

*Full Length Research Paper*

# Effect of job rewards on job satisfaction, moderating role of age differences: An empirical evidence from Pakistan

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**This study explores the relationship between work rewards and job satisfaction with moderating effect of age differences. It is an empirical study and a sample of 84 full time employees of FESCO (Faisalabad Electric Supply Company, Pakistan) was taken. The results of this study reveal that job rewards are proved to be strong determinant of job satisfaction. Job satisfaction is more related to extrinsic rewards for employees than intrinsic rewards. The age differences have moderating effect on job satisfaction as it increases with rise in age.**

**Key words:** Job satisfaction, intrinsic value, extrinsic value, age differences, Pakistan.

## INTRODUCTION

The quality of work life experienced by employees in organizations has been an area of great interest for practitioners and researchers (Sekaran, 1989). The concept of work satisfaction had a significant importance in the social science literature for many years. A vast amount of research has been conducted on this subject, and related work dimensions (Clifford, 1985). Job Satisfaction is a yardstick for appraisal of the quality of work experiences as mentioned by Locke (1976). He also reported that over hundreds of articles have been compiled on this topic, and are still growing with exponential numbers. Among the most accepted definitions of job satisfaction is the one by Locke (1969) who defines job satisfaction as "a positive emotional feeling, a result of one's evaluation towards his job and his job experience by comparing between what he expects from his job and what he actually gets from it". Job satisfaction may also be discussed as the result of the interaction of the employees and his perception towards his job and work environment (Locke, 1976). The antecedents that affects the job satisfaction, may be a large number of, like work values, one's maladjustment, work rewards, work ethics, personal attributes, hours of work, emotions, performance, threat to job stability, work

environment, organizational social concern Ronald and Steade (1976); Fisher (2000); Ravinder and Browne (1977); Sekaran (1989); Clifford and Macue (1997); Eyupoglu and Saner (2009) and others studied by different scholars. In these different dimensions the rewards structure have strong relationship with job satisfaction (Clifford, 1985). Earlier Job rewards have been studied as set of the task itself, salary, promotions, behavior of supervisors and coworkers, cohesiveness of work groups, security, fringe benefits, and working environment (Locke 1976; Gruenberg, 1979). The demographic variables are also very important while a study is being conducted on relationship of work rewards with job satisfaction. The work of authors like Kalleberg and Loscocco (1983); Donald and Abdullah (1987); Douglas et al. (1991) demonstrated how age combines with work to produce differences in work-role. Moreover Age differences may be a good predictor of one's job satisfaction and behavior on the job. The work of Kalleberg (1983) effectively showed the direction of work rewards towards job satisfaction but only one scholar (Clifford, 1985) focuses on diverse occupational groups. Here in our scenario the same research gap exists for the developing country like Pakistan. No doubt, private organizations have tried to overcome this gap but public organizations are lacking even from this research approach. According to the best knowledge of the author, no considerable work has been done in this area in Pakistan. This study will focus on the relative importance

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of job rewards with employees overall satisfaction in a public sector organization where they are working on same level but with large age differences. The purpose of the study is to determine the relationship between the level of job satisfaction and job rewards as determinant of job satisfaction with the moderating impacts of age differences.

## LITERATURE REVIEW

The literature review of related determinants of job satisfaction as variables are concluded in following section.

### Job rewards

Work rewards have been defined as "potential sources of rewards to the worker" (Kalleberg, 1977). It represents what the individuals want to obtain from work or what they perceive. Previous research shows how job rewards are strong determinant of job satisfaction. For instance, Gerald and Dorothee (2004) and Clifford (1985) found that rewards are significantly related to professionalism and job satisfaction. They supported the argument that job satisfaction for professionals is derived in part from what professional perceives from job. Job satisfaction is influenced by job rewards (Clifford, 1985). Earlier research work posited that the job rewards includes the entire work benefits. However on the other hand, the work of (Kalleberg, 1977), had raised questions about the manner in which work values affect job satisfaction. Actually Kalleberg distinguishes between work values and job rewards. Work values refer "to general attitudes regarding the meaning that an individual attaches to the work role" (Kalleberg, 1977). Eventually job rewards and job values are the intrinsic and extrinsic benefits that workers receive from their jobs. Kalleberg, (1977) and Janet and Lacy, (1987) argued that job satisfaction is affected by both these factors, but rewards related to financial part of job rewards are more significantly related to job satisfaction vis-à-vis job values which are related to intrinsic part of job rewards. Clifford (1985) had divided job rewards into categories, a conceptual division like intrinsic and extrinsic rewards. It can be subdivided into intrinsic rewards as task autonomy, task significance, and task involvement (Clifford, 1985). Task autonomy refers to the degree of freedom in task performance. Task significance implies the degree to which the task is perceived as a significant contribution to the work process.

