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Publisher: Taylor & Francis

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International Journal of Occupational Safety and Ergonomics

Publication details, including instructions for authors and subscription information:

<http://www.tandfonline.com/loi/tose20>

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Published online: 08 Jan 2015.

To cite this article: Anna M. Zalewska (1999) Achievement and Social Relations Values as Conditions of the Importance of Work Aspects and Job Satisfaction, *International Journal of Occupational Safety and Ergonomics*, 5:3, 395-416

To link to this article: <http://dx.doi.org/10.1080/10803548.1999.11076428>

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Achievement and Social Relations Values as Conditions of the Importance of Work Aspects and Job Satisfaction

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One hundred and sixty-nine bank employees were investigated with the Orientation to Work Values Inventory by Seifert and Bergmann (values; Seifert & Bergmann, 1983), and the Work Description Inventory by Neuberger and Allerbeck (importance and satisfaction with work aspects, overall job satisfaction; Neuberger & Allerbeck, 1978). The data show complex connections between values and the perceived importance of work aspects and job satisfaction. The results indicate that (a) the importance of achievement and social relations values influences the importance of aspects of work, (b) overall job satisfaction depends on social relations value and satisfaction with some aspects depends on this value or on interactions of both of the values, (c) predicting overall job satisfaction from satisfaction with aspects of work is modified by the interaction of the values. However, the hypothesis that overall job satisfaction can be predicted from satisfaction with most important aspects of work is not confirmed by the data.

values importance of work aspects job satisfaction

1. INTRODUCTION

Overall job satisfaction is one of the major components of overall satisfaction with life or a cognitive appraisal of subjective well-being (Lewinsohn, Redner, & Seeley, 1991; Zalewska, 1996a, 1996b). Job satisfaction refers to the question of how much a person likes his or her

The study was supported by grant No. 1 P106 012 06 from the State Committee for Scientific Research of Poland and by a personal grant to Anna Zalewska from the University of Łódź.

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work or how a person thinks about the fulfilment of his or her needs and aspirations at work.

The interest in job satisfaction appeared in the 1920s as a result of the development of the Human Relations approach in management. At the beginning it was assumed that high job satisfaction was mainly a consequence of the fulfilment of social needs and it was a path to a high level of job performance. Results of research conducted by Elton Mayo and his group at Hawthorne already show that the assumptions were simplified (Mayo, 1945). Further studies in this field prove that links between job satisfaction and a level of job performance are complex and depend on other factors (Schwab & Cummings, 1970), but job satisfaction can lead (directly or indirectly) to many other consequences for individuals and organizations (Fraser, 1987; Herzberg, Mausner, & Snyderman, 1959). Theoretical considerations and empirical data also indicate that job satisfaction depends on many variables (not only on fulfilment of social needs) and we can also talk about satisfaction with various aspects of work.

The problem of job satisfaction was extensively investigated in the 1960s and 1970s. After this boom, this area was a bit neglected, but it seems to remain very important as results of many studies show that overall job satisfaction is closely connected with various aspects of a person's functioning. This is related to the quality of life, stress, accidents at work (Fraser, 1987), health in a broad and narrow sense, absenteeism (Fraser, 1987; Herzberg et al., 1959; McDonald & Gunderson, 1974), and turnover (Herzberg et al., 1959; Mikes & Hulin, 1968). The results of a 15-year study of ageing conducted by Lehmann show that work satisfaction is the single best predictor of a long life (Fraser, 1987). In some conditions overall job satisfaction is also strongly and positively correlated with the level of job performance (McDonald & Gunderson, 1974; Richard & Lawler, 1971) as well as job involvement (Brown, 1996). In this context, job satisfaction seems to be important from the perspective of a person who is in an organization and from the perspective of this organization. That is noticed in a model of human resource management (Stoner & Wankel, 1986) and in a "New Wave" of system approach in management (Fraser, 1987; Peters & Waterman, 1984), where the human subsystem is treated as a crucial component of the organization system.

What are the main determinants of job satisfaction? In general, three sources of job satisfaction can be distinguished (Furnham, 1991): individual

characteristics, external environment including context and contents characteristics of job, and person-environment fit. Authors of various theories emphasize different sources and different mechanisms leading to satisfaction with a job. On the basis of Maslow's needs theory (Maslow, 1954), McGregor (1960) and Webber (1990) stress the role of predominant needs (their gratification or deprivation) for obtaining work satisfaction. According to McClelland (1961), Protestant Work Ethic ideas and values determine strong achievement motivation and they both (values and motive) lead to high efficiency and high job satisfaction. Needs or motives are also treated as crucial for job satisfaction by Alderfer (1971).

Herzberg et al. (1959) as well as Warr (1987) indicate features of the working environment as conditions of job satisfaction, although the former consider them from the employees' subjective perspective using the critical incident method whereas Warr analyses them from an objective point of view. According to his "vitamin model," various aspects of work influence overall job satisfaction and mental health like vitamins act on physical health: Their low level or absence tends towards impairment of mental health, but their presence beyond a required level does not yield further benefit or even becomes harmful. According to the two-factor theory (Herzberg et al., 1959, pp. 80-82), there are two sets of conditions. One of them—called hygiene factors (work conditions, salary, organization and management, interpersonal relations)—is responsible for job dissatisfaction: Fulfilment of hygiene needs leads to elimination of dissatisfaction, but does not result in job satisfaction. The other set—called motivators (contents of work, responsibility, possibility of personal development)—is responsible for job satisfaction, though its insufficient fulfilment can also cause job dissatisfaction (boredom, fatigue). Results of many studies do not confirm existence of two independent factors responsible separately for job satisfaction or dissatisfaction (Dunnette, Campbell, & Hakel, 1967; King, 1970). However, some of them demonstrate that motivators influence both satisfaction and dissatisfaction with work stronger than hygiene factors (Ewen, Smith, Hulin, & Locke, 1966; Hulin & Smith, 1967; Hulin & Waters, 1971).

