can be now deconstructed. Job satisfaction can be categorized in extrinsic, intrinsic and overall satisfaction. Intrinsic satisfaction means the different tasks of a job that influence satisfaction. Extrinsic satisfaction means factors outside of the job that influence satisfaction. And overall job satisfaction is satisfaction in its entirety (Chang and Lee, 2006). Employee satisfaction can vary (Spector, 1997).

A simple or general way to define it is:

"Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997).

In this research the definition of Spector will be used for job satisfaction. This global approach to job satisfaction makes a precise distinction between employee *satisfaction* and employee *dissatisfaction*. And this is a relevant aspect to this research.

2.1.2 Job dissatisfaction

Herzberg (1966) suggests that job dissatisfaction is not the opposite of job satisfaction but rather that, "The opposite of job dissatisfaction is no job dissatisfaction, not satisfaction with one's job"; on one's job, the "dissatisfiers consistently produced short-term changes in job attitudes". The major dissatisfiers were company policy and administration, supervision, salary, interpersonal relations and working conditions (Herzberg, 1966, p. 76). According to Herzberg (1966), dissatisfaction with one's job is described by one's "relationship to the context or environment in which he does his job".

2.2 Relationship with colleagues

Relationship with colleagues can be defined in many ways and according to different theories. For example, according to social network theory relationship with colleagues occurs in a network where people are dots and relationships are lines. Solid lines connect people who have a strong relationship and dashed lines connect pairs of people who have a weak relationship. This implies that individuals who do better are somehow better connected (Burt, 1992, p.25-30). Social network theory also makes a distinction between different relationships according to different kinds of networks. A definition of specific relationship is not relevant to this thesis since this thesis deals with a more general view of relationship established at the workplace and how these are perceived by an employee. It is about the quality of a relationship. Therefore relationship with colleagues can be defined as follows: "the social and working transactions with others on the job" (Herzberg, 1966). There are different means of creating job satisfaction: promotional opportunities, interesting work, supportive supervisor and friendly peers (Brief, 1998). There are situations where someone does not like his supervisor but does like his peers.

According to Herzberg et al., (1966) there are three different groups of the relationship at the workplace: relationship with peers, relationship with supervisor and relationship with subordinates. In the following paragraph these relationship with supervisor and subordinates will be defined briefly since they form only one part of the concept relationship with colleagues. The most important group is relationship with peers which will be more specifically defined in this chapter and analyzed in more detail in relation to job satisfaction in the following chapter. See also model 3.

Relationships with colleagues
- Relationship with supervisor
- Relationship with subordinates
- **Relationship with peers (=co-workers)**
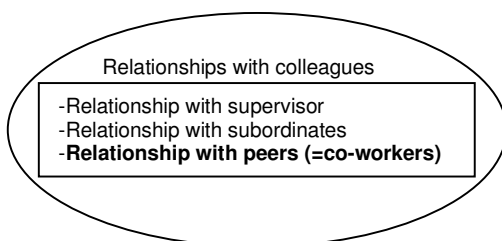
Model 3: Relationships with peers as part of relationship with colleagues

Relationship with supervisor and relationship with subordinates

There are several interpretations of the term "supervision". In general one can say that

supervision is the activity carried out by supervisors to oversee the productivity and progress of employees who report directly to the supervisors. Relationship with supervisor is defined as a relationship between a worker and his boss (manager).

Similar to the above mentioned the relationship with subordinates is about authority and position in the organization.

Relationship with peers

Relationship with peers is defined as personal and working interactions between the respondent and other people he or she works with. Relationship exists between two or more people. Hence this is about relationship between people (co-workers or peers) at the workplace.

This relationship can be viewed through its attributes, namely:

- *Cooperation*: behaving helpfully or connecting employees to other members in their immediate workgroup (Azzolini and Schillaber, 1993). Cooperation is an activity in which each person is responsible for solving part of a problem. It stimulates communication and contact with others at work and encourages mutual trust.

- *Team spirit*: this is something that evolves over time and helps create team efficiency. It highlights the importance of vocabulary that teams can draw upon to understand and to enhance their work together (Sibbet and Drexler, 1988).

- *Support*: Social support is best defined as a social support network; a set of individuals from whom an individual can expect to receive help when necessary. Therefore support occurs when people are helpful. This is linked to the expectation of receiving reciprocal support at a future date or what is called the exchange relationship (Clark and Mills, 1993).

- *Trust:* Interpersonal trust is a very important phenomenon in organizational life. Trust enables people to take risks:" *Where there is trust there is feeling that others would not take advantage of me*" (Porter, 1975, p. 497). Interpersonal trust is about how far a person is confident in or willing to act upon the actions, words and decisions of others (Lukman, 1979).

- *Exchange of information:*

  Exchange of information can best be explained by an example initiated by newcomers. Here the need for affiliation (McClelland, 1961) or relatedness needs (Alderfer, 1969)

play an important role. Newcomers with high, unmet relatedness needs would be motivated to seek out interpersonal interactions in the workplace that might satisfy these needs. Purely social interactions which might meet needs for affiliation, for example: having lunch with co-workers, going on coffee breaks with others, informal "chit-chat" about weekend activities, etc., can serve as a social context for the exchange of information that might help newcomers to establish themselves in the new work environment.

- *Atmosphere among peers:*

    Atmosphere among peers means '*'how it feels to work in a particular place*" (e.g. relaxed and comfortable, tentative, tense or hostile) and can be defined within the context of a team or the socio-emotional environment in which employees work. Atmosphere among peers is influenced by the stage of team development, interpersonal skills of leader(s) and the quality of interpersonal relationship (Dimock, 1987; Farell, Heinemann and Schmitt, 1986). In addition to this developing enthusiasm, team spirit, commitment to the team and identity are also aspects of atmosphere among peers.

