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## Job Satisfaction and Importance of Work Aspects Related to Predominant Values and Reactivity

Anna M. Zalewska

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The aim of the study is to answer whether 2 predominant values—achievement or social relations—and reactivity influence (a) the importance of work aspects, (b) satisfaction with them and overall job satisfaction, (c) connections between overall job satisfaction and satisfaction with work aspects. Bank employees were investigated with the Strelau Temperament Inventory-Revised by Strelau, Angleitner, Bantelman, and Ruch (1990, reactivity), Orientation to Work Values Inventory by Seifert and Bergmann (1983, values), and Work Description Inventory by Neuberger and Allerbeck (1978; importance and satisfaction with work aspects, overall job satisfaction). Predominant values, reactivity, and their interaction influence the importance of work aspects. The values affect overall job satisfaction and satisfaction with Conditions. Reactivity does not affect overall job satisfaction, but it strongly influences the structure of satisfaction with work aspects, and low-reactives compared to high-reactives are more satisfied with 4 out of the 7 considered aspects. Among the high-reactives, connections between overall job satisfaction and satisfaction with work aspects depend on their predominant values. It was concluded that reactivity can modify regulative functions of personal values towards overall job satisfaction: The values have a rather declarative character for low-reactives, but meeting aspirations connected with their values is very important for high-reactives' job satisfaction.

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job satisfaction    predominant values    reactivity

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## 1. JOB SATISFACTION—WHY IT IS IMPORTANT AND WHAT ARE ITS SOURCES?

Overall job satisfaction has been defined in many ways. Schwab and Cummings (1970) distinguish at least two meanings of this notion. According to them, one is considered as an emotional state connected with fulfilment or deprivation of needs, the other is treated as an evaluative component of attitudes, which refers to the question of how much a person likes work. Appraisals of work can be considered in two aspects: an affective aspect (how well a person feels about a job) and a cognitive aspect (how a person thinks about a job). Overall job satisfaction in that last meaning is one of the major components of overall satisfaction with life or a cognitive appraisal of subjective well-being (Lewinsohn, Redner, & Seeley, 1991; Zalewska, 1996). In this study, the cognitive aspect of job satisfaction (contentment) is considered. Besides overall job satisfaction, its specific factors (such as satisfaction with interpersonal relations, Salary, Contents of work, Development, Conditions, Organization and Management) are examined.

The problem of job satisfaction was extensively investigated in the 1960s and 1970s as high job satisfaction was assumed to cause a high level of job performance. Many studies in this field and theories developed on this basis prove that links between job satisfaction and job performance are complex and depend on other factors (Schwab & Cummings, 1970). However, job satisfaction can lead (directly or indirectly) to many other consequences for individuals and organizations. It is linked with life expectancy (Fletcher, 1992; Fraser, 1987), stress, health in a broad and narrow sense (Fraser, 1987; Herzberg, Mausner, & Snyderman, 1959; Reinhold, 1998; Zalewska, 1996), accidents at work (Fraser, 1987; Steinmann & Schreyogg, 1993), absence, and turnover (Herzberg et al., 1959; Mikes & Hulin, 1968). In this context, job satisfaction seems to be important for a person who is in an organization, which is stressed by Fraser (1987), Herzberg et al. (1959), and Reinhold (1998), and for the organization (Fraser, 1987; Steinmann, & Schreyogg, 1993; Stoner, Freeman, & Gilbert, 1995).

Theoretical considerations and empirical data indicate that job satisfaction depends on many variables. In the two-factor theory (Herzberg et al., 1959) two sets of conditions are determined. One set is called hygiene factors (interpersonal relations, work conditions, salary, organization



and management) and is responsible for job dissatisfaction. The other one is called motivators (achievement, contents of work, recognition, responsibility, possibility of personal development) and is responsible for job satisfaction. Findings from many studies do not confirm these two independent factors responsible for job satisfaction or dissatisfaction, respectively (King, 1970), instead some of them demonstrate that motivators influence both satisfaction and dissatisfaction with a job stronger than hygiene factors (e.g., Hulin & Smith, 1967; Hulin & Waters, 1971). As a result, the importance of work itself and of intrinsic motivation is stressed. This makes researchers concentrate on personal characteristics and on "good" or "bad" features of work itself.

As regards motivational characteristics, higher needs or motives are indicated as crucial for job satisfaction by Alderfer (1971), McGregor (1960), and Webber (1990). According to McClelland (1961), Protestant Work Ethic ideas and values determine strong achievement motivation and both values and motives lead to high efficiency and high job satisfaction. Besides, some personality traits like extraversion (Argyle & Martin, 1991; Furnham, 1991), job involvement (Brown, 1996), optimistic attributional style (Seligman, 1991), and internal locus of control (Furnham, 1991) are found desirable in relation to job satisfaction.

As regards work contents Hackmann picked out five qualities that produce job satisfaction: skill variety, task identity, task significance, autonomy, and feedback. These features are positively correlated with job satisfaction according to a meta-analysis computed on the basis of a number of studies (Loher, Noe, Moeller, & Fitzgerald, 1985).

However, there are data showing that different job factors cause job satisfaction depending on the occupation. For example, motivators are indicated by white-collars more often than by blue-collars, and hygiene factors are listed more often by blue-collars (Harris & Locke, 1974). These findings led to attempts to broaden the research on sources of job satisfaction into two directions: (a) searching for good or bad types of work including both contents and context job characteristics, which is evident in the "vitamin model" (Warr, 1987); (b) developing the person-environment (P-E) fit approach, in which a job is assumed to have different meanings for individuals, so job satisfaction and conditions of this satisfaction depend on individual expectations (Vroom, 1964). Brandstaetter (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 of a person and environmental demands) in job satisfaction. According to the comparison theory (Locke, 1976), a comparison of what a person wants or values at work and what that person finds in it, is crucial for job satisfaction. Caplan (1983) suggests that P-E fit explains only 1–5% variance. However, Michalos found strong confirmation of the main thesis of the Michigan model that satisfaction is greater when outcomes are closer to aspirations, which is derived from the comparison theory (Argyle & Martin, 1991).

In accordance with the review just presented, three general sources of job satisfaction can be considered (Furnham, 1991): individual characteristics, external environment including context and contents characteristics of a job, and person-environment fit. Authors of various theories emphasize different sources and mechanisms leading to job satisfaction, but it seems that all sources are important and it is worth examining the role each of them plays.