Task involvement refers to the degree to which the task is considered interesting or challenging. Extrinsic rewards are financial benefits and organizational rewards. Over and again the findings of different researches suggested that Job rewards are strongly correlated with job satisfaction and no significant difference for male and

females (Watson and Meiksins, 1991). But the study of (Kalleberg and Loscocco, 1983) confirmed that women receive significantly fewer job rewards than men. While assessing the job satisfaction of engineers, the work of James (1991) found that task significance and the intrinsic interest of the work is the major predictor of their job satisfaction. Kalleberg (1980) had studied "differences in job rewards" as result of class and occupation differences. He found that class and occupation had independent effects on both type of rewards. Ravinder (1977) found that the job satisfaction of lower level employees can be increased by enhancing the autonomy in the jobs. Clifford and Macue (1997) revealed that higher level professionals are not satisfied with their reward system so they report low job satisfaction. Sekaran (1989) found that getting employees deeply involved in jobs is not directly related to job satisfaction. But it increases with increase in task involvement and task significance.

From all above discussion of the findings it is evident that job rewards may be strong determinant of job satisfaction.

### Age differences

Demographic differences among employees are associated with job satisfaction (Donald and Abdullah, 1987; Kalleberg and loscocco, 1983; Douglas, 1991) had studied the job satisfaction of older workers. He showed that the intrinsic rewards have a positive effect on job satisfaction. No extrinsic rewards were significantly related to job satisfaction. For the relation of job satisfaction and age, older workers are more satisfied with their jobs than younger workers (Kalleberg, 1977). Kalleberg and loscocco (1983) argued that job satisfaction increased with proportional rise in age as older worker have good jobs. They also concluded that Levels of intrinsic rewards appear to increase up to around age 40 and again after age 61; during the 41 - 60 age periods, however, the age intrinsic reward relationship becomes relatively flat.

### Job satisfaction

Locke (1976 and 1969) defined job satisfactions as "a function of the range of specific satisfactions and dissatisfactions that he/she experiences with respect to the various dimensions of work" It includes what Individuals expect from job and what they receive. Janet (1987) concluded that for job intrinsic rewards, workers with a supervisory role report higher level of job satisfaction, while those in subordinate roles indicate lower job satisfaction. Eyupoglu and Saner (2009) studied the satisfaction levels of academics in North Cyprus and investigated whether rank is a predictor of

their job satisfaction. Their results demonstrated that overall the employees share moderate level of job satisfaction. 4 job facets among 20 like advancement, compensation, co-workers and variety found to be correlated with job satisfaction. Moreover, Kalleberg and Loscocco (1983) reported that while considering the importance of individual attributes to job satisfaction, best documented and strongest relationship is between one's age and job satisfaction. The income history and past job rewards are as important as the current rewards are. Findings of Janet (1987) also showed that Job satisfaction for both men and women is more likely to be affected by a comparison of their present financial situation to their past situation. In view of sex differences, the study of Kalleberg and Loscocco (1983) reported that there is no significance difference in job satisfaction levels between women and men. However, the research of Donald and Abdullah (1987) generated contrary results that men report more job satisfaction than women workers.

The literature survey in this area is inconsistent. Some studies have found the work rewards and the determinants of work satisfaction by age and sex differences and vice versa. The relationship of job satisfaction with conceptual divisions of job rewards is reported differently by various researchers. In the light of this discussion the purpose of current study is to determine the relationship between the level of job satisfaction and job rewards with moderating impact of age differences.