The third standpoint stresses that a job has different meanings for different individuals, so job satisfaction and conditions of this satisfaction depend on individual expectations (Fraser, 1962; Vroom, 1964). Porter and Lawler (1968) and Richard and Lawler (1971) indicate that job satisfaction and the level of performance are caused by a fit between

higher needs and perceived job characteristics. Brandstaetter (1991, in press), Caplan (1983), Furnham (1991), Harrison (1978) as well as Holland (1973) pay attention to the role of both motivational fit (between needs or motives of a person and environmental offers to gratify them) and instrumental fit (between abilities or skills of a person and environmental demands) for job satisfaction. Locke (1976) in his comparison theory considers the impact of a comparison between what persons want or value in their work and what they find in it—even though the outcomes and the level of need gratification are the same, workers may differ in job satisfaction to the extent that their values differ. Hulin and Blood (1968) and Richard and Lawler (1971) indicate that links between job satisfaction and perceived job characteristics are stronger in small than in big environment settings, and attribute this to differences in the value of Protestant Work Ethic, that is assumed to be more important in small than in big settings.

In this study two kinds of sources are taken into account: personal properties and perceived features of work (importance of various aspects of work and satisfaction with them). According to the third standpoint, the following general assumptions can be made:

- Assumption A1. Individual properties influence the importance of some aspects of work.
- Assumption A2. The level of satisfaction with work (overall and with its various aspects) does not depend on individual properties (this is probably mainly determined by the motivational and instrumental person-environment fit).
- Assumption A3. Overall job satisfaction is especially connected with satisfaction with those aspects of work that are most important for a person.
- Assumption A4. Connections between overall job satisfaction and satisfaction with aspects of work are modified by individual properties, if these properties differentiate the importance of those aspects.

The aim of the current analysis has been to verify the assumptions with reference to two kinds of personal values: achievement and social relations. On a more specific level this aim has been to answer whether achievement and social relations values influence (a) the importance of various aspects of work (A1), (b) satisfaction with work (with various aspects and overall, A2), (c) prediction of overall job satisfaction from

satisfaction with aspects of work (A4). A comparison of the most important aspects of work with the best predictors of overall job satisfaction allows to verify Assumption A3.

2. HYPOTHESES

In this study, values are understood as preferences of end states or ways of behavior expressed in relatively stable and general beliefs (Rokeach, 1973). They are assumed to induce importance and valences (subjective values) of events and objects (see Feather, 1990), assign desirable states and ways of achieving them, compose criteria of choices and estimations as well as organize experience and behavior (Connor & Becker, 1979; Epstein, 1989; Feather, 1990; Rokeach, 1973). Empirical data confirm the assumptions about regulative functions of values only to a moderate degree. Schwartz and Bilsky (1990) suggest that the general dimensions of values allow to predict and explain individual ways of thinking and behavior better than specific values. Schwartz and Bilsky (1990) also claim correspondence between the importance of values and the importance of motivation domains. Taking into account those premises in the present study I decided to consider two dimensions of personal values: achievement and social relations. There are data that they are common in the human world (Schwartz & Bilsky, 1990) and especially important in industrial society (Kohn, 1969). So, I assume that they are also very important among workers. Moreover, I suppose that persons who differ in the assessment of the importance of these values, differ in the strength of the need for achievement (growth needs) and the need for affiliation (social needs), respectively. From the regulative functions of values one can infer that the importance of a person's values influences the attributed importance of various aspects of work. So, I expect that persons who have more appreciation for the value of social relations have stronger social needs, and interpersonal relations at work (with colleagues or superiors) are more important for them than for persons who appreciate this value less. I also assume that persons for whom the achievement value is more important have stronger growth needs and for them the possibility of personal development and contents of work are more important than for persons who do not appreciate this value so much.

- Hypothesis 1. Relations with colleagues and superiors are more important aspects of work for persons who appreciate the social relations value than for those who do not appreciate it.
- Hypothesis 2. Contents of work and personal development are more important aspects of work for employees who appreciate the achievement value than for those who do not.

As we can hardly infer about person-environment fit on the basis of personal beliefs, and empirical data regarding the impact of personal beliefs on work satisfaction are inconsistent (Furnham, 1991), it is an open question whether the importance of values influences work satisfaction (overall and with work aspects). However, it seems worth testing the following hypotheses:

- Hypothesis 3. Overall job satisfaction can be predicted from satisfaction with those aspects of work that are the most important.
- Hypothesis 4. Predicting overall job satisfaction from satisfaction with aspects of work is modified by the importance of the considered values.