2.3 Summary

Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job or various aspects of the job (Spector et al., 1997). This comes from the sum of evaluations that can vary from positive to negative and which creates attitudes.

The difference between job satisfaction and dissatisfaction, clearly outlined by Herzberg, is important in this research since one can be more specific in explaining the differences between job satisfaction and job dissatisfaction by considering the element no satisfaction. And this is of course relevant to my research. Relationship with peers has been very clearly defined using aspects such as cooperation, team spirit, support, trust, exchange of information and atmosphere among peers. In the next chapter these aspects will be linked to job satisfaction.

3. Theory

In this chapter Herzberg's theory and model will be used to describe how relationship with peers can influence an employee's job satisfaction. The second part of this chapter will explain how certain aspects of the relationship with peers, namely: cooperation, team spirit, support, trust, exchange of information and atmosphere among peers are linked to job satisfaction.

3.1 Herzberg's theory

Herzberg's theory explains how relationship with peers influences employee satisfaction or dissatisfaction with their job. Herzberg found that the factors influencing job satisfaction were different from those influencing job dissatisfaction; the two cannot be simply treated as opposites. He developed a two factor theory, the "motivation-hygiene" theory to explain his results. He called the satisfiers "motivators" and the dissatisfiers "hygiene factors". He clearly defines which factors can be classified as hygiene factors and which as motivators. Hygiene factors are: status, security, personal life, salary, work conditions, company policy and administration, relationship with supervisor, relationship with subordinates and **relationship with peers**. Motivation factors are: achievement, recognition, work itself, responsibility, advancement, personal growth. All these factors are presented in figure 4.
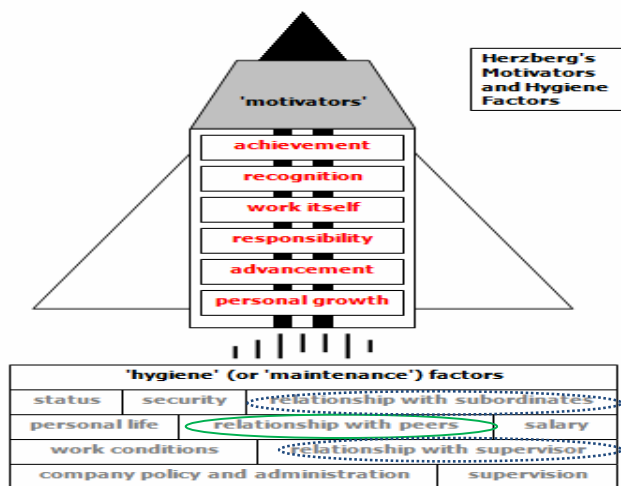

Figure 4: Herzberg model, book: Motivation to Work, F. Herzberg (1959)

Motivators

The motivators were elements that enriched a person's job. Herzberg found *five factors* in particular that were strong *determiners of job satisfaction: achievement, recognition, the work itself, responsibility, and advancement.*

Achievement: positive achievement is defined as situations where successes in jobs or solutions to problems occur. According to Herzberg's theory this may derive from relationship with peers, supervisors and subordinates (Book: Motivation to Work, 1959).

Recognition**:** positive recognition is when the ideas of employees are accepted and when employees are praised. Once again according to Herzberg's theory this may derive from relationship with peers, supervisors and subordinates.

Work itself: this is about whether tasks and assignments are interesting or boring, too difficult or too easy.

Responsibility: the degree to which the individual is given the responsibility or freedom to make decisions.

Advancement: positive advancement is an expected or unexpected promotion.

Possibility of growth: the opportunity to learn new skills which can lead to promotion.

According to Herzberg's theory what most people want from their job is a sense of happiness. This relates to factors of employees' task, to situations that indicate that employees are successful in the performance of their work and to the possibility of professional growth. This refers to the *factors defining the job* otherwise known as motivators.

Hygiene factors

When an employee is unhappy it's not necessarily linked to the job itself but with the *conditions that surround doing the job*. These factors are called hygiene factors or preventing factors. This means that fulfillment of needs in "hygiene group" factors does not encourage either a high level of job satisfaction or extra performance on the job. But satisfying needs for hygiene helps prevent dissatisfaction and poor job performance.

Preventing dissatisfaction is not always necessary. For example, in the case when hygiene factors are perceived by an employee as being below the level that is acceptable then job dissatisfaction occurs.

Motivators and Hygiene factors

According to Oliver (1997) the hygiene factors are extrinsic needs because these are outside the psyche of an individual. Motivational attributes which help create enthusiasm and commitment are intrinsic sources of fulfillment associated with a job.