## 2. AIMS

The author analysed the impact of two personal values—social relations and achievement—on the importance of work aspects, job satisfaction as well as on the relations between overall job satisfaction and satisfaction with work aspects (Zalewska, 1999). Personal values were understood as preferences expressed in quite stable, conscious, and easy-to-verbalize general beliefs, strongly influenced by the culture (Rokeach, 1973). Personal values 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 (Epstein, 1989; Feather, 1990; Rokeach, 1973). Thus, it can be attributed that the importance of the two personal values influences the importance of work aspects considered during making a decision about taking up a job, and this has been fully confirmed (Zalewska, 1999). It has also been found that the importance of values affects job satisfaction. Additionally, it has been supposed (Zalewska, 1999) that overall job satisfaction depends on satisfaction with those work aspects that are most important, so predicting overall job satisfaction from satisfaction with work aspects is modified by the



importance of values, but these hypotheses have not been confirmed by data. This lack of confirmation leads to a few reflections. Congruent with a proposal offered by Katz (1964), it may be true that factors (motives, aspects of work) that influence taking up a job differ from those that influence overall job satisfaction. However, the assumed impact of values on the relations of overall job satisfaction with satisfaction with work aspects can become visible under some circumstances:

1. According to Rokeach (1973) realization of values depends on their position in a personal values hierarchy and predominant values on the top of the hierarchy have strongest impact on a person's functioning. The importance of values for a person assessed with regard to group scores does not indicate their position in a personal hierarchy. So, it is likely that assumed impact of the values becomes evident when predominant values are considered.
2. It is possible that the method of analysis did not allow to see specific relations between overall job satisfaction and satisfaction with work aspects according to considered values. It can be that more detailed ways will permit disclosing the impact of the values on these relations.
3. It is also likely that other variables can modify the regulative functions of values and the supposed impact of values on examined relations of overall job satisfaction with satisfaction with aspects. One of these variables seems to be reactivity, a basic dimension of temperament (Eliasz, 1985, 1990; Strelau, 1983), which probably also influences job satisfaction and the importance of work aspects.

Taking this into account the study of sources of job satisfaction was continued (see Zalewska, 1999) by analysing the role of personal properties and perceived features of work (importance of aspects of work and satisfaction with them). As regards personal properties, two kinds will be examined: (a) contents features, that is, personal predominant values (which are most important for a person), and (b) a formal feature, that is, reactivity.

The aim of the current analysis has been to answer whether predominant values, reactivity, or their interaction influence (a) importance of work aspects considered when making a decision on taking up a job, (b) satisfaction with work (with aspects and overall), (c) connections between overall job satisfaction and satisfaction with aspects of work.

### 3. HYPOTHESES

#### 3.1. Predominant Values in Relation to the Importance of Work Aspects and Job Satisfaction

Achievement and social relations values are considered as personal predominant values, interesting to focus as they are common (Schwartz & Bilsky, 1990) and very important in industrial society (Kohn, 1969). Two groups of people are analysed, those for whom achievement (achievement-oriented) or social relations (relations-oriented) value is most important even if the importance of this value for them is lower than the average in the whole sample. This approach allows to neglect individual differences in the tendency to give extreme or moderate estimations and to omit group norms that can vary in different samples. As predominant values have the greatest impact on people's functioning (Rokeach, 1973), one can expect that they influence the attributed importance of work aspects. Interpersonal relations at work are probably more important for relations-oriented people than for achievement-oriented ones, but the possibility of personal Development and Contents is less important for the former than for the latter. The suggestion is enhanced by the data that the impact of the importance of the examined values on the importance of work aspects (except for Development) is antagonistic and the biggest differences occur between people who appreciate only one value, either achievement or social relations (Zalewska, 1999).

Hypothesis 1.1: Colleagues and Superiors are more, but Development and Contents are less important aspects for relations-oriented than for achievement-oriented people.

As regards relations between personal values and job satisfaction premises are not obvious and data are inconsistent (Furnham, 1991). However, it has been found (Zalewska, 1999) that in the bank employees sample the importance of the values (especially social relations) affects job satisfaction (overall, with Colleagues and Conditions). This result is probably connected with culture values and goals of the banks. The assumed Humane Orientation of the institution (House, Hanges, & Ruiz-Quintanilla, 1997) seems to facilitate P-E fit and meeting aspirations of relations-oriented people.



Hypothesis 1.2. Relations-oriented workers manifest higher overall job satisfaction in comparison to achievement-oriented ones.

Regarding reflections presented earlier (section 2), it seems worth testing the hypothesis that predominant values influence relations between overall job satisfaction and satisfaction with those aspects of work that their importance depends on the values.

Hypothesis 1.3. Among the relations-oriented employees, the correlations of overall job satisfaction with satisfaction with Colleagues and Superiors are higher, but with Contents and Development they are lower, in comparison to those among achievement-oriented workers.

### 3.2. Reactivity in Relation to Importance of Work Aspects and Job Satisfaction

According to Elias (1985, 1990) and Strelau (1983), reactivity is a basic dimension of temperament. It determines sensitivity and endurance to stimuli, intensity of reactions, and it delimits the need for stimulation that is defined by its optimum or the range of stimulation that is accompanied by well-being and high efficiency of action. Reactivity also designates sensitivity to social stimuli and resistance to social pressure (Elias, 1985, 1987; Strelau, 1983). People who are high in reactivity (HR) need a lower degree of stimulation to feel good and to perform best than those who are low in reactivity (LR). The former are also more sensitive to social stimuli than the latter and they are oriented to social aspects, whereas the LRs are oriented to physical aspects of the environment (Elias, 1987). So, reactivity may influence the importance of some work aspects: Interpersonal relations are probably more important for the HRs than for the LRs, but the case is reverse in relation to Conditions.

Hypothesis 2.1. Conditions are less important, but Colleagues and Superiors are more important aspects for HR workers in comparison to the LR ones.

According to Elias (1985), HR people compared to the LRs have a narrower range of optimum stimulation and are more sensitive to deviations from the optimum. As a result, they more often feel stress,



especially connected with too high an amount of stimulation and pay higher costs resulting from disturbances in stimulation control (Klonowicz, 1987; Zalewska, 1995). They show worse well-being in and outside the workplace (Zalewska & Brandstaetter, in press), manifest worse indices of health and of adaptation to a new workplace (Zalewska, 1997), although they do not differ from the LRs in life or job satisfaction (Zalewska, 1996). However, it is possible that higher costs paid as a result of disturbances in stimulation control of the HRs lead to lower satisfaction with some aspects of work in comparison to the LRs. For example, according to the equity theory (Adams, 1965), perceived higher costs in comparison to other people can cause lower satisfaction with Salary. Moreover, HR workers with their lower need for stimulation, narrower range of optimum stimulation and higher sensitivity to social demands, compared to the LRs, may feel more often overloaded with their work or conditions of their work, and as a consequence manifest lower satisfaction with those aspects.

Hypothesis 2.2. Compared to the LRs, HR workers are less satisfied with Contents, Conditions, and Salary.

Analogically to predominant values one can expect that reactivity may influence connections between overall job satisfaction and satisfaction with aspects of work.