3. MATERIALS AND METHODS

3.1. Participants and Procedure

One hundred and sixty-nine bank employees, 120 women and 49 men (aged 20–55) were involved. They worked in different posts (apart from unskilled workers like cleaners, almost all bank employee categories were represented: from cashier to principal director). All of them had at least secondary education and 34.3% were university graduates. They had various experience in their posts: for 74.3% their length of employment was shorter than 6 months, and for 4.7% it was longer than 5 years. Sixty persons (35.5%) who had been working 1–3 months in their posts were examined with the Time Sampling Diary (TSD) by Brandstaetter (1991) during their adaptation to a new workplace and for them the study lasted 6 months (Zalewska, 1997). For the others, who were co-workers of the former (superiors, inferiors, colleagues) and who were not exposed to the TSD, the study lasted about 2 months. Apart from the following, many other techniques were used in the study (e.g.,

Achievement Motivation Test, Raven's Progressive Matrices, Somatic Symptom List, Strelau Temperament Inventory-Revised, Work Characteristics and Work Expectations Questionnaires, Vocational Interests Structure Test; see Zalewska, 1996a, 1997). After obtaining a bank principal director's permission for research, names of new workers and their three co-workers were assigned. They were asked to participate in the study. Anonymity was guaranteed by the option of signing answers in all techniques with a code word. The employees were asked to complete questionnaires at home. The questionnaires were divided into four sets and were given between the four periods of self-observation with the TSD to the "new workers" and to co-workers successively every week or every 10 days. At the end the participants were exposed to the Biographic Inventory and Raven's Progressive Matrices at the workplace. The Orientation to Work Values Inventory was administered in the first set and the Work Description Inventory in the third set of techniques. These data were collected in several Polish banks in 1992-1993. As not all employees agreed to take part in the research and some resigned during the study only 169 of the 240 participants approached completed the questionnaires. Unfortunately not all participants answered all questions. That is why the sample in these analyses is even lower (160 or 152).

3.2. Instruments

Importance of values was assessed with the Orientation to Work Values Inventory (OWVI) modeled upon Super's Work Values Inventory (Seifert & Bergmann, 1983). It comprises 16 specific values. Compared to Super's technique there is one modified value—"orientation towards leisure time" instead of "style of life"—and one additional value—"possibility of promotion." Each value is described by three statements provided with a 5-point scale from 5 (*very important*) to 1 (*not important*). For example, one of the three statements for the achievement value is "For me in my professional job, the realization that I have done something very well is..."

The Work Description Inventory (WDI; Neuberger & Allerbeck, 1978) developed on the basis of the Work Description Index (Smith, Kendall, & Hulin, 1969) comprises the following aspects of work: (a) Colleagues, (b) Superiors, (c) Contents of work (using skills, responsibility),

(d) Conditions, (e) Organization and Management, (f) Development, (g) Salary, and (h) Job Security. It allows to describe all the aspects with given adjectives provided with a 4-point scale (*yes—rather yes—rather no—no*). It also allows to estimate satisfaction with all the aspects of work except for the last one, with the job in general, and with life, on 7-point scales with face symbols, which correspond to numbers from 1 (*very dissatisfied*) through 4 (*indifferent*) to 7 (*very satisfied*). Moreover, it offers the possibility to assess the importance of every aspect when making a decision on taking up a job.

3.3. Measures

On the basis of factor analyses and screening tests in the German version of OWVI, five general domains were revealed (Seifert & Bergmann, 1983, p. 164): (a) External Values—15 items (20.3%), (b) Intellectual Stimulation, Creativity, and Autonomy—10 items (10.6%), (c) Social Relations—8 items (9.1%), (d) Altruism—3 items (5.2%), (e) Aesthetics—5 items (3.9%). I have included one more domain: (f) Achievement (3 items), because none of the five original domains takes into account statements relating to this value and it seems very common for human nature (Kohn, 1969; Schwartz & Bilsky, 1990) and especially important at work. Results of factor analysis comprising 16 values and six domains (Principal-Components with Eigenvalue > 1, Varimax rotation, Kaiser Normalization) on students' and workers' scores ($N = 211$) confirm six assumed domains. However, for Polish population the order of the domains is changed: I. Social Relations (32.4%); II. Intellectual Stimulation, Creativity, and Autonomy (15.1%); III. External Values (11.9%); IV. Achievement (7.5%); V. Aesthetics (5.8%); and VI. Altruism (5.6%). A total score for each of the six domains divided by the number of statements makes up the index of domain importance (1–5). A list of specific values belonging to the six domains, internal consistency (Cronbach's alpha) of the specific values and the importance of the domains, and the temporal stability of two measures (correlation of two measures done two months apart) in this group are given in Table 1.

Internal consistency is comparable to that obtained in the German sample (Seifert & Bergmann, 1983, pp. 162–165). For achievement value reliability scores in Polish groups are not as high as desirable (alpha = .62, stability $r = .61$), but they are acceptable. Table 2 shows means,

TABLE 1. Means, Standard Deviations, Internal Consistency (Alpha), and Temporal Stability of the Importance of Specific Values and Value Domains (S-corr)