The motivators that lead to positive job attitudes satisfy the individual need for self-actualization in his or her work which comes from *defining a job*, also supported by Jung, Adler, Sullivan, Rogers and Goldstein. An individual tends to actualize in every area of his or her life, and one's job is one of the most important areas. The motivators (satisfiers) were associated with *long-term* positive effects in job performance. The hygiene factors*, conditions that surround doing the job* (=dissatifiers) cannot give him or her basic satisfaction. Therefore it is only the work performance that reinforces his or her aspirations. The hygiene factors (dissatisfiers) consistently produce only *short-term* changes in job attitudes and performance. It is clear that both the factors relating to *doing the job* and the factors *defining the job* meet the needs of the employee but it is primarily the ''motivators'' that help bring job satisfaction. And the nature of the motivating qualities of the two kinds of factors is essentially different. Further one should note that the hygiene factor relationship with peers must be satisfied before an employee can become satisfied. Motivators are dependent on hygiene factors. In this way hygiene factors form a kind of foundation. And if the foundation is unstable an employee is unlikely to be satisfied. See figure 5 for operationalization of these two factors.
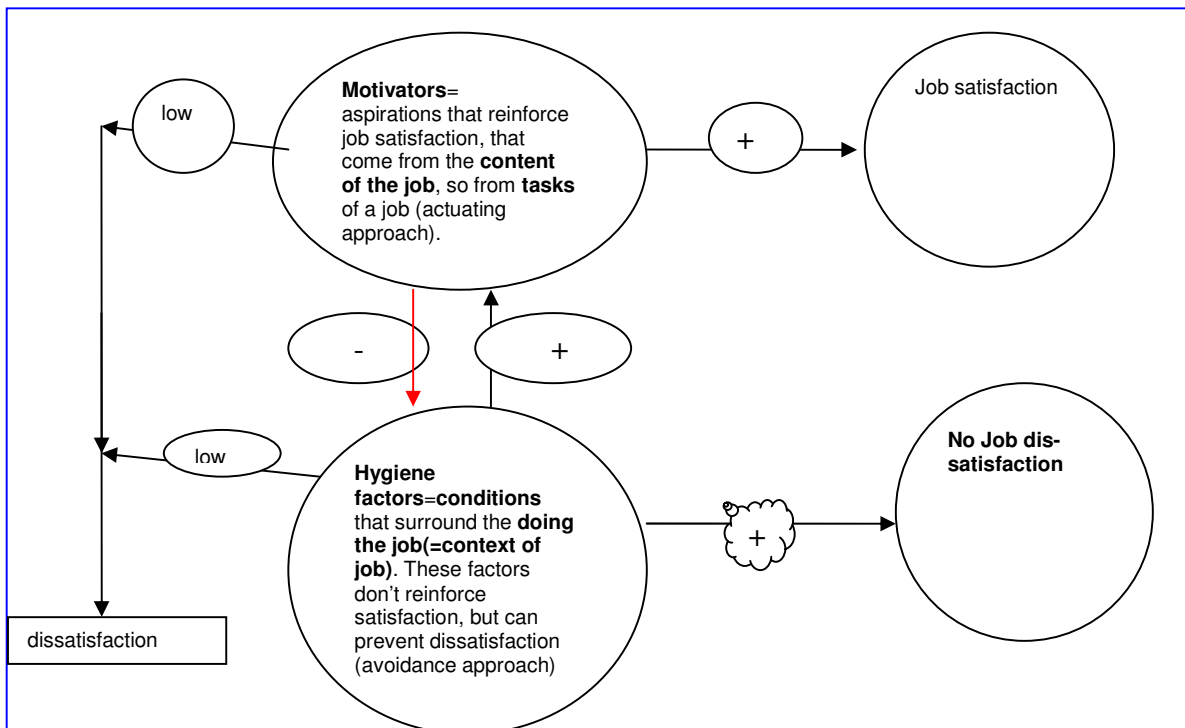

Figure 5: Operationalization of motivators and hygiene factors according to Herzberg theory

Relationship with peers linked to job satisfaction

As in figure 4 the focus of this research is to analyze the relationship with peers. Relationship with peers is a hygiene factor which prevents many negative results of low morale. Yet a good relationship with peers is not to be all and end all, it is merely a beginning. That is why one emphasizes strengthening the motivators.

According to Herzberg's theory when the relationship with peers is acceptable recognition and achievement can be stimulated. Recognition and achievement, situations in which successes in jobs or solutions to problems are found, when employees' ideas are accepted and when employees are praised helps lead to overall job satisfaction. When these motivation benefits are not experienced by an employee then an employee will not be satisfied but also not dissatisfied. The employee assumes a kind of neutral position.

It is important to understand that in this case the relationship with peers must be satisfied before the employee can become satisfied. This means recognition and achievement is dependent on the relationship with peers. Relationship with peers is a kind of foundation. A low quality foundation means that is unlikely that the employee will be satisfied with his job.

The fewer the opportunities for ''motivators'' to appear, the greater the hygiene offered must be in order to make the work tolerable (note: this relationship is represented in figure 2 see the red line in figure 5). Which means that when recognition and achievement are not easy to attain from the job then the employee must have a good relationship with peers in order to prevent job dissatisfaction.

3.2 Influencing factors of relationship with peers on job satisfaction

In the previous part of this chapter is explained how the relationship with peers influences job satisfaction according to Herzberg's theory. This part of the chapter explains how relationship with peers affects job satisfaction according to others. This will be done by zooming in on the attributes of relationship with peers and linking it with job satisfaction. These elements as mentioned in chapter 2 are: cooperation, team spirit, support, trust, exchange of information and atmosphere among peers.

Cooperation

Cooperation is defined as task support. Task support is the degree to which people must work with supervisors, co-workers, clients, etc. providing help, active support and cooperation to individuals when performing their task. This is positively related to job satisfaction (Rousseau

1978 b). Task support is positively related to worker satisfaction and performance. For example, when there is a general feeling of lack of support from another person this may lead to decreasing satisfaction and less optimal effort. On the other hand in situations when an individual feels that everyone is working together and pitching in to achieve what the task demands his or her own performance and satisfaction may increase.

Team spirit

According to Margaret and Wheatley (1992) when there is an imbalance within a team, team spirit provides an energy source capable of lifting the organization up to a higher level of awareness and efficiency. The team spirit creates the work teams, also called group cohesion (Cohen and Bailey, 1997; Hackman, 1978; Sundstrom, De Meuse and Futrell, 1990). Cohesion is "*the total field of forces which act on members to remain in the group*" (Festinger, 1950).