Hypothesis 2.3. Among the HRs, the correlations of overall job satisfaction with satisfaction with Colleagues and Superiors are higher, but with satisfaction with Conditions is lower, in comparison to those correlations among the LR workers.

### **3.3. Interaction of Predominant Values and Reactivity in Relation to Importance of Work Aspects and Job Satisfaction**

Considering the fact that values are strongly influenced by culture and shaped by social impacts to a great degree as well as the fact that the HR people in comparison to the LRs are more sensitive to social stimuli, one can infer that they internalize values faster and deeper. As a result, I expect that assumed impact of predominant values on examined dependent variables will be stronger among the HR workers than among the LR ones.

## 4. MATERIALS AND METHODS

### 4.1. Participants and Data Collection

One hundred and sixty-nine bank employees, 120 women and 49 men (aged 20–55) were involved. They were working at different posts (apart from unskilled workers like cleaners, almost all bank employee categories were represented). All of them had at least secondary education and 34.3% were university graduates. They had various experience at their posts. The study lasted 2–6 months for some people and apart from those presented in the next section many other techniques were used. Questionnaires were completed by employees at home. For further details on participants and procedure see Zalewska (1999).

Unfortunately not all participants answered all the questions. Because of this and as only two predominant values are subject of interest, a number of people analysed as regards impact of predominant values varies from 112 (on work aspects importance) to 118 (on job satisfaction). As a result of reactivity operationalization it is diminished to 80 or 84, when reactivity is included into analyses. It is worth noticing that the structure of gender, age, education, and posts in the analysed group is similar to that in the whole sample.

### 4.2. Instruments

Strelau Temperament Inventory-Revised (Strelau et al., 1990), now called Pavlovian Temperament Survey, was used to assess reactivity: The higher the score in the Strength of Excitation (SE) scale, the lower the reactivity. This scale measures functional manifestations of endurance to intense or long-lasting stimulation. In the Polish version it consists of 19 items provided with a 4-point scale (*fully agree—agree—disagree—disagree completely*). The items are balanced in they keying: 9 items are positively keyed (e.g., “Even if someone upsets me I can discuss things calmly”) and the others are negatively keyed (e.g., “An environment in which there are many distractors decreases my efficiency”). The SE scale shows high internal reliability (Cronbach’s alpha = .80,  $N = 3492$ ) and stability between two test times with a 2-week interval ( $r = .76$ ,  $N = 97$ ) and with a 6-month interval ( $r = .62$ ,  $N = 90$ ); see Strelau, Zawadzki, and Angleitner (1995, pp. 29–31).



Predominant values were distinguished on the basis of comparisons of the importance of personal values. The importance of values was assessed with the Orientation to Work Values Inventory (OWVI) modeled upon the Work Values Inventory by Super (Seifert & Bergmann, 1983). It comprises 16 specific values. Compared to Super's technique there is one modified value ("orientation on a leisure time" instead of "style of life") and 1 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 3 statements for the achievement value is "For me in my professional job, the realization that I have done something very well is ... ." The internal reliability of 16 values for students in the German version (Cronbach's alpha: .68-.94; see Seifert & Bergmann, 1983, pp. 162-165) is a bit higher than in the Polish one (.69-.89 for 14 values, but .58 for Autonomy and .62 for Achievement; see Zalewska, 1999). However, stability scores between two test times with a 2-month interval of the Polish version are sufficient (.61-.82,  $N = 97$ ). Seifert and Bergmann (1983, p. 165) report retest reliability coefficients between .74 and .88 (a 2-week time interval) and between .42 and .66 (a two-and-a-half-year interval) for the value importance scales of the original English version of the Work Values Inventory.

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. The indices of importance and satisfaction are single items, so the reliability of the Polish version was not assessed.

### 4.3. Measures

People high (HR) and low (LR) in reactivity have been distinguished on the basis of the mean and one third of standard deviation ( $M = 47.05$ ,  $SD = 8.25$ ).

In accordance with Schwartz and Bilsky's (1990) suggestion that general dimensions of values allow to predict and explain individual ways of thinking and behavior better than specific values, I decided to examine general domains of values. In the German version of OWVI, five general domains were revealed (Seifert & Bergmann, 1983, p. 164). I have included one more domain (Achievement) because none of the five domains took into account items relating to this value, and it seems to be very common for human nature (Kohn, 1969; Schwartz & Bilsky, 1990) and especially important at work. Results of factor analysis confirm six assumed domains. The domains show acceptable internal reliability (Cronbach's alpha: from .62 for Achievement to .88 for Social Relations and .90 for External Values) and retest stability with a 2-month interval (from .61 for Achievement to .84 for Social Relations and External Values). The importance of the six value domains is positively correlated (from .24 to .67 with the average correlation .39), but the correlation between Achievement and Social Relations values is lower than the average (.32; for details see Zalewska, 1999).

A total score for each of the six domains divided by the number of statements makes up the index of domain importance (1–5). The domain with the highest index for a person is predominant for that person. Among the examined people, six domains occur as predominant values with the following frequency: V1—External Values—3 (1.8%), V2—Autonomy and Stimulation—1 (0.6%), V3—Social Relations—70 (41.4%), V4—Altruism—22 (13%), V5—Aesthetics—0 (0%), and V6—Achievement—55 (32.5%). Eighteen people have no predominant values in their hierarchy, as for them two or more domains have the same highest index of importance. According to the investigated problems, scores of people for whom Achievement or Social Relations values are predominant are included in the analyses.

A 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).

#### 4.4. Data Analyses

One-way and two-way MANOVAs were designed for assessing the impact of predominant values and reactivity on work aspects importance and on satisfaction (with work aspects and the job in general). Pearson's correlation coefficients were used to assess connections between overall job satisfaction and satisfaction with work aspects.

### 5. RESULTS

**TABLE 1. Means, Standard Deviations of the Importance of Work Aspects and Job Satisfaction (With Aspects and Overall), and Correlations Coefficients of Overall Job Satisfaction with Satisfaction With Work Aspects (CORR) in the Examined Group**

Importance of Aspects ( <i>N</i> = 112)				Satisfaction ( <i>N</i> = 118)			CORR
Aspects	<i>M</i>	<i>SD</i>	Rank	Aspects	<i>M</i>	<i>SD</i>	<i>N</i> = 118
Colleagues	9.78	5.44	3.5	Colleagues	5.69	1.06	.426*
Superiors	8.24	4.10	6.0	Superiors	5.31	1.41	.436
Contents	10.38	5.71	2.0	Contents	5.21	1.29	.499
Conditions	7.21	3.86	8.0	Conditions	5.15	1.39	.420
Organization and Management	8.19	5.00	7.0	Organization and Management	4.38	1.51	.397
Development	9.16	4.97	5.0	Development	4.57	1.47	.575
Salary	17.58	12.61	1.0	Salary	3.63	1.70	.396
Job security	9.78	6.66	3.5	Overall Job Satisfaction	4.92	1.18	