The study is primarily concerned with assessing the relative importance of intrinsic and extrinsic rewards as sources of job satisfaction.

## Theoretical frame work

Theoretical framework (Figure 1) describes the variables in the conceptual Model. The model suggests Job satisfaction as dependent variable and proposes that job rewards (intrinsic and extrinsic rewards) as independent variable. Job satisfaction is affected by job rewards. Age differences moderate the relationship between different levels of job satisfaction and job rewards. These relations are based on review of the literature that tends to support this conceptual model.

## Research problem

Do work rewards effect the job satisfaction of employees, belong to different age groups?

Are different types of rewards related with job satisfaction?

**H1:** Work rewards are positively related with job satisfaction.

**H2:** Age difference moderate the relationship between work rewards and job satisfaction.

## METHODOLOGY

### Sample and procedures

The data for this study was obtained from FESCO (Faisalabad Electric Supply Company, Pakistan), Sub Company of WAPADA. Diverse departments were selected to participate in the study. The departments comprised of water wing and power wing. Within each Department convenient sampling procedures were used to ensure an adequate representation of respondents from all major groups and levels. The respondents were classified into four categories: (a) "white collar", consisting of officers rank like BPS 17 and above. i.e. FESCO medical core (Doctors), manager (senior engineers), Chief Engineers; (b) "operational management" including, Assistant managers(SDO), deputy managers (Executive engineers), (c) "clerical staff", consisting of lower divisional clerks (LDC), senior divisional clerks (SDC), upper divisional clerks (UDC), head clerks (HC) (d) technical helper, consisting of foramens, grid station staff (that is ASS,SSO,SSO1), Line superintendents(LS). Higher level of managerial posts mentioned in a, b categories are actually repeated in different departments of FESCO that is Operations, Customer service, GSO, Protection and instrumentation, Transmission and Grid Station, Construction, Planning and design, Distribution control centre, Civil and Telecommunication.

A sample of 125 participants was taken from the population. 44% questionnaires were self administrated and rest was mailed to participants. The total sample consisted of full-time employees representing different levels and responsibilities. 84 were received back hence response rate was 68%. Questionnaire consisted of three pages in length, contained four sections assessing intrinsic rewards, extrinsic rewards, job satisfaction and demographics.

In analysis, the issue of missing data was handled by eliminating all respondents with any missing items. The average number of years in age is in between 41 - 45. The majority are males (96%), with overall designation categories like 21% white collar, 38% operational managers, 10% clerical staff, 19% technical helpers. Average number of years experience is 16 years and average number of years of education is 15. Average pay scale is 16 for given sample. However demographic variables show that participants belong to different age groups, pay scale, years of experience and educational level.

### Measurement

All the scales used to measure the constructs in this study were derived from instruments designed for previous studies in which their reliability and validity were checked and reported.

### Work satisfaction

Overall work satisfaction is defined as the worker's affective response to the total work situation. This scale was constructed from three commonly used global items. This scale was used and tested by (Clifford, 1985). This study used a five point Likert-scale format to measure the job satisfaction. Degree of agreement varies from 1-5 representing 1 for strongly disagree to 5 for strongly agree and accordingly in between. Clifford (1985) reported reliability by Cronbach's alpha which yielded of 0.772.

### Intrinsic rewards

Three intrinsic rewards associated with the Job were selected for the analysis. The scales used to measure these three factors, already constructed, used and tested by Mottaz (1981) were "taken". Each scale consists of four five-point Likert-scale items.