Team spirit does not only create work teams but does it effectively which on a group level results in team performance (Mullen and Copper, 1994). On an individual level this results in higher job satisfaction (Cohen and Bailey, 1977; Griffith, 1988). This is supported by strategic HRM theory which states that an appropriate HRM system including teamwork will have a positive effect on an employee's job satisfaction, motivation and commitment leading to changes in behaviour that result in an improved organizational performance (Becker, 1977; Dyer and Reeves;1955).

Support

Perceived organizational support contributes to overall job satisfaction by meeting socio-emotional needs which leads to an increase in employees' feelings of worth and competence (Eisenberger, 2001; George and Brief, 1992). But more important is that workers support each other's preferred identity. The self-concept support is an important function of interpersonal communication. Positive self-concept support in the form of recognition, acknowledgement, acceptance and involvement is an important foundation for an employee's feeling of self-worth and job satisfaction (Sieberg, 1976).

Trust

Trust is built through interaction with people and can be used to work effectively with peers. A relationship is an "engaging partnership" that should express the knowledge to

"facilitate a more productive relationship". Ricci (2005) states that an audience should "be trust and be need to honour their wishes". A trusting relationship makes it easier to work with peers. This influences more enjoyable feelings towards the job such as work satisfaction. This satisfaction can determine future trust in line with arguments of HRM literature (Discroll,1978; Kanter,1977; Podsakoff, 1996).

Exchange of information

Sharing information and having knowledge, peers can act independently to maintain the relationship over time. Closer ties between peers results in more frequent and relevant information being exchanged between high performing partnerships of peers (Huber and Draft, 1987). The systematic availability of information leads peers to complete tasks more effectively (Guetzkow, 1965). This is linked with increased job satisfaction (Schuler, 1979) and is also a sign of partnership success (Devin and Bleackey, 1998).

Atmosphere among peers

This will be explained in four stages. In the first stage when a new team is developing, the atmosphere is often tense due to uncertainty about the goals of the team and expectations of team members which result in low commitment and responsibility. In the second stage, negative feelings exist among members and tension is high which results in low participation and low commitment. The third stage team members are cohesive and the development of solidarity and unity takes place. They begin to work together more democratically and participation in the team's tasks occurs more equally. In the fourth stage, the atmosphere among peers can be connected to job satisfaction which is characterized by high trust. Peers communicate and disagree openly with one another without fear of repercussions. As a consequence peers build upon one another's strength in a more effective way, complete tasks efficiently, view the teamwork as challenging and worthwhile and develop a sense of pride and satisfaction within the teamwork.

3.3 Summary

In this chapter it has been explained how relationships with peers affect job satisfaction according to Herzberg's theory. Relationship with peers affects job satisfaction when an employee acknowledges the level of relationships with peers. This gives him or her aspiration of

self-actualization which comes from motivators that lead to a long-term positive attitude on the overall job satisfaction. The most important motivators related to relationship with peers are recognition and achievement.

To offer more insight the second part of this chapter describes how the relationship with peers affects job satisfaction and how this is supported by others. This description of the relationship with peers (according to Hertzberg) is divided into elements: cooperation, team spirit, support, trust, exchange of theory and atmosphere among peers. These are investigated in relation to job satisfaction supported from other researchers. In the following chapter the findings and the criticism will be given.

4. Outcomes and criticism

This chapter deals with the findings between the relationship with peers and job satisfaction of Herzberg's work showing that some attributes are more important than others. The second part of this chapter deals with the criticism of Herzberg's work

4.1 Supporting Outcomes

As shown in appendix 2, Herzberg (1987) illustrated that motivators were the primary cause of satisfaction and hygiene factors the primary cause of unhappiness on the job.

The data presented in appendix 2 is a summary of twelve different studies. Herzberg et al., (1987) reported that the employees who participated in these studies "included lower level supervisors, professional personnel, manufacturing supervisors, nurses, food handlers, military officers, engineers, scientists, housekeepers, teachers, technicians, female assemblers, accountants, Finnish foremen, and Hungarian engineers." From the twelve different findings the following outcomes are summarized and presented in appendix 2.

In appendix 2 achievement is the strongest factor that leads to extreme satisfaction (40%). This does not mean that achievement cannot lead to dissatisfaction but the chance of that happening is much smaller (11%).

Given that percentage of good events for achievement is greater than the percentage of bad events for achievement (40%>11%) it can be said that achievement is a motivator. Recognition is also a motivator (30%>9%) which means that employees view recognition more as a cause of good feelings than of bad feelings. This is also true for other factors belonging to motivators (see appendix 2 marked in red). The most important motivators are achievement and recognition.

Relationship with peers is indeed a hygiene factor which is in line with the theory from the previous chapter. This is a hygiene factor because the chance that relationship with peers would lead to feeling of job dissatisfaction is larger than that it would lead to a feeling of job satisfaction (5%>4%).

Using the three factor theory (Kano, 1984) which can be seen as an extension of Herzberg's two-factor theory (Herzberg et al, Mauser, Snyderman, 1959), the employee satisfaction in the Austrian Hotel industry (N=752) was measured. The findings are consistent with Herzberg's outcomes concluding that relationship with peers is a hygiene factor since the utility perceiver is larger than the utility enhancer. That is to say the coefficient of low satisfaction is higher than the

coefficient of high satisfaction. The coefficients are -0,128<0,089 making this attribute a utility perceiver (=hygiene factor), see appendix 3.