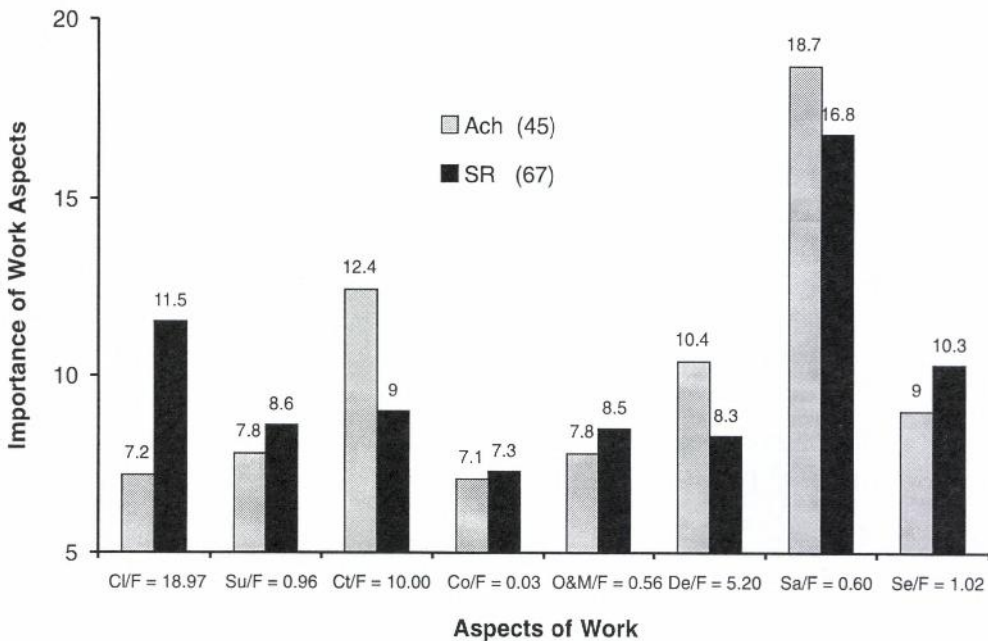
Notes. \*—all correlations coefficients are significant at  $p < .001$  (1-tailed).

In the whole group of achievement-oriented and relations-oriented workers, Salary is the most important and Conditions of work are the least important aspect. The second position in the ranking of importance with the score slightly above the theoretical mean (10) belongs to Contents of work. So, in the whole group this aspect is also perceived as very important in making a decision on taking up a job. On average, the employees studied are rather satisfied with the job in general and they tend to answer towards the positive extreme regarding four aspects: Colleagues, Superiors, Contents, and Conditions. A weak reverse tendency

is observed only for Salary ( $3.63 < 4$ ). Significant positive correlations occur between overall job satisfaction and satisfaction with all the aspects (from .40 for Salary and Management to .50 for Contents and .58 for Development).

### 5.1. Importance of Work Aspects Related to Predominant Values and Reactivity

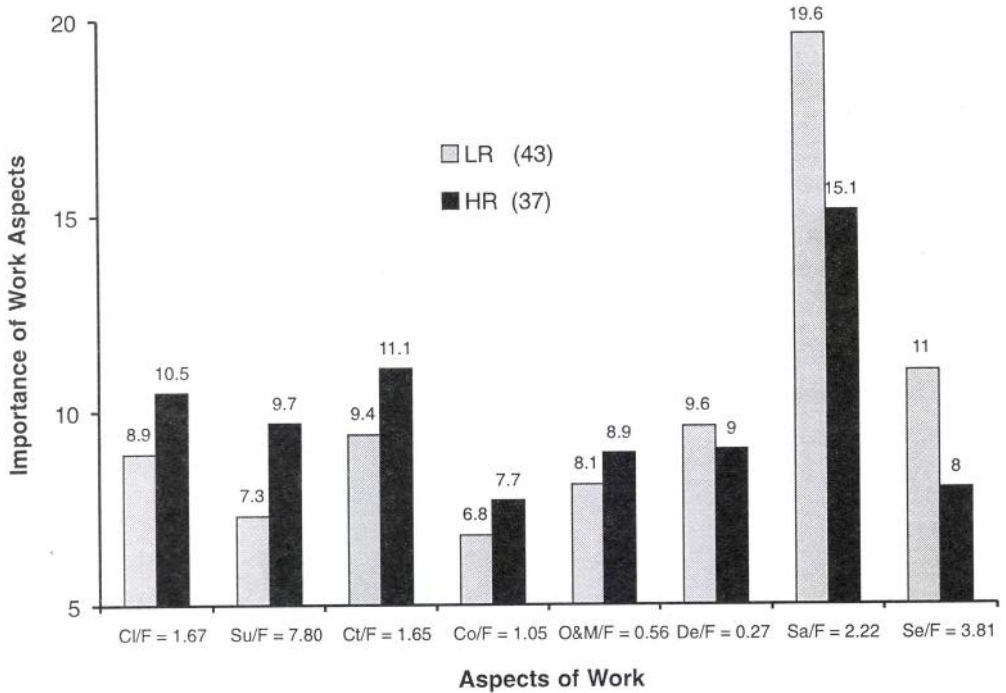
Results of one-way MANOVAs indicate that the considered two predominant values strongly influence the whole structure of the importance of work aspects ( $F(8,103) = 3.52, p < .001$ ) and reactivity tends to differentiate it ( $F(8,71) = 1.80, p = .09$ ).



**Figure 1. Importance of work aspects among achievement-oriented (Ach) and relations-oriented (SR) people.** Notes. Cl—Colleagues, Su—Superiors, Ct—Contents, Co—Conditions, O&M—Organization and Management, De—Development, Sa—Salary, Se—Job security, F—value of one-way MANOVA for specific work aspects. The number of participants in each group is shown in parentheses.

For the achievement-oriented, Colleagues are less ( $p < .001$ ), but Contents ( $p < .005$ ) and Development ( $p < .05$ ) are more important aspects than for the relations-oriented (Figure 1). For the HRs, Superiors





**Figure 2. Importance of work aspects among people high in reactivity (HR) and low in reactivity (LR).** Notes. Cl—Colleagues, Su—Superiors, Ct—Contents, Co—Conditions, O&M—Organization and Management, De—Development, Sa—Salary, Se—Job security, F—value of one-way MANOVA for specific work aspects. The number of participants in each group is shown in parentheses.

( $p < .01$ ) are more important, but Job security ( $p < .06$ , trend) is less important than for the LR (Figure 2).