| DOMAINS | Workers (N = 139) | | | Students (N = 72) | | | S-corr |
|------------------------------|-------------------|-----|-------|-------------------|------|-------|--------|
| | M | SD | Alpha | M | SD | Alpha | |
| I SOCIAL RELATIONS | | | | | | | |
| Colleagues (3) | 4.41 | .50 | .86 | 4.17 | .63 | .88 | .84 |
| Superiors (3) | 4.32 | .62 | .77 | 4.34 | .62 | .86 | .79 |
| Conditions (2) | 4.56 | .54 | .75 | 4.16 | .72 | .82 | .78 |
| Creativity (3) | 3.61 | .53 | .83 | 3.85 | .69 | .80 | .71 |
| Intellectual Stimulation (3) | 3.39 | .80 | .76 | 3.73 | .50 | .79 | .76 |
| Autonomy (3) | 3.67 | .61 | .65 | 3.57 | .74 | .69 | .63 |
| Variety (1) | 3.69 | .70 | .66 | 3.53 | .64 | .69 | .66 |
| II EXTERNAL VALUES | | | | | | | |
| Prestige (3) | 3.80 | .57 | .73 | 3.97 | .64 | .58 | .68 |
| Management (3) | 3.82 | .52 | .88 | 3.91 | .64 | .80 | .68 |
| Income (3) | 3.97 | .73 | .73 | 3.65 | .59 | .90 | .84 |
| Assurance (3) | 2.83 | .89 | .85 | 4.05 | .83 | .84 | .71 |
| Promotion (3) | 4.14 | .61 | .81 | 2.80 | .94 | .88 | .69 |
| Achievement (3) | 4.39 | .49 | .58 | 3.65 | .71 | .85 | .76 |
| Aesthetics (3) | 3.74 | .84 | .88 | 4.12 | .75 | .76 | .79 |
| Leisure (2) | 4.24 | .55 | .62 | 3.60 | .76 | .89 | .72 |
| Altruism (3) | 3.06 | .65 | .64 | 4.34 | .49 | .62 | .61 |
| Aesthetics (3) | 2.50 | .89 | .73 | 3.52 | .74 | .74 | .82 |
| Leisure (2) | 3.49 | .66 | .58 | 3.12 | 1.08 | .85 | .81 |
| Altruism (3) | 3.99 | .68 | .74 | 3.65 | .62 | .69 | .82 |
| Altruism (3) | | | | 4.31 | .63 | .74 | .81 |

Notes. All S-corr values are significant at $p < .000$. The number of items in each domain is shown in parentheses.

standard deviations, and correlations between the importance of the six value domains for the bank employees in this study. The importance of the six value domains is positively correlated (average correlation $r = .39$), but the correlation between achievement and social relations values is lower than average ($r = .32$).

TABLE 2. Means, Standard Deviations, and Correlations Between the Importance of the Six Value Domains Among Bank Workers ($N = 169$)

| Values | <i>M</i> | <i>SD</i> | 2 | 3 | 4 | 5 | 6 |
|-----------------------------|----------|-----------|-----|-----|-----|-----|-----|
| 1. External values | 3.83 | .52 | .59 | .35 | .24 | .33 | .67 |
| 2. Intellectual stimulation | 3.63 | .54 | | .30 | .33 | .37 | .62 |
| 3. Social relations | 4.41 | .48 | | | .44 | .46 | .32 |
| 4. Altruism | 3.99 | .65 | | | | .32 | .32 |
| 5. Aesthetics | 3.08 | .65 | | | | | .24 |
| 6. Achievement | 4.25 | .56 | | | | | |

Notes. All coefficients are significant at $p = .001$

The number attributed to a face chosen on an appropriate 7-point scale in the WDI was the index of satisfaction with a given aspect or the job in general. The index of importance of a given aspect of work for a person was the number of points assigned to it out of 80 points in an imaginary situation of work choice, according to the rule: The more important the aspect, the more points it receives (the theoretical mean of the importance index is 10).

3.4. Data Analyses

Stepwise Multiple Regression Analyses (MRA) were used to assess satisfaction of which work aspects is the best predictor of overall job satisfaction (Hypothesis 3) and to answer of whether predicting overall job satisfaction from satisfaction with aspects of work is modified by importance of values (Hypothesis 4).

Two-factor MANOVAs were designed for assessing the impact of social relations and achievement values on the importance of work aspects and on satisfaction (with work aspects and the job in general). Then, on the basis of the mean of the importance of the social relations value, participants were divided into two dichotomic groups: One consisted of persons for whom social relations value was important

(scores above the mean: SR), the other of persons for whom this value was not important (scores below the mean: sr). Analogically, persons for whom achievement value was important (ACH) or not important (ach) were distinguished.

4. RESULTS

4.1. Importance of Work Aspects Related to Achievement and Social Relations Values

Basic statistical parameters for the importance of various work aspects are given in Table 3.

TABLE 3. Means, Standard Deviations, Kurtosis (K), Skewness (S), Minimum, and Maximum for Importance of Work Aspects ($N = 152$)

| Variable | <i>M</i> | <i>SD</i> | <i>K</i> | <i>S</i> | Minimum | Maximum |
|-----------------------------|----------|-----------|----------|----------|---------|---------|
| Colleagues | 9.81 | 5.23 | .34 | .46 | 0 | 25 |
| Superiors | 8.49 | 4.07 | .69 | .24 | 0 | 20 |
| Contents | 10.56 | 5.96 | 2.79 | 1.06 | 0 | 35 |
| Conditions | 7.24 | 3.76 | .76 | .03 | 0 | 20 |
| Organization and Management | 8.10 | 4.68 | 5.42 | 1.40 | 0 | 30 |
| Development | 9.10 | 4.80 | .66 | .43 | 0 | 25 |
| Salary | 17.20 | 12.26 | 2.44 | 1.73 | 0 | 60 |
| Job Security | 10.09 | 6.63 | 1.93 | 1.08 | 0 | 35 |

The indices of kurtosis and skewness show that the distribution of the importance of four aspects (Colleagues, Superiors, Conditions, Development) is close to normal. For the other aspects (Contents, Management, Salary, and Job Security), scores are more concentrated around the mean than in normal distribution and the score given most often is lower than the average (right-skewed distribution). Salary is the most important aspect for the whole group and it is much more important than the others. The scores slightly above the theoretical mean (10) appear for two aspects: Contents of work and Job Security. Conditions of work are least important for the whole group.