The outcome of each aspect of relationship with peers related to job satisfaction is presented in figure 6. With regard to figure 6 the most influential aspect is trust in determining the relationship with peers to job dissatisfaction because the average of 2,02 is closest to 5 compared with other aspects (where 1=very satisfied and 5=very dissatisfied). This means that if an employee cannot interact very well with peers then he or she cannot build an effective work relationship with peers. Such an employee is not confident in or willing to act upon the actions, words and decisions of others. This would influence more irritating feelings towards the job which results in dissatisfaction with work (Discroll et al, 1978; Kanter et al, 1977; Podsakoff et al, 1996).
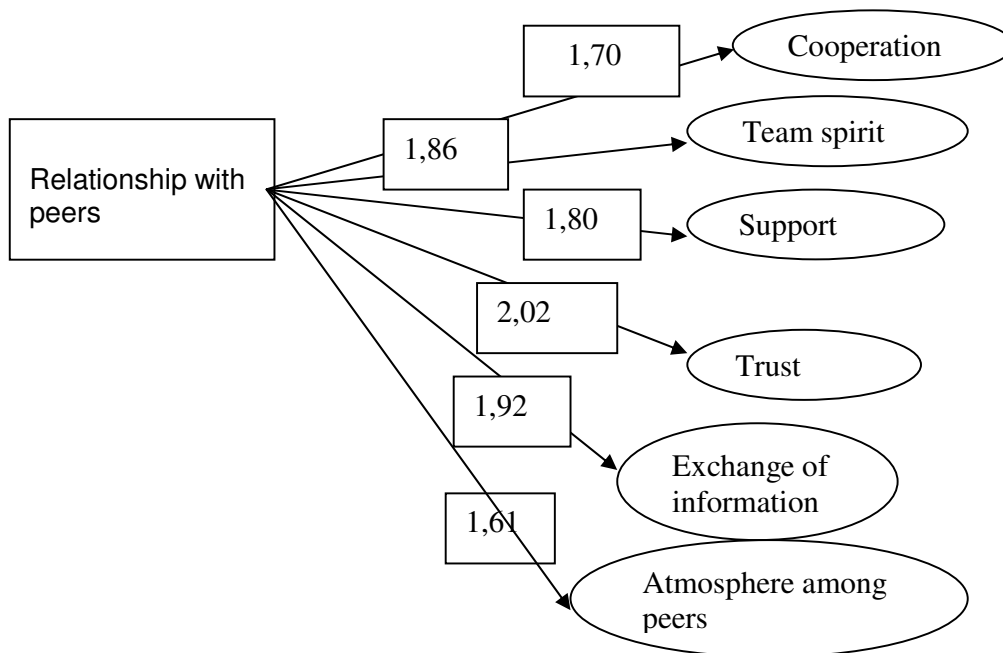
Figure 6: relationship with peers divided in six elements shows the average satisfaction level, by K. Matzler& B.Renzl (2007), Assessing asymmetric effects in the formation of employee satisfaction, *Tourism Management*, 28, p. 1098

4.2 Criticism of Herzberg's work

This part of the chapter will discuss some criticism that has arisen over the years on Herzberg's work from other writers.

As early as the 1960s, various researchers were studying and testing Hertzberg's theory in an effort to either replicate his results or disprove them. Behling (1968) reviewed a couple of these

studies on Herzberg's work and has concluded that the majority produced conflicting results with Herzberg's two-factor theory.

Behling et al., (1968, p.107-108) concluded that there was no evidence to support the idea that only one attitude regarding an employee's work existed. They determined that researchers be faced with a variety of aspects related to one's work and that different techniques for gathering data would address these different areas. The comments made are about the nature of job satisfaction but the most important conclusion is that the results from the research are hardly consistent from author to author, from study to study. Therefore they are talking about different things, measuring them in different ways and obtaining dissimilar results. Figure 7 shows the summary of dissimilar results according to different authors. For example, recognition and achievement assume to be bio-polar or hygiene factors (Smith, 1983; Park, 1988; Williams,1992) and relationship with peers assumes to be a motivator (Nalepka, 1985; Al-Mekhlafie,1991).

Figure 7

Table I Previous tests not fully supportive of Herzberg's theory		
Researcher	Samples	Disagreements
Sergiovanni (1966)	Teachers	Some factors were bi-polar factors
Sithiphand (1983)	Bank employees in Bangkok (385)	Responsibility (H)
		Interpersonal relations (M)
		Job security (M)
		Personal life (M)
		Working conditions (M)
		Work itself (H)
Smith (1983)	Nurses in Tulsa County (USA)	Recognition (H)
Nalepka (1985)	Nurses in the USA (152)	Relationship with peers (M)
		Relationship with subordinates (M)
		Job security (M)
Park et al. (1988)	Vocational teachers, Korean and US (200)	Work itself (Bi-polar)
		Advancement (Bi-polar)
Al-Mekhlafie (1991)	Yemen faculties	Working condition (M)
		Supervision (M)
		Interpersonal relations (M)
Williams (1992)	School teachers in Detroit (144)	Recognition (Bi-polar)
		Work itself (Bi-polar)
		Responsibility (Bi-polar)
Jensen (1993)	School superintendents in South Dakota (525)	Relationship with subordinates (Bi-polar)
Source: Dissertation Abstracts Online (DAO)		

Source: Testing Herzberg's two-factor theory in the Thai construction industry, by R. Ruthankoon & S.O. Ogunlana, (2003), *Engineering, Construction and Architectural Management*, 10, p.333-341

Hertzberg et al., (1966, p.92) knew that although his original study (published in *The Motivation to Work*) regarding job attitudes had received acceptance in many circles some of the criticism he received was justified. The most pertinent criticism is overgeneralization of the theory because the evidence was based on a restricted sample of engineers and accountants.

The second valid and related criticism is about the very nature of psychological investigation. Some findings are unreliable which makes psychological research more suspect than research in hard science. More than in any other science, it is necessary to replicate research in psychology in order to substantiate findings (p. 92).

Dowling (1978, p.37) criticized what he called "Herzberg's monolithic view of human nature". This refers to Herzberg disregarding the multiplicity of human nature and the idea that employees have a diversity of needs and goals and not all employees "will respond to the motivators that Hertzberg is convinced are the sole bases of true job satisfaction".