**TABLE 2. Effects of Predominant Values (V), Reactivity (R), and Their Interaction (R × V) on the Importance of Work Aspects (Synthetic Results of Two-Way MANOVA)**

N = 80	Colleagues	Superiors	Contents	Conditions	O&M	Development	Salary	Job Security	MANOVA
F(R × V)	0.810	0.24	11.63 <sup>3</sup>	0.52	0.47	0.34	4.02 <sup>1</sup>	0.00	2.27 <sup>1</sup>
F(V)	10.660 <sup>2</sup>	2.24	4.69 <sup>1</sup>	0.47	0.67	6.73 <sup>1</sup>	0.06	0.01	2.20 <sup>1</sup>
F(R)	2.190	7.84 <sup>2</sup>	0.38	1.13	0.47	0.73	1.36	3.57 <sup>0</sup>	1.83 <sup>0</sup>

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

The outcomes of a two-way MANOVA confirm the results of one-way MANOVAs and additionally indicate that the whole structure of importance of work aspects depends on an interaction between predominant values and reactivity (Table 2). The impact of the interaction

**TABLE 3. Importance of Work Aspects in Groups That Differ in Predominant Values and Reactivity**

Groups	Colleagues	Superiors	Contents	Conditions	O&M	Development	Salary	Job Security
LR Ach (16)	7.1	6.7	13.8	6.8	8.0	11.9	16.3	10.9
LR SR (27)	9.9	7.6	6.7	6.8	8.2	8.3	21.6	11.0
HR Ach (17)	7.8	8.8	10.2	8.4	8.0	10.2	18.8	7.8
HR SR (20)	12.8	10.6	11.8	7.1	9.7	8.0	12.1	8.1
<i>M</i>	9.6	8.4	10.2	7.2	8.5	9.3	17.5	9.6

Notes. LR—low-reactives; HR—high-reactives, Ach—achievement-oriented; SR—social-relations-oriented; O&M—Organization and Management. The number of participants in each group is shown in parentheses.

on Contents ( $p < .001$ ) and Salary ( $p < .05$ ) is especially visible. In Table 3 we can see that among the HRs Contents of work for the achievement-oriented is similarly important as for the relations-oriented ( $F = 0.64$ ). The strong difference in the importance of Contents due to the predominant values occurs only among the LRs ( $F = 18.84$ ,  $p < .001$ ). As a consequence, for LR relations-oriented workers Contents is less important than for the achievement-oriented LRs, and it is less important than for the relations-oriented HRs ( $F = 8.42$ ,  $p < .01$ ). Also, for the achievement-oriented LRs it is more important than for the achievement-oriented HRs ( $F = 4.28$ ,  $p < .05$ ).

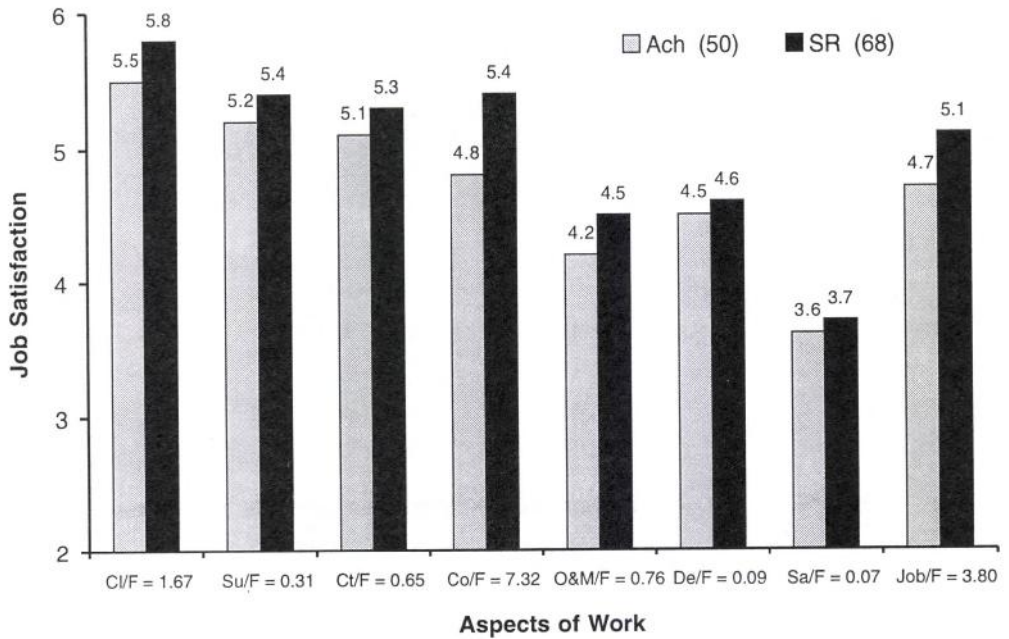
Another regularity is visible for Salary. This aspect is similarly important among the achievement-oriented regardless of their reactivity ( $F = 0.38$ ) and among the LRs regardless of their predominant values ( $F = 1.35$ ). The strongest difference occurs among relations-oriented workers due to their reactivity ( $F = 5.33$ ,  $p < .05$ ): For the HRs Salary is less important than for the LRs. For the former, it is less important than for achievement-oriented HRs ( $F = 3.23$ ,  $p < .09$ ; trend), too.

## 5.2. Job Satisfaction Related to Predominant Values and Reactivity

Results of one-way MANOVAs indicate that the whole structure of job satisfaction depends on reactivity ( $F(8,75) = 3.21$ ,  $p < .005$ ), but it does not depend on the two predominant values ( $F(8,109) = 1.35$ ). However, the predominant values influence satisfaction with Conditions ( $p < .01$ ) and overall job satisfaction ( $p < .06$ , trend): relations-oriented workers are more satisfied than achievement-oriented ones (see Figure 3). Reactivity



affects satisfaction with four aspects of work: Contents, Conditions, Development, and Salary ( $p < .05$ ). The LRs are more satisfied with them than the HRs, although the former do not differ from the latter in overall job satisfaction (see Figure 4).