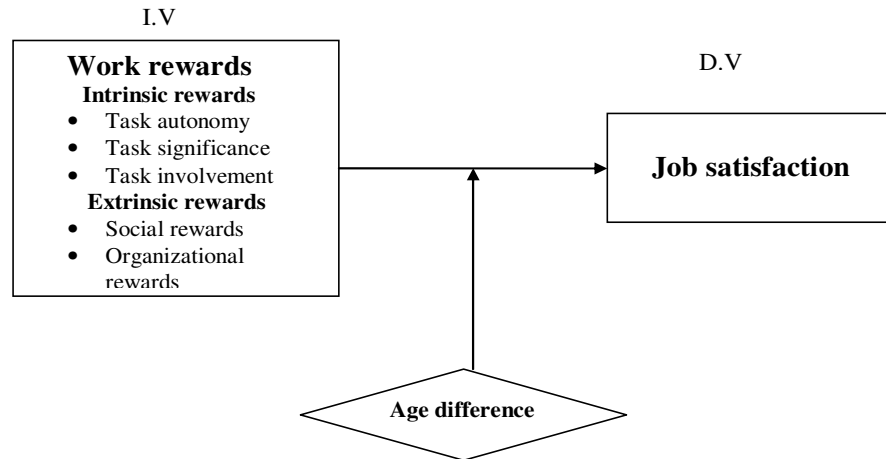


Figure 1. Schematic diagram.

Degree of agreement varies from 1 - 5 representing 1 for strongly disagree to 5 for strongly agree and accordingly in between. Clifford (1985) disclosed reliability by Cronbach's alpha which yielded of 0.917 for the autonomy scale, .790 for the task significance scale, and .875 for the task involvement scale.

#### Extrinsic rewards

Two extrinsic rewards associated with the work context were included in the analysis. The items used to measure these factors were drawn from several widely used scales reported in Robinson et al (1969) and Clifford (1985). The items of these scales were modified accordingly to present stage, due to our societal changes. Clifford (1985) recorded reliability by Cronbach's alpha which yielded reliability coefficients of 0.822 and 0.821 for the two scales respectively Organizational rewards and social rewards. Degree of agreement varies from 1 - 5, representing 1 for strongly disagree to 5 for strongly agree and accordingly in between.

#### Statistical methods

Following appropriate statistical tools was used for data analysis.

#### Pearson correlation

According to the requirements of the theoretical model (Figure 1), the test of measuring the association of variables is Pearson correlation, because it tests the "interdependency" of the variables discussed in the model.

#### Multiple regression analysis

To measure the relative strength of I.V's on D.V and significance of the model the multiple regression is used because there are more than one independent variable exist in the model.

## RESULTS

The Pearson correlation matrix shows that job satisfaction

is positively and significantly related with extrinsic rewards (0.452\*\*,  $p < 0.05$ ). Job satisfaction is positively and significantly related with intrinsic rewards (0.383\*,  $p < 0.05$ ) but less than extrinsic rewards. Job satisfaction is significantly related with age (0.552\*\*,  $p < 0.05$ ). This is the strongest relationship of tested model. Age is also correlated with intrinsic rewards (0.379\*\*,  $p < 0.05$ ) and extrinsic rewards (0.436\*\*,  $p < 0.05$ ). Age is more related to job satisfaction than job rewards (Table 1).

In Table 2, mean and standard deviation of all variables and one way analysis of variance results for age differences has been shown. It actually shows the direction of job satisfaction, intrinsic rewards, and extrinsic rewards with relation to age differences. As we have used age differences as moderating variable so these analyses will clearly showing that job satisfaction is increasing with increase in age differences. Therefore old worker are reporting high level of satisfaction (4.31) with least S.D (0.51) and intrinsic rewards 3.45 with S.D (0.30) but the intrinsic rewards almost remain the same for all age groups (Table 2).

#### Regression analysis

Table 3 shows that the model tested is significant ( $P < 0.05$ ). The regression analysis accounted for 25% change is caused by job rewards to job satisfaction which is dependent variable. Value of beta also shows the positive rate of change by dependent variables (0.243 and 0.356) with both independent variable are significant respectively (0.023, 0.001  $> 0.05$ ).

#### Moderating variable analysis

To test the moderating variable, age differences with

**Table 1.** Pearson correlations.

	Mean	Std. deviation	Job satisfaction	Intrinsic rewards	Extrinsic rewards	Age
Job satisfaction	3.6270	0.66143	1			
Intrinsic rewards	3.5020	0.34077	0.383*	1		
Extrinsic rewards	3.3378	0.57259	0.452**	0.395*	1	
Age	4.77	1.745	0.552**	0.379*	0.436**	1

\*\*Correlation is significant at the 0.01 level.  
N = 84.