Criticism also came from research conducted by Crow and Hartman (1995). They argued that "dissatisfiers" or, according to Herzberg, "maintenance factors" should be more closely examined. According to Crow and Hartman, the idea that Herzberg espoused was that "Organizations could influence both factors (=maintenance and motivators) and that it was to their economic advantage to do so" (p. 36). Crow and Hartman have advocated for organizations that attempt to remove causes of job dissatisfaction and place more responsibility for job satisfaction with the employees.

However, Herzberg et al.(1968, p.10) in his own words espoused support for attending to "motivators." Herzberg wrote that the natural function of motivators which is the opposite of hygiene (maintenance) factors have a long-term effect on employees' attitudes. Furthermore, he states that jobs perhaps need to be enriched but that the need to enrich hygiene factors is frequently higher. The argument for job enrichment is summed up very simply: when you have employees on the job, use them. When there is no opportunity to use employees, the results are: to get rid of them, either via automation or selecting someone with less ability. When it is impossible to get rid of them that's when motivation problems occur.

Owens (2001) reported that although Herzberg's two-factor theory had been applied to organizational management, primarily in the United States' industrial and business areas, and had been widely accepted, four major criticisms had been documented. These criticisms included:

1. The basic research methods of Herzberg tended to foreshadow the responses.

2. The reliability of his research methods is open to question. There may be some differences in the way different individuals take score.

3. In the research no provision is the likely possibility to cover that a person may get satisfaction from part of his or her job and not from another part.

4. The theory assumes that there is a direct relationship between effectiveness and job satisfaction; yet, the research studies only satisfaction and dissatisfaction and does not relate either of them to the effectiveness (or productivity) of the respondents. (Owen et al., p. 361-362).

The first three criticisms countered by Owen indicate that Herzberg's two-factor theory was based on sound research saying, "Herzberg' s research, after exhaustive review in the literature over a period of two decades, must be accepted as representing the state of the art" (p. 362). However, in Owen's opinion the fourth criticism, namely the assumption that there is a direct relationship between effectiveness and job satisfaction, warranted additional scrutiny. Owen suggested that even though a large body of research literature existed there had been problems regarding methodology and ideological conflicts.

4.3 Summary

The outcomes of Herzberg's theory are represented in evidence from summaries of twelve investigations. A main outcome is that relationship with peers is a hygiene factor because there is more chance that relationship with peers causes dissatisfaction than that it causes satisfaction with the job. The most significant element of relationships with peers that can result in dissatisfaction is trust.

Some studies have confirmed Herzberg's theory saying that job satisfaction and dissatisfaction are based on different factors. Other studies have their doubts on this theory. Herzberg's work has been strongly criticized for a number of reasons. The two-factor theory is widely considered to be only an artifact as it is not repeatable using different methods. Herzberg's theory does not take into account that people are different, that they differ in character, background etc. Given that there are a lot of assumptions and conditions required for this model to work it is considered to be oversimplified. However, Hertzberg's ideas regarding the two-factor theory or "motivation-maintenance theory" have received much attention during the last several decades. His research has been repeated and used as a model for several studies and has been applied to a variety of work settings.

5. Relation between gender and job satisfaction

Introduction

To better understand the job satisfaction of an employee it is important to make a distinction between male and female employees in order to find out how this can affect job satisfaction.

This chapter attempts to explain the possible differences in job satisfaction in relation to gender.

Gender and job satisfaction

A few researchers conclude that men and woman have the same levels of job satisfaction (Brush, 1987; Witt & Nye, 1992). What is surprising about these results is that the men and women in these studies do not have the same jobs. For example, Greenhaus, Parasuraman and Wormley (1990) found no significant gender differences in job satisfaction, even though the females in their study were less likely to have a professional job and more likely to have low-paid jobs than the males.

Witt and Nye (1992) discussed how there can be gender differences in terms of finance. Men and woman sometimes view the fairness in reward distribution differently. This could lead to women viewing lesser rewards as being fairer than men would. In spite of this apparent inequality, women have equivalent job satisfaction despite non-equivalent work. A possible explanation is the importance of expectations in well-being: women's higher job satisfaction reflects lower expectations influenced by the weaker labour market position that women held in the past. Well-being may differ by gender because men and women view different aspects as being important in a job, appendix 4.

There are also other differences in determinants for overall job satisfaction between men and women. Miller (1980) states that negative effect on higher education is more related to women than to men. For women marital status, working hours and managerial status are significant determinants for overall job satisfaction. Pay and promotion have a much greater negative effect on job satisfaction for men than for women. Work relations and job security are the most important aspects of a job for women and, once achieved, result in a significantly higher level of job satisfaction. An important female quality is the desire to help others (Brenner, 1998). It is possible that women seek self-realization to a greater extent than men do. Women do this by means of mutual support in relationships with others and by weighing the needs of other people against their own (Clarson and Mellor, 2004).

According to other researchers gender affects differences in job satisfaction in relation to differences in job content, Sousa-Poza & Sousa-Poza (2000, p.137). For example, a male worker's job complexity is significantly greater than that of a female worker, Erickson (2000).

One of the most consistent findings is a significant difference between men's and women's pay. Estimates of the ratio of the pay of women to that of equivalently qualified men doing the same type of job have ranged from 94 to 49%, with a recent estimate of 80% (Wright and Ermisch, 1991; Blau and Kahn, 1992). There is also extensive evidence that women's jobs are worse than men's in terms of hiring, job content, promotion opportunities and sexual harassment (Janson et al 1992; Hakim 1991; Lewis, 1992, Loprest, 1992).