Data collected in Table 4 indicate that the whole structure of the importance of work aspects and especially the importance of Colleagues, Contents of work, Organization and Management, and Superiors (a tend-

TABLE 4. Effects of Achievement Value (Ach), Social Relations Value (Sr), and Their Interaction (Sr × Ach) on the Importance of Various Work Aspects (Synthetic Results of a Two-Factor MANOVA)

| <i>N</i> = 152 | Colleagues | Superiors | Contents | Conditions | O&M | Development | Salary | Job Security | MANOVA |
|---------------------|---------------------|--------------------|---------------------|------------|--------------------|-------------|--------|--------------|--------------------|
| F_{Ach} | 16.440 ³ | 2.523 ⁰ | 9.827 ² | 0.036 | 5.964 ¹ | 0.218 | 0.371 | 0.416 | 4.973 ³ |
| F_{Sr} | 16.860 ³ | 7.169 ² | 10.982 ³ | 1.096 | 2.075 | 1.524 | 2.270 | 0.093 | 4.403 ³ |
| $F_{Sr \times Ach}$ | 0.101 | 0.623 | 1.120 | 0.402 | 0.001 | 0.012 | 0.469 | 0.060 | 0.498 |

Notes. ⁰— $p \leq .10$, ¹— $p < .05$, ²— $p < .01$, ³— $p < .001$, O&M—Organization and Management.

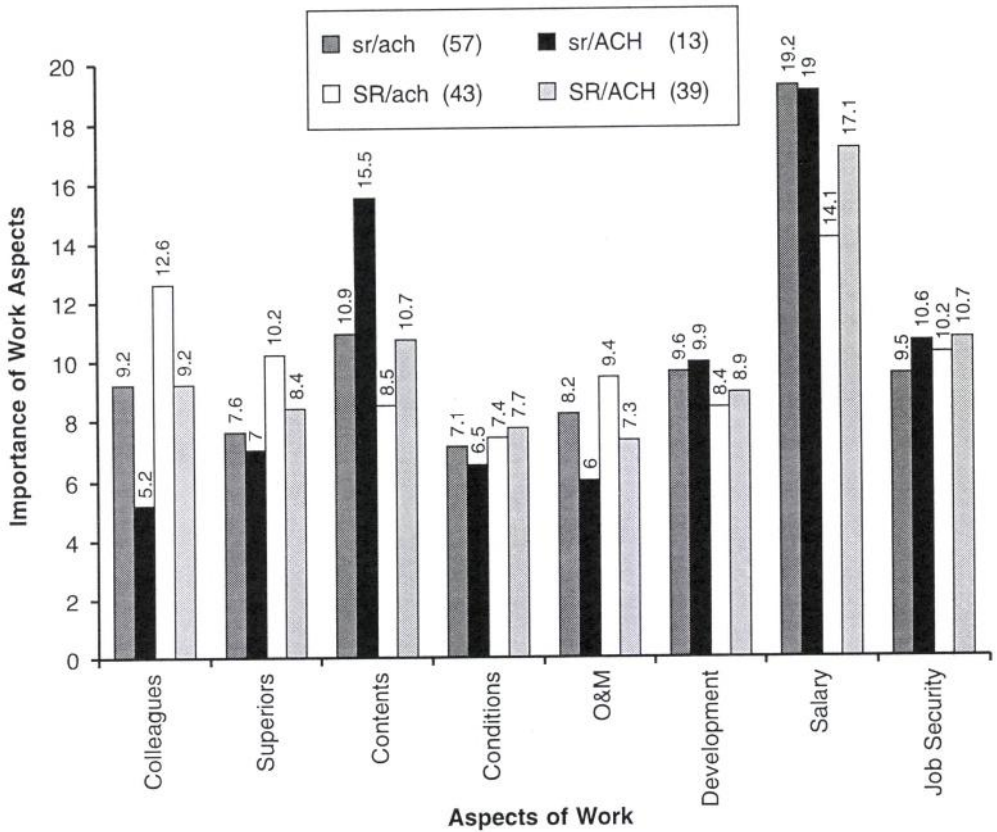


Figure 1. Importance of various work aspects among persons for whom the social relations value is important (SR) or not important (sr) and achievement value is important (ACH) or not (ach). Notes. O&M—Organization and Management. The number of participants is shown in parentheses.

ency) is differentiated by the importance of the achievement value. For persons who appreciate achievement (ACH) Contents is more important, but Colleagues, Superiors, Organization and Management are less im-

portant in comparison to those workers who do not appreciate the achievement value (ach, see Figure 1). The whole structure of the importance of work aspects and especially the importance of Colleagues, Superiors, and Contents of work is also differentiated by the importance of the social relations value (Table 4). In this case, regularities are reverse. For persons who appreciate this value (SR), Colleagues and Superiors are more important, but Contents is less important than for those who do not appreciate the social relations value (sr, see Figure 1). The interaction of these values has no significant impact on the importance of particular work aspects nor on their structure. As a result of adding the effects of both values we can see (Figure 1) that the biggest differences occur between employees who appreciate one value and do not appreciate the other (between sr/ACH and SR/ach groups). Although Salary is most important for both of them, these groups also differ in the ranks of the importance of the aspects: Among the sr/ACH group Contents has rank 2, Development—4, and Colleagues—8, but among the SR/ach group Contents has rank 6, Development—7, and Colleagues—2. It can be seen that the average importance of particular aspects is more differentiated among the individuals who appreciate achievement and do not appreciate social relations value (sr/ACH: from 5.2 for Colleagues to 19.0 for Salary) than among the workers with reverse preferences (SR/ach: from 7.4 for Conditions to 14.1 for Salary). Persons who appreciate both values or do not appreciate any of them have similar and close to average scores.