**Table 2.** Comparism with age differences.

	Job satisfaction		Extrinsic rewards		Intrinsic rewards		
	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation	
Age	(26 - 30)	2.74	0.81	2.74	0.62	3.30	0.23
	(31 - 35)	3.17	0.43	3.06	0.36	3.43	0.28
	(36 - 40)	3.73	0.43	3.35	0.64	3.34	0.26
	(41 - 45)	3.91	0.73	3.59	0.42	3.63	0.51
	(46 - 50)	3.85	0.37	3.39	0.47	3.52	0.27
	(51 - 55)	3.93	0.56	3.82	0.53	3.86	0.26
	(56 - 60)	4.13	0.51	3.45	0.3	3.57	0.27

**Table 3.** Regression analysis

R-Square	F-change	N	Sig. F-change
0.254 <sup>a</sup>	13.791	84	0.000
Model independent variables	Standardized coefficients	t	Sig.
	Beta		
(Constant)		0.907	0.367
Intrinsic rewards	0.243	2.323	0.023
Extrinsic rewards	0.356	3.408	0.001

a. Predictors: (Constant), extrinsic rewards, intrinsic rewards  
b. Dependent variable: job satisfaction.

respect to job satisfaction and job rewards linear regression is used and comparison of change in R square is tested.

Table 4 shows that the linear model tested is significant (P < 0.05).The regression analysis accounted for 25% change is caused by job rewards to job satisfaction which is dependent variable. Value of beta also shows the positive rate of change by dependent variables (0.504) with independent variable is significant (0.000 > 0.05). Table 5 shows that the linear model tested is significant (P < 0.05). The regression analysis accounted for 35% > (0.25% simple regression result Table 4) change is caused by job rewards and age differences to job satisfaction which are dependent variable. Value of beta also shows the positive rate of change by dependent variables (0.591 > 0.509 simple regression result Table 4) with independent variable is significant (0.000 > 0.05).

As the R square value is greater for the job rewards \* AGE than only for Job rewards (35% > 0.25%). The age difference is proved as a significant moderating variable.

**DISCUSSION AND IMPLICATIONS**

The purpose of this study was to measure the relationship between job rewards and job satisfaction of FESCO employees in Pakistan. After interpretation of results, our H1 is sustained as there is a significant relationship is found between intrinsic and extrinsic rewards and job satisfaction. But comparatively extrinsic rewards have stronger relation than intrinsic rewards. It means that FESCO employees are more concerned with what the job is actually paying to them. The study conducted by Clifford (1985) showed that people are more

**Table 4.** Regression for moderation

Model	R	R -square	Adjusted R-square	Std. error of the estimate
1	0.504 <sup>a</sup>	0.254	0.244	0.57493
Model	Standardized coefficients Beta		t	Sig.
(Constant)			1.214	0.228
Job rewards		0.504	5.278	0.000

a. Predictors: (Constant), job rewards.

**Table 5.** Regression for moderation

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	0.591 <sup>a</sup>	0.350	0.342	0.53671
Model	Standardized coefficients Beta		t	Sig.
(Constant)			17.837	0.000
Job rewards * age		0.591	6.638	0.000

a. Predictors: (Constant), job rewards \*age.

satisfied with intrinsic rewards than extrinsic rewards. In fact, the local job conditions of Pakistan matters where job security is an issue for the employees. One cannot get job easily if he/she is fired from current job. As FESCO is public organization, it has very attractive fringe benefits, pension plans and others for retired workers. And the core competency advantage over private sector is job security and associated fringe benefits, so these factors result the high relationship between job satisfaction and extrinsic rewards. The poor working environment, less challenging job, low job involvement, politics and leg pulling are the instrumental factors that resulted in low availability of intrinsic job rewards for FESCO employees.