Even so and despite their higher levels of reported stress in their life (Argyle, 1989; Clark and Oswald, 1994), women consistently report higher job satisfaction scores than men (Meng, 1990; Woittiez and Theeuwes, 1994).

Summary

Men and women are equally satisfied with their job even though women get lower income than men (Brush, 1987; Witt & Nye, 1992). Even so and despite their higher levels of reported stress in their life (Argyle, 1989; Clark and Oswald, 1994), women consistently report higher job satisfaction scores than men (Meng, 1990; Woittiez and Theeuwes, 1994).

The explanation as to why woman have a higher job satisfaction is that they have lower expectations regarding their jobs than men do. This in turn is related to the weaker labour market position women held in the past. Another possible explanation is a typical quality women possess which is a desire to help others. This quality is reflected in what they find important in their job; their relationship with co-workers. This leads to self-realization which is an important foundation for employees' feeling of self-worth and job satisfaction (Sieberg, 1976).

6. Conclusions and Recommendations

The research problem of this thesis is:

How can relationship with employees explain the job satisfaction of an employee and how is this moderated by gender?

The results of this research show that relationship with employees can explain the job satisfaction of an employee since relationship with employees represents the general view of the relationship established in the workplace and how this relationship is perceived by an employee. Job satisfaction takes place when the perception of an employee on his relationship with co-workers is acceptable (=high quality) which will positively influence success on the job, acceptances and appraisal (=motivators) leading to overall job satisfaction.

Gender can also influence job satisfaction. Women are equally or more satisfied with their job than men even though hygiene factors such as promotion and salary are significantly lower for females than they are for males. This higher satisfaction of women is related to lower expectations towards jobs and things they find important in a job. In contrast to men women find their relationship with colleagues and job security important. This gives them self-realization and self-worth (=intrinsic satisfaction) which over a longer period of time increases their overall job satisfaction.

Conclusions
- Relationship with peers is the social and working transactions with others on the job (Herzberg, 1966).
- Job satisfaction is the extent to which people like (satisfied) or dislike (dissatisfied) their jobs (Spector, 1997).
- Relationship with peers divided in attributes where trust is most influencing factor.

Relationship with peers is: cooperation, support, trust, team spirit, exchange of information and atmosphere among peers.

Cooperation means behaving helpfully or connecting employees to other members in their immediate workgroup (Azzolini and Schillaber, 1993) which encourages a general feeling of support that may lead to increased job satisfaction and optimal performance (Rousseau 1978 b).

Support is about a set of employees from whom an individual employee can expect to receive help when necessary. This is important for self identity, recognition and involvement which in turn form a foundation for employees' feeling of self-worth and job

satisfaction (Sieberg, 1976).

Trust is "feeling that another would not take advantage of me" (Porter, 1975, p. 497) Trust stimulates a relaxed working atmosphere and positive feelings towards the job (Discroll,1978; Kanter,1977; Podsakoff, 1996). Trust is the most influential factor because when trust is minimal or non-existent it influences the job dissatisfaction the most.

Team spirit creates efficient working teams, group team performance and satisfaction on an individual level (Cohen and Bailey, 1977; Griffith, 1988).

Exchange of information is social interaction where knowledge and information is shared between employees resulting in meeting needs of affiliation and satisfaction.

Atmosphere among peers is about the climate in which employees work. A challenging yet relaxed atmosphere leads to feelings of pride and satisfaction (Dimock, 1987; Farrell, Heinemann & Schmitt, 1986).

- Theory of Herzberg is not perfect.

Theory seems unrepeatable using different methods which makes the theory imperfect. Although Herzberg's theory is a very influential theory and has been used for decades in different settings that is why the findings of critics need to be taken into account in order to improve and adjust it.
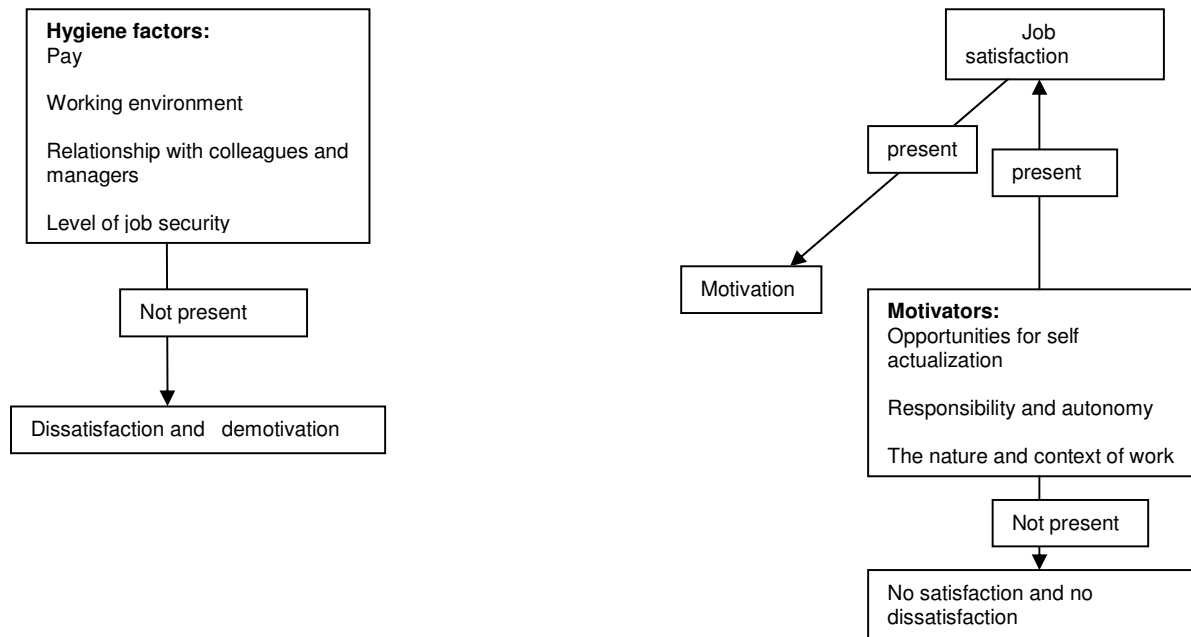
- Gender is influential to job satisfaction

There are different causes for job satisfaction among men and women. These are expectations towards jobs and things they find important in a job.