4.2. Satisfaction With Work Aspects and the Job in General Related to Achievement and Social Relations Values

Basic statistical parameters for satisfaction with work aspects and overall job satisfaction are given in Table 5.

Table 5 shows that participants tend to answer towards the positive pool regarding overall job satisfaction and four aspects of work (Colleagues, Superiors, Contents, Conditions). For two aspects (Colleagues, Contents) and for the Job in General, nobody is very dissatisfied. The indices of kurtosis for all variables except for satisfaction with Salary are satisfactory. For Salary, the distribution of satisfaction scores is flatter than for other aspects and in normal distribution. Only for Salary did employees manifest average dissatisfaction ($3.56 < 4$).

TABLE 5. Means, Standard Deviations, Kurtosis (K), Skewness (S), Minimum, and Maximum for Satisfaction With Job and With Aspects of Work ($N = 163$)

| Variable | <i>M</i> | <i>SD</i> | <i>K</i> | <i>S</i> | Minimum | Maximum |
|----------------|----------|-----------|----------|----------|---------|---------|
| Colleagues | 5.75 | 1.04 | .68 | -.78 | 2 | 7 |
| Superiors | 5.30 | 1.45 | -.52 | -.57 | 1 | 7 |
| Contents | 5.24 | 1.28 | -.02 | -.65 | 2 | 7 |
| Conditions | 5.14 | 1.47 | .11 | -.81 | 1 | 7 |
| Management | 4.34 | 1.44 | -.64 | -.07 | 1 | 7 |
| Development | 4.50 | 1.44 | -.05 | -.40 | 1 | 7 |
| Salary | 3.56 | 1.76 | -1.29 | .07 | 1 | 7 |
| Job in general | 4.91 | 1.15 | .01 | -.63 | 2 | 7 |

TABLE 6. Effects of Achievement Value (Ach), Social Relations Value (Sr) and Their Interaction (Sr \times Ach) on Satisfaction With Work Aspects and the Job in General—Synthetic Results of Two-Factor MANOVA

| <i>N</i> = 160 | Colleagues | Superiors | Contents | Conditions | O&M | Development | Salary | Job in General | MANOVA |
|---------------------|---------------------|-----------|----------|--------------------|-------|-------------|--------------------|--------------------|--------------------|
| F_{Ach} | 1.111 | 0.116 | 0.503 | 2.383 | 2.058 | 0.022 | 0.552 | 0.898 | 1.049 |
| F_{Sr} | 11.258 ³ | 1.534 | 1.529 | 4.634 ¹ | 0.692 | 1.615 | 1.772 | 4.103 ¹ | 1.937 ⁰ |
| $F_{Sr \times Ach}$ | 3.983 ¹ | 0.193 | 0.132 | 1.523 | 2.064 | 2.419 | 4.651 ¹ | 2.125 | 1.529 |

Notes. ⁰— $p \leq .10$, ¹— $p < .05$, ²— $p < .01$, ³— $p < .001$, O&M—Organization and Management.

The whole structure of work satisfaction is differentiated by the social relations value (trend: $F = 1.937$, $p = .058$). Significant effects of this value on satisfaction with two work aspects (Colleagues and Conditions) and with the Job in General are evident (Table 6). Persons who appreciate this value (SR) are more satisfied with their job and with those two aspects than persons who do not appreciate the social relations value (sr, see Figure 2). Table 6 also indicates that the achievement value does not influence work satisfaction on its own, but the impact of the interaction of both values on satisfaction with Colleagues and with Salary is visible. In Figure 2, we can see that employees who appreciate the achievement value and at the same time do not appreciate the social relations value (sr/ACH) manifest the lowest satisfaction with both Colleagues and Salary in comparison to the other groups. Workers who appreciate both considered values (SR/ACH) tend to be more satisfied with those two aspects than the other groups. Persons who do not appreciate the achievement value regardless of the importance of the social relations value for them (sr/ach and SR/ach), manifest similar scores of satisfaction with Colleagues and with Salary, which are close to average.