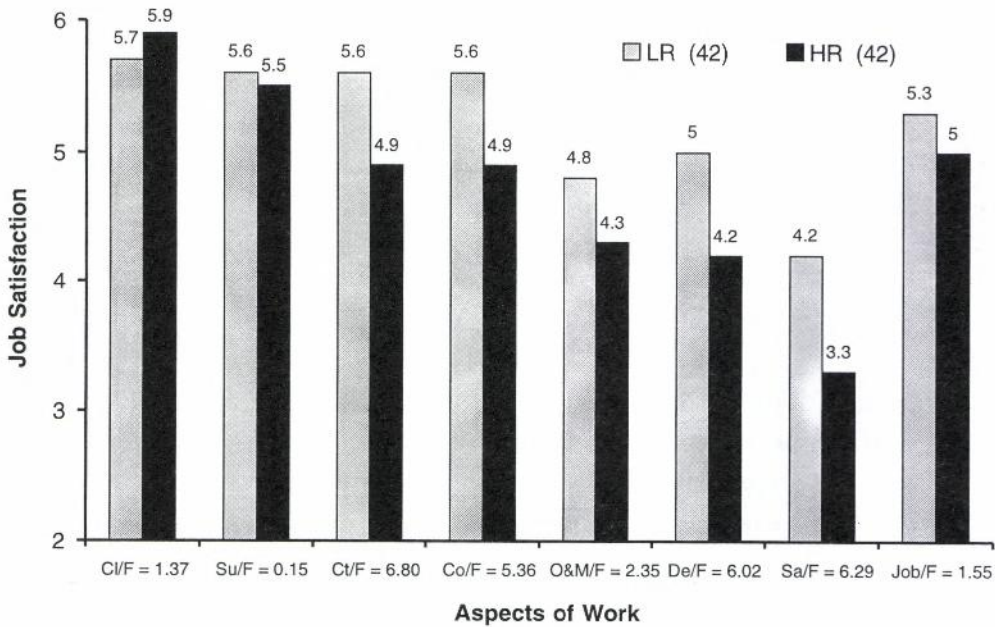
**Figure 3.** Job satisfaction among achievement-oriented (Ach) and relations-oriented (SR) people. Notes. Cl—Colleagues, Su—Superiors, Ct—Contents, Co—Conditions, O&M—Organization and Management, De—Development, Sa—Salary, Job—Overall Job, F—value of one-way MANOVA for specific work aspects. The number of participants in each group is shown in parentheses.

**TABLE 4.** Effects of Predominant Values (V), Reactivity (R), and Their Interaction (R × V) on Job Satisfaction (Synthetic Results of Two-Way MANOVA)

N = 84	Colleagues	Superiors	Contents	Conditions	O&M	Development	Salary	Overall Job	MANOVA
F(R × V)	0.01	0.00	0.01	0.01	0.01	0.66	2.21	0.00	0.59
F(V)	0.79	0.11	0.01	7.79 <sup>2</sup>	0.00	0.09	1.87	1.36	1.92 <sup>0</sup>
F(R)	1.49	0.11	6.48 <sup>1</sup>	4.44 <sup>1</sup>	2.20	5.34 <sup>1</sup>	5.86 <sup>1</sup>	1.25	2.88 <sup>2</sup>

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

Results of a two-way MANOVA (see Table 4) fully confirm the dependence of job satisfaction on reactivity exposed in a one-way MANOVA. As regards predominant values, they confirm the impact of



**Figure 4. Job satisfaction among people high in reactivity (HR) and low in reactivity (LR).** Notes. Cl—Colleagues, Su—Superiors, Ct—Contents, Co—Conditions, O&M—Organization and Management, De—Development, Sa—Salary, Job—Overall Job, F—value of one-way MANOVA for specific work aspects. The number of participants in each group is shown in parentheses.

**TABLE 5. Job Satisfaction in the Groups That Differ in Predominant Values and Reactivity**

Groups	Colleagues	Superiors	Contents	Conditions	O&M	Development	Salary	Overall Job
LR Ach (16)	5.6	5.5	5.6	5.1	4.8	4.9	4.2	5.1
LR SR (26)	5.7	5.6	5.6	5.9	4.8	5.0	4.2	5.4
HR Ach (20)	5.8	5.4	4.9	4.5	4.3	4.4	3.9	4.9
HR SR (22)	6.0	5.5	5.0	5.3	4.3	4.1	2.8	5.1
<i>M</i>	5.8	5.5	5.3	5.3	4.5	4.6	3.8	5.1

Notes. LR—low-reactives; HR—high-reactives, Ach—achievement-oriented; SR—social-relations-oriented; O&M—Organization and Management. The number of participants in each group is shown in parentheses.

the values on satisfaction with Conditions. The results also show that the predominant values tend to affect the whole structure of job satisfaction, though they do not influence overall job satisfaction, when people with medium scores in reactivity are excluded. In this case the same results are obtained from a one-way MANOVA in respect to



predominant values:  $F(8,75) = 2.06$ ,  $p = .05$  for the whole structure of satisfaction;  $F(1,82) = 8.81$ ,  $p = .004$  for Conditions;  $F(1,82) = 1.66$  for overall job satisfaction. This means that probably a strong difference in overall job satisfaction due to predominant values occurs among people who are moderate in reactivity. The data also indicate that the interaction of the predominant values with reactivity does not affect the whole structure of job satisfaction, neither overall job satisfaction nor satisfaction with any specific aspect.

### 5.3. Connections Between Overall Job Satisfaction and Satisfaction With Work Aspects

TABLE 6. Correlation Coefficients of Overall Job Satisfaction With Satisfaction With Work Aspects in Groups Differentiated Regarding Predominant Values or Reactivity or Both

Groups		Colleagues	Superiors	Contents	Conditions	O&M	Development	Salary
Ach (50)	<i>r</i>	.427 <sup>3</sup>	.340 <sup>2</sup>	.514 <sup>3</sup>	.294 <sup>1</sup>	.247 <sup>1</sup>	.626 <sup>3</sup>	.376 <sup>2</sup>
	<i>z</i>	.4562	.3541	.5681	.3029	.2522 <sup>a</sup>	.7348	.3954
SR (68)	<i>r</i>	.397 <sup>3</sup>	.534 <sup>3</sup>	.478 <sup>3</sup>	.510 <sup>3</sup>	.541 <sup>3</sup>	.532 <sup>3</sup>	.426 <sup>3</sup>
	<i>z</i>	.4201	.5957	.5204	.5627	.6056 <sup>a</sup>	.5929	.4550
LR (42)	<i>r</i>	.722 <sup>3</sup>	.643 <sup>3</sup>	.772 <sup>3</sup>	.655 <sup>3</sup>	.627 <sup>3</sup>	.669 <sup>3</sup>	.540 <sup>3</sup>
	<i>z</i>	.9118 <sup>b</sup>	.7633 <sup>b</sup>	1.0253 <sup>a</sup>	.7840 <sup>b</sup>	.7364 <sup>c</sup>	.8089	.6042 <sup>c</sup>
HR (42)	<i>r</i>	.411 <sup>2</sup>	.279 <sup>1</sup>	.532 <sup>3</sup>	.227 <sup>0</sup>	-.129	.494 <sup>3</sup>	-.013
	<i>z</i>	.4368 <sup>b</sup>	.2866 <sup>b</sup>	.5929 <sup>a</sup>	.2310 <sup>b</sup>	-.1297 <sup>c</sup>	.5413	-.0130 <sup>c</sup>
LR Ach (16)	<i>r</i>	.867 <sup>3</sup>	.852 <sup>3</sup>	.817 <sup>3</sup>	.766 <sup>3</sup>	.507 <sup>1</sup>	.552 <sup>1</sup>	.521 <sup>1</sup>
	<i>z</i>	1.3209 <sup>a</sup>	1.2634 <sup>b</sup>	1.1477	1.0106	.5587	.6213	.5777
LR SR (26)	<i>r</i>	.592 <sup>3</sup>	.497 <sup>2</sup>	.798 <sup>3</sup>	.581 <sup>3</sup>	.711 <sup>3</sup>	.747 <sup>3</sup>	.558 <sup>2</sup>
	<i>z</i>	.6807 <sup>a</sup>	.5453 <sup>b</sup>	1.0931	.6640	.8892	.9661	.6299
HR Ach (20)	<i>r</i>	.297	-.050	.634 <sup>3</sup>	.047	-.431 <sup>1</sup>	.689 <sup>3</sup>	-.136
	<i>z</i>	.3062	-.0501 <sup>b</sup>	.7481	.0470	-.4611 <sup>b</sup>	.8461 <sup>a</sup>	-.1368
HR SR (22)	<i>r</i>	.549 <sup>2</sup>	.688 <sup>3</sup>	.351 <sup>0</sup>	.381 <sup>1</sup>	.278	.208	.254
	<i>z</i>	.6170	.8442 <sup>b</sup>	.3666	.4012	.2855 <sup>b</sup>	.2111 <sup>a</sup>	.2597