The moderating impact of age differences on the relationship between work reward and job satisfaction is proved and results are significant. The significant relationship of age with both job rewards and job satisfaction proves it as moderating variable (Table 4 - 5). Hence the H2 Age difference moderate the relationship between works rewards and job satisfaction is proved. There is a relationship between age and job satisfaction (0.552\*\*,  $p < 0.05$ ) Table 2. Kalleberg (1977) also came up with same findings and support our results, however if we see the Table 1 for age groups one variance, job satisfaction increases not only with age rise but with increase in extrinsic rewards also. It means that old age employees report high satisfaction if they are furnished with extrinsic rewards more than intrinsic rewards. It is contrary to the findings of Janet (1987) and Douglas (1991) which showed that older employees are more satisfied with intrinsic rewards than extrinsic rewards.

Actually, our social setup, culture and responsibilities felt by old age employees for their dependents are reason for such findings. In Western cultures after 19 years of age, dependents of an individual are free and independent to manage their problems. There is no formal responsibility of parents to support them when they are young. But here in Pakistan an opposite scenario can be observed. Joint family system and domestic assistance increases the responsibilities of parents specially the male members of the family. So they show more instrumental behavior towards their job satisfaction as their age increases. WAPDA is the second largest organizational setup in Pakistan. WAPDA professionals are performing an important job; their satisfaction level should be marked carefully. It becomes more important when there is large diversification in age even at the same rank because appraisal system allows promotion of low rank workers to high rank jobs designed for engineers due to their age related experience. That is an individual with simple intermediate can be SDO after 30 - 35 years of experience. Usually electrical engineers are appointed on this rank. But appraisal conditions are same for both. This study is an attempt to reduce biasness while appraising, rewarding and recruiting the employees of different age groups. It may work for some changes to the set standards of our 62 year old rigid bureaucratic setups of public sector organizations of Pakistan.

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**APPENDIX**

**Questionnaire**

**Respondent demographics**

<b>Designation</b>	<b>Experience (Years)</b>
<b>Gender (M/F)</b>	<b>Years of education</b>
	† (20 - 25)
	† (26 - 30)
	† (31 - 35)
	† (36 - 40)
Pay scale(BPS)	Age:
	† (41 - 45)
	† (46 - 50)
	† (51 - 55)
	† (56 - 60)

Note: Please tick the appropriate answer.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

**Job satisfaction**

Generally speaking, I am satisfied with this job.	1	2	3	4	5
If I had the opportunity to start over again, I would choose the same type of work I presently do.	1	2	3	4	5
Taking into consideration all things about my job, I am very satisfied.	1	2	3	4	5

**Intrinsic rewards**

**Task autonomy**

I have a good deal of freedom in the performance of my daily task.	1	2	3	4	5
I make most work decisions without first consulting my superior.	1	2	3	4	5
I am not able to make changes regarding my job activities.	1	2	3	4	5
I make my own decisions in the performance of my work role.	1	2	3	4	5

**Task significance**

My work is a significant contribution to the successful operation of the organization.	1	2	3	4	5
Sometimes I am not sure I completely understand the purpose of what I'm doing.	1	2	3	4	5
My work is really important and worthwhile.	1	2	3	4	5
I understand how my work role fits into the overall operation of this organization.	1	2	3	4	5

**Task involvement**

I do not feel a sense of accomplishment in the type of work I do.	1	2	3	4	5
My work provides me with a sense of personal fulfillment.	1	2	3	4	5
I have little opportunity to use my real abilities and skills in the type of work I do.	1	2	3	4	5
My work is interesting and challenging	1	2	3	4	5



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**Extrinsic rewards**
**Social rewards**

I found supervisors as perceived, are supportive and helpful in job matters	1	2	3	4	5
I believe my colleagues are supportive and helpful.	1	2	3	4	5

**Organizational rewards**

There are adequate supplies; equipment, time and the environment to do a good job are available to me.	1	2	3	4	5
I feel my salary is comparable to others performing the same or similar jobs	1	2	3	4	5
I am satisfied with "job provides" opportunity for advancement	1	2	3	4	5
I feel the pension plan, medical coverage, and the like are sufficient.	1	2	3	4	5

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