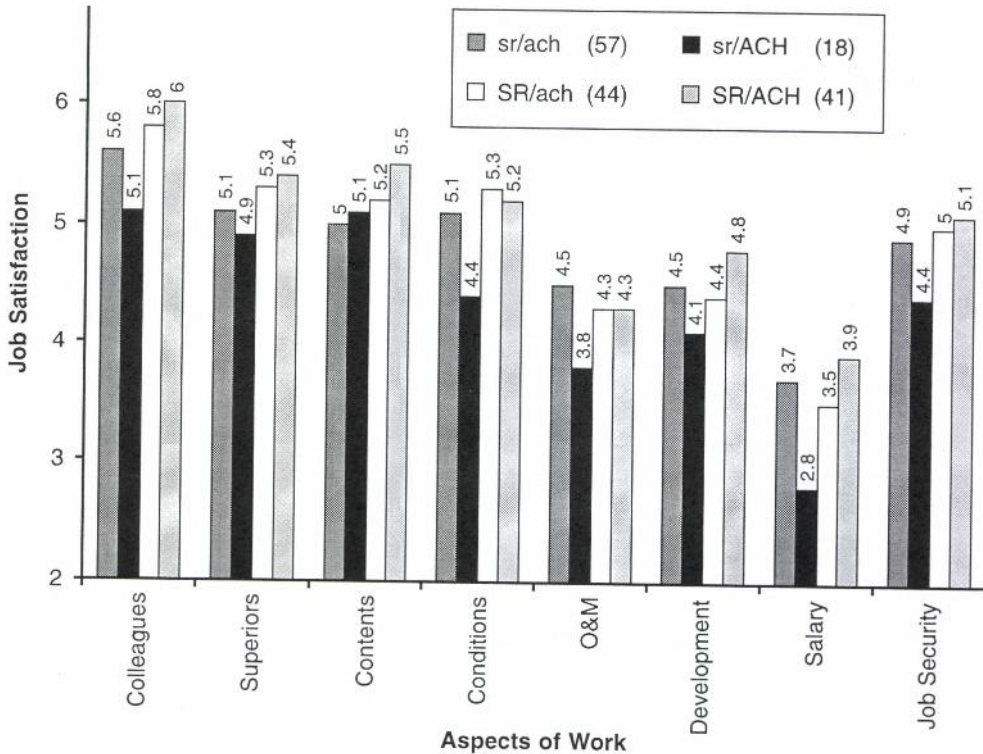


Figure 2. Satisfaction with various aspects of work and the job in general among persons for whom the social relations value is important (SR) or not important (sr) and achievement value is important (ACH) or not (ach). *Notes.* O&M—Organization and Management. The number of participants is shown in parentheses.

4.3. Satisfaction With Various Aspects of Work as a Predictor of Job Satisfaction Related to Achievement and Social Relations Values

Results in Table 7 indicate that satisfaction with four aspects (Development, Conditions, Superiors and Contents) together account for over 43% of the variance of overall job satisfaction (the higher satisfaction with them, the higher job satisfaction). Satisfaction with the possibility of personal development at work is the best predictor (Development – Beta = .298 and partial correlation = .230). It is interesting that among the best predictors are aspects that have quite different ranks in importance ranking (Development—5, Conditions—8, Superiors—6, Contents—2) and the most important aspect (Salary) is not included in the equation of regression.

TABLE 7. Job Satisfaction as a Function of Normalized Scores of Satisfaction With Work Aspects, Achievement (Ach), and Social Relations (Sr) Values as Well as of Their Interactions (Results of Stepwise MRA With 31 Independent Variables)

| <i>N</i> = 160 | <i>R</i> ² cha | Beta | Cor | Part. Cor | T | Significance |
|----------------------|---------------------------|-------|-------|-----------|--------|--------------|
| Development | .315 | .298 | .561 | .230 | 3.838 | .0002 |
| Conditions | .059 | .189 | .449 | .167 | 2.786 | .0060 |
| Superiors | .039 | .203 | .393 | .181 | 3.022 | .0029 |
| Contents | .020 | .204 | .531 | .152 | 2.538 | .0122 |
| Superiors * Ach * Sr | .016 | -.132 | -.067 | -.127 | -2.127 | .0350 |

Notes. Multiple *R* = .6702; *R*² = .4492; *F* (5, 154) = 25.115; *p* = .0000; *R*² cha—the proportion of variance accounted by a given aspect; Beta—standardized regression coefficient, Cor—coefficient of correlation between job satisfaction and satisfaction with a given aspect, Part. Cor—coefficient of partial correlation between job satisfaction and satisfaction with a given aspect; the regression equation = .365 * Development + .241 * Conditions + .255 * Superiors + .255 * Contents - .230 * Superiors * Ach * Sr + 4.979.

The significant effect of interaction between satisfaction with Superiors and importance of both values explains additional 1.6% of the variance of job satisfaction. A minus sign indicates that higher satisfaction with Superiors favours higher job satisfaction especially when one of those values is important whereas the other is not. The correlations between job satisfaction and satisfaction with Superiors, computed separately among the four groups different in respect of the importance of values illustrate this regularity. Among individuals who appreciate both values (SR/ACH: *r* = .28) or do not appreciate either of them (sr/ach: *r* = .36) correlations are lower than among individuals who appreciate only one of those values (SR/ach: *r* = .41 and sr/ACH: *r* = .54).

5. CONCLUSIONS AND DISCUSSION

5.1. Importance of Work Aspects With Regard to Considered Values

The results fully confirm Hypothesis 1 that relations with colleagues and superiors are more important for persons who appreciate the value of social relations than for those who do not appreciate that value. Additionally, they indicate that contents of work is less important for the former than for the latter.

Hypothesis 2 states that contents of work and personal development are more important aspects of work for employees who appreciate the achievement value in comparison to those who do not. This is confirmed regarding contents. The importance of development does not depend on the importance of the achievement value. However, for individuals who appreciate achievement, colleagues, superiors, and organization and management are less important than for those who do not appreciate that value. It is visible that in spite of the positive correlation between the importance of the values (Table 2), their impact on the importance of work aspects is antagonistic. As a result, strongest differences occur between individuals who appreciate only one value, achievement or social relations, but they disappear for persons who appreciate both values or do not appreciate either.