Notes. 0— $p < .10$ , 1— $p < .05$ , 2— $p < .01$ , 3— $p < .001$  (1-tailed). After transforming coefficients *r* into *z*, the significance of differences was assessed according to the formula:

$$|z_1 - z_2| \geq SD * t_{p,f} \left( f = n_1 + n_2 - 4; SD = \sqrt{\frac{(n_1 + n_2 - 6)}{(n_1 - 3)(n_2 - 3)}} \right)$$

(see Blalock, 1975, pp. 345–348). The differences are significant at a— $p < .10$ ; b— $p < .05$ ; c— $p < .01$ . *r*—Pearson's correlation coefficient; *z*—Fisher's transformation of *r*. LR—low-reactives; HR—high-reactives, Ach—achievement-oriented; SR—social-relations-oriented; O&M—Organization and Management. The number of participants in each group is shown in parentheses.

We can see in Table 6 that among the achievement-oriented and relations-oriented workers overall job satisfaction is correlated with satisfaction with each aspect. However, among the former, the connection regarding Organization and Management is significantly weaker than among the latter. Among the LRs coefficients for all the aspects are high and very significant, whereas among the HRs overall job satisfaction is not correlated with satisfaction with two aspects (Salary and Organization and Management), and its correlation with satisfaction with Conditions of work is significant only as a tendency. Moreover, the connections with all the aspects except for Development are stronger among the LRs than the HRs.

In the groups differentiated in respect of both the independent variables, it is visible that among the LRs regardless of their predominant values all coefficients are high and significant. However, among the achievement-oriented LRs they are higher for aspects related to interpersonal relations than among those relations-oriented. Among the HRs significant coefficients depend on the predominant values. Among the achievement-oriented HRs significant positive correlations occur only regarding Development and Contents and one negative correlation appears in relation to Organization and Management. Among relations-oriented HRs significant positive correlations are evident for two aspects related to interpersonal relations, for Conditions and as a tendency for Contents. Moreover, the connection regarding Superiors is stronger among the relations-oriented HRs in comparison to those achievement-oriented, but the case is reverse in relation to Development and Organization and Management.

## 6. DISCUSSION

### 6.1. Importance of Work Aspects and Job Satisfaction Related to the Predominant Values

Hypothesis 1.1. stating that for relations-oriented people Colleagues and Superiors are more, whereas Development and Contents are less important aspects than for achievement-oriented ones, has strong confirmation regarding all these aspects except for Superiors. The results also show that achievement and social relations values considered as the two predominant values influence the whole structure of importance of work



aspects. So, taking into account data regarding the importance of the two values (Zalewska, 1999), we can say that those personal values have strong impact on the structure of the importance of work aspects, which are considered during making a decision on taking up a job. However, besides the differences for Colleagues and Contents, which seem basic in this context, other differences for specific aspects depend on considered properties of the values: their importance (for Superiors or Organization and Management) or their dominance (for Development).

As a result of the differences in the structure of importance of work aspects we can say that people with other predominant values pay attention to different aspects besides Salary, when taking up a job. So, apart from earning a living, they probably search for other possibilities at work. The achievement-oriented look for an interesting and challenging job (Contents and Development are very important for them), whereas the relations-oriented mostly want to meet their social needs (Colleagues and Job security are very important).

As regards job satisfaction the results are congruent with Hypothesis 1.2. Relations-oriented workers, compared to achievement-oriented ones, tend to manifest higher overall job satisfaction. They are also more satisfied with Conditions. Data are similar to those obtained in respect to the importance of the social relations value, and are congruent with the suggestions that culture values and goals of banks facilitate P-E fit and meeting aspirations of people for whom social relations values are very important (Zalewska, 1999), because banks are assumed to be Humane Oriented institutions (House et al., 1997).

Hypothesis 1.3 states that among the relations-oriented, correlations of overall job satisfaction with satisfaction with Colleagues and Superiors are higher, whereas with Development and Contents they are lower, in comparison to those among achievement-oriented workers. This statement has no confirmation in the data. The assumed indirect impact of the two values on overall job satisfaction is not visible, in spite of the fact that this time the predominant values are considered and a more specific way of analysis is used. The only (unexpected) difference occurs for Organization and Management: Satisfaction with it is higher correlated with overall job satisfaction among the relations-oriented workers than among the achievement-oriented ones. This result will be discussed further.

## 6.2. Importance of Work Aspects and Job Satisfaction Related to Reactivity

Although reactivity tends to influence the whole structure of importance of work aspects, Hypothesis 2.1 that Conditions are less important, whereas Colleagues and Superiors are more important aspects for HR workers in comparison to the LR ones, has only limited direct confirmation regarding Superiors. Instead of Conditions, Job security is the aspect that is more important for the LRs than for the HRs. The last result seems to be inconsistent with the data that the HRs manifest a higher level of anxiety and neuroticism than the LRs (Strelau, 1983). In this context, steady work should be more important for them rather than for the LRs. It could be that a new economic situation with unemployment in Poland decreases all workers' feeling of security. The HRs with their orientation and high sensitivity to social stimuli focus their attention on Superiors, who can evaluate their work and can decide about their further employment, whereas the LRs with their low sensitivity to social stimuli, but with their orientation to objects concentrate directly on the possibility of having long-time employment. Indirect confirmation of Hypothesis 2.1. regarding Colleagues is visible when we consider aspects that are especially important (with scores above 10) for taking up a job (Figure 2). Besides Salary, important aspects are Colleagues and Contents for the HRs, whereas only a Job security for the LRs. In general, data are consistent with the assumption that the HRs are oriented to social aspects, whereas the LRs are oriented to objects or physical aspects of environment (Eliasz, 1985, 1987, 1990).