Recommendations

Employees should be aware of the impact of relationship with co-workers on attitudes and behavior. Certain motivators may encourage job satisfaction more than others. Also differences in gender can influence job satisfaction. This can be a very good tool for management when trying to stimulate employee satisfaction.

Relationship with co-workers can be an important determinant through motivators in affecting job satisfaction. The critics on Herzberg's work can be useful in developing a broader view. But before this, further academic research could go into more depth on other groups of relationship with colleagues and also on other hygiene factors.

Appendix 1

| **Hygiene factors:** |
| Pay |
| Working environment |
| Relationship with colleagues and managers |
| Level of job security |

↓

| Not present |

↓

| Dissatisfaction and   demotivation |

| Job satisfaction |

| present |

| present |

| Motivation |

| **Motivators:** |
| Opportunities for self actualization |
| Responsibility and autonomy |
| The nature and context of work |

| Not present |

| No satisfaction and no dissatisfaction |

source: from "Herzberg's two factor theory", by S. Ellis& P. Dick, 2003, *Introduction to organizational behavior*, p.60

Appendix 2

Factors characterizing 1,844 events on the job that lead to extreme dissatisfaction	FACTOR	Factors characterizing 1,753 events on the job that led to extreme satisfaction
11%	Achievement	40%
9%	Recognition	30%
13%	Work itself	21%
4%	Responsibility	20%
6%	Advancement	10%
5%	Growth	8%
35%	Company policy and administration	3%
20%	Supervision	4%
10%	Relationship with supervisor	5%
10%	Work conditions	2%
8%	Salary	7%
5%	Relationship with peers	4%
4%	Personal life	1%
5%	Relationship with subordinates	4%
3%	Status	2%
2%	Security	1%
69%	TOTAL HYGIENE	19%
31%	TOTAL MOTIVATORS	81%

Table of Factors Affecting Job Attitudes as Reported in 12 Investigations, One more time: How do you motivate employees?, by F.Herzberg,1987, *Harvard Business Review,* p.112
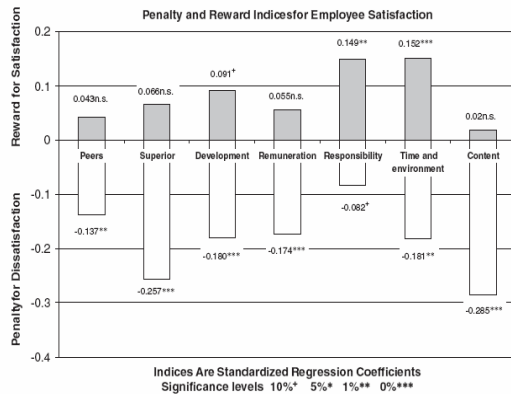
Appendix 3

Fig. 4. Utility preservers, utility enhancers and hybrids (non-seasonal workers).

Source: Assessing asymmetric effects in the formation of employee satisfaction, by K.Matzler and B.Renzl, 2007, *Tourism Management*, vol.28, p.1093-1103

Appendix 4

Table 1

Type of job satisfaction	Women	Men	All	t-statistic on gender difference
Mean reported job satisfaction levels				
Overall	5.71	5.31	5.50	9.56
Promotion prospects	4.36	4.22	4.28	2.38
Total pay	4.65	4.33	4.48	5.87
Relations at work	5.86	5.47	5.66	8.36
Job security	5.41	5.01	5.20	7.39
Initiative	5.87	5.80	5.84	1.59
Actual work itself	5.78	5.56	5.67	5.08
Hours	5.56	5.08	5.31	9.79
Percentage highly satisfied				
Overall	65.0	52.9	58.7	8.88
Promotion prospects	32.7	29.6	31.0	2.23
Total pay	38.7	31.2	34.8	5.70
Relations at work	69.5	60.8	65.0	6.48
Job security	59.1	50.2	54.5	6.40
Initiative	70.5	68.6	69.5	1.53
Actual work itself	66.7	60.6	63.6	4.55
Hours	60.4	47.9	53.9	9.06

Note: The number of observations varies slightly with the satisfaction measure used. There are 2501 and 2693 observations on female and male workers respectively for overall job satisfaction. All numbers refer to weighted data.

Table 4
The most important aspects of a job

	Percentage saying most important				Percentage saying second most important			
	all	men	women	t-statistic	all	men	women	t-statistic
Promotion	2.7	3.5	2.0	3.14	5.0	5.8	4.3	2.38
Pay	16.3	19.2	13.4	5.54	24.7	27.6	21.9	4.69
Relations at work	7.6	4.6	10.4	7.76	14.1	10.5	17.6	7.26
Job security	30.0	35.7	24.5	8.66	17.6	20.2	15.1	4.78
Initiative	8.4	9.4	7.5	2.35	13.5	12.5	14.5	2.07
Work itself	29.2	23.9	34.5	8.18	16.9	17.4	16.3	1.04
Hours	3.6	1.2	6.0	9.09	6.6	4.6	8.5	5.46
Something else	2.1	2.5	1.7	1.96	1.6	1.3	1.9	1.42

Source: table 1 and table 4, job satisfaction and gender: why are women so happy at work? By A.E. Clark, 1997, Labour Economics, 4, 341-372

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