The obtained data provide powerful confirmation for the general Assumption A1 that personal properties influence the importance of work aspects. They show that the whole structure of the importance of work aspects depends on each of the considered values, although salary is the most important aspect among all the distinguished groups. That means that employers should use other incentives when interviewing persons with different attitudes towards the importance of achievement and social relations values, because they consider different work aspects when taking up a job. Apart from Salary, the most important aspects (with the mean above 10) considered then are interpersonal relations (Colleagues, Superiors) among those who appreciate social relations and do not appreciate achievement (SR/ach); contents of work among the other groups, but especially among those with the reverse pattern (sr/ACH), and job security among those who appreciate at least one of the examined values.

5.2. Satisfaction With Work Aspects and With Job Regarding the Examined Values

Satisfaction with two work aspects (Colleagues and Conditions) and with the job in general as well as the whole structure of satisfaction depends on the importance of the social relations value. Employees who appreciate this value are more satisfied with work and its aspects than those who do not. However, such regularity for Colleagues and additionally for Salary occurs mostly among individuals who appreciate the achievement value.

These results are inconsistent with the general Assumption A2 that satisfaction does not depend on personal properties. They show that some personal properties like the social relations value can influence job satisfaction, although the importance of achievement value considered separately has no significant effect on job satisfaction. These data are also inconsistent with expectation that great importance of the achievement value and "higher needs" are connected with high job satisfaction (Alderfer, 1971; McClelland, 1961). But in this regard they are consistent with Vroom's (1964) theses.

It is worth noticing that the impact of values on the importance of work aspects is different from that on satisfaction with work aspects: There are differences for different aspects or for different groups. Greater importance of an aspect due to greater importance of a proper value probably makes persons try hard to supply needs connected with it. As a result, they achieve more, but at the same time their demands and costs become greater, thus it does not influence satisfaction with this aspect directly. It is likely that the importance of the aspect determines the expectations and efforts of a person, but satisfaction depends on the fulfilment of expectations, costs as well as on comparisons to other persons, so it depends on person-environment fit.

However, it seems possible that expectations connected with great importance of the social relations value are easier to meet than those linked with great importance of the achievement value: (a) The whole sample manifests highest satisfaction with interpersonal relations, especially with Colleagues; (b) Expectations connected with contents of work are lower, so the same level of satisfaction can lead to higher job satisfaction, as suggested by Locke (1976). It looks like for bank employees a greater importance of social relations value facilitates person-environment fit and thus facilitates higher job satisfaction. This reflection is consistent with the assumption that financial institutions need to be employee and customer service oriented, so they have a humane orientation towards their customers and employees (House, Hanges, & Ruiz-Quintanilla, 1997). In accordance with this interpretation, those who do not appreciate social relations and who appreciate the achievement value are especially in a danger of suffering from person-environment misfit, as work demands at banks are inconsistent with their expectations. It is probably more difficult for them to treat co-workers and customers as individuals and to meet their preferences, so their relations with co-workers are worse and their work is evaluated lower or the perceived

costs connected with the same work evaluation are higher. As a result, we can see that they show the relatively highest level of satisfaction, but the lowest in comparison to other groups, for Colleagues, the least important aspect for them. They are also less satisfied with Conditions and more dissatisfied with Salary, the most important aspect. Compared to other groups, they manifest the same level of satisfaction for Contents, that is a much more important aspect for them, so this level is probably not sufficient for experiencing high job satisfaction. The regularities regarding satisfaction with a job and with work aspects are probably not universal. However, we can expect similar results in other financial or humane oriented institutions.

5.3. Job Satisfaction Related to Satisfaction With Work Aspects and the Examined Values

Data do not confirm Hypothesis 3 that the best predictor of job satisfaction is satisfaction with the most important aspects of work considered in the context of taking up a job. They indicate that different aspects of work are important for taking up a job and for satisfaction with it. It leads to the reflection that in the examined group job satisfaction is not the main criterion for choosing a job, as aspects crucial for choosing a job often do not influence overall job satisfaction and aspects crucial for job satisfaction are not so important when making an imaginary choice of a job. Data also suggest that employers should motivate employees in other ways during interviews and after taking up a job. They indicate that during interviews different incentives (besides Salary) will be attractive depending on the importance of personal values. After taking up the job, bank employees consider satisfaction with personal development, with work conditions and its contents (regardless of the importance of personal values) most important for job satisfaction. However, persons who differ in important values show different levels of satisfaction with Conditions in similar circumstances, so they probably need other situations and events to be similarly satisfied.

Hypothesis 4 that predicting overall job satisfaction from satisfaction with aspects of work is modified by the importance of the considered values, has limited confirmation with regard to satisfaction with superiors. It is surprising and difficult to explain in the context of the data that are

inconsistent with Hypothesis 3. Still these results can have practical application. According to them, employers should also pay attention to the satisfaction of employees with their superiors, especially of those employees who appreciate one of the considered value, because satisfaction with this aspect significantly facilitates their overall job satisfaction.

The results show complex connections between the importance of the considered values and the importance of work aspects, satisfaction with them, and with the job in general. Differences in the importance of aspects due to the differences in the importance of personal values are probably quite common. But all the other regularities, including ranks of the importance of work aspects considered during an imaginary choice of a job as well as predictors of overall job satisfaction are not universal (see Fraser, 1987, pp. 29–32). As bank employees only were studied persons, a question arises whether revealed regularities are typical for the Polish working population or are typical for bank employees.

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