Obtained data fully confirm that the HRs, in comparison to the LR ones, are less satisfied with Contents, Conditions, and Salary (Hypothesis 2.2). Their assumed lower need for stimulation, narrower range of optimum stimulation and higher sensitivity to deviations from the optimum (Eliasz, 1985) more often cause stress and high costs, connected with overload (Zalewska, 1995, 1997), which decreases their satisfaction with Conditions and Contents. Higher costs, compared to costs of other people, probably decrease their satisfaction with Salary (Adams, 1965). The data also indicate that they are less satisfied than the LRs with Development. Eliasz (1974) and Strelau (1983) have found that LR people, compared to the HRs, have more realistic aspirations and modify them according to feedback better. This can be another reason for their higher satisfaction with Contents. This can explain their higher



satisfaction with Development, if according to feedback they modify their goals and aspirations connected with personal development at work better than the HRs, too.

In Hypothesis 2.3, it is expected that among the HRs correlations of overall job satisfaction with satisfaction with Colleagues and Superiors are higher, but with satisfaction with Conditions it is lower, in comparison to those correlations among LR workers. Despite these expectations, we can see that among the LRs overall job satisfaction is highly correlated with satisfaction with each aspect and correlations for all aspects, except for Development, are higher than those among the HRs. Among the latter, correlations for Salary and Organization and Management are not significant. The results can mean that among the LRs the examined work aspects have stronger impact on overall job satisfaction than among the HRs, for whom this impact more strongly depends on other factors, among others on predominant values. However, the results can indicate that the LRs show a halo effect and evaluate all the aspects very similarly, probably in accordance with the estimation of overall job satisfaction, whereas the HRs differentiate the aspects and evaluate them fairly independently.

### **6.3. Importance of Work Aspects and Job Satisfaction Related to the Interaction of the Predominant Values with Reactivity**

In general it is expected that assumed impact of the predominant values on examined dependent variables is stronger among HR workers than among LR ones. This expectation has no confirmation regarding job satisfaction. As regards importance of work aspects the data even indicate that the impact of predominant values on the importance of Contents occurs only for the LRs, and for the HRs it is not significant. The case is reverse for Salary, but this difference can hardly be explained by impact of values. These results lead to the reflection that the suggestion is wrong regarding the direct impact of the predominant values on job satisfaction and the importance of work aspects.

It is visible that the impact of reactivity on the importance of work aspects is stronger among relations-oriented workers than among achievement-oriented ones. Among the latter, regardless of their reactivity, Salary is the most important aspect, and besides it Contents and Development are very important aspects considered before taking up

a job (Job security is an additional one for the LRs is), see Table 3. Among the former, different aspects are most important regarding reactivity: Salary and Job security for the LRs, but Colleagues, Superiors, Contents, and Salary for the HRs. Moreover, only for the latter, Salary is not on the top of importance ranking. It seems that relations-oriented HRs, compared to the LRs, perceive work aspects as more similar in respect to importance (the biggest difference is about 5 among the HRs and about 15 among the LRs) and are more cautious in making a decision on taking up a job, as they want to obtain more goals at work: to earn a living, to have an interesting job, and most of all to meet their social needs. Relations-oriented LRs, with their low susceptibility to social stimuli, before taking up a job probably consider mostly the possibility to earn a living and to have a steady job.

The results show that the indirect impact of the predominant values on job satisfaction is stronger among the HRs than among the LRs. Among the LRs regardless their predominant values overall job satisfaction is highly correlated with each aspect and it can be similar to an average of satisfaction with the aspects. However, these results can also illustrate the halo effect mentioned in section 6.2. Moreover, for achievement-oriented LRs correlations regarding Colleagues and Superiors are higher than for relations-oriented LRs, which is inconsistent with the assumed impact of the values and difficult to explain. Among the HRs the connections of overall job satisfaction with satisfaction with aspects depend on their predominant values: Correlations are significant mostly for the aspects that are indicated as important during making a decision on taking up a job. These findings are congruent with the assumption that the HRs, as more sensitive to social stimuli, internalize values deeper than the LRs. The different regularities for the HRs and LRs also explain the fact that they do not differ in overall job satisfaction, in spite of the differences in satisfaction with 4 aspects.

It is interesting that among the HRs oriented to Achievement, satisfaction with Organization and Management is negatively connected with job satisfaction. Among all the achievement-oriented, this correlation is weak (.25) and lower than among the relations-oriented. Among all the HRs it is not significant. It seems that in these groups satisfaction with this aspect acts like vitamin A or D according to Warr's model (Warr, 1987): Too little probably causes difficulties in achieving goals, whereas too much results in a sense of inability to organize work. Among achievement-oriented HRs it seems to act as poison. For them



achieving goals is very important, but they are assumed to be very sensitive to punishment, failures (Eliasz, 1985), and to have rather low self-esteem (Strelau, 1983). Just low satisfaction with this aspect probably allows them to defend their self-esteem in case of failure, but in the case of success to attribute it to themselves. So, in both cases low satisfaction with Organization and Management facilitates their overall job satisfaction.

## 7. CONCLUSIONS

Personal values strongly influence the structure of importance of investigated work aspects. Reactivity also affects it, especially among relations-oriented workers. That means that employers should use other incentives when interviewing people with different reactivity and oriented to different values, because they consider different aspects of work besides Salary, before taking up a job.

Relations-oriented bank workers are more satisfied with the job in general and with Conditions than achievement-oriented ones. Low-reactives, compared to high-reactives, are more satisfied with Contents, Conditions, Development, and Salary, but are similarly satisfied with the job in general. As bank employees are the only study group, it remains to be found whether revealed regularities, especially regarding job satisfaction, are specific for bank workers (which is assumed) or can be generalized to Polish working population.

Findings for the low-reactives support the earlier mentioned suggestion offered by Katz (1964) that other factors mostly influence decisions on taking up a job (some aspects of work dependent on the values) and satisfaction with the job (all aspects regardless of their importance and regardless of values). However, overall job satisfaction of the high-reactives is significantly correlated mainly with those aspects (except Salary) that are important for taking up a job and depend on the predominant values. So, among them values also indirectly influence job satisfaction and their job satisfaction particularly depends on their expectations and aspirations, connected with their personal values, being met at work.

The results also lead to a more general reflection that some personal properties like reactivity can modify regulative functions of personal values and mechanisms influencing overall job satisfaction and well-being. It seems that personal values have a more declarative character

for low-reactives than for high-reactives. As a result, especially for the high-reactives, internal consistency in valuation system is important for their well-being (Zalewska & Brandstaetter, in press) and meeting their expectations or aspirations at work (motivational person-environment fit) is very important for their overall job satisfaction.

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