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JOB SATISFACTION OF NONPROFIT WORKERS

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A Project

Presented to the

Faculty of

California State University,

San Bernardino

_____

In Partial Fulfillment

of the Requirements for the Degree

Master of Social Work

_____

by

Christine Sarah Johnson

June 2011

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Approved by:

_____   _____
Dr. Janet C. Chang, Faculty Supervisor   Date
Social Work,

_____
Ken F. Sawa, M.S.W., L.C.S.W., Catholic
Charities San Bernardino/Riverside

_____
Dr. Rosemary McCaslin,
M.S.W. Research Coordinator

ABSTRACT

The purpose of this study was to investigate the overall job satisfaction of employees that work in nonprofit organizations that have religious names. The study used individual survey methods to collect its data. A total of 48 employees participated in this study. This study found that nonprofit employees at an organization with a religious name reported high levels of overall job satisfaction. Additionally, the study found a difference in overall job satisfaction between employees that reported to work less than ten hours a week and those who reported to work 11-20 hours a week. This difference in overall job satisfaction leads to the policy recommendation for social worker to be mindful of their part time employees' workload.

ACKNOWLEDGMENTS

Thank you to my husband, Jose M. Capella for all of the countless hours of editing.

DEDICATION

This is dedicated to all those workers who put in countless hours at local nonprofits to help those in need of assistances. Thank you for being so happy with what you do.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

The introduction begins with the problem statement that introduces the issue of comparing for-profit and nonprofit organizations, and then proceeds to the issue of defining and measuring job satisfaction. The next section will state the purpose of this study, followed by an introduction to the nonprofit that has been selected for this study and an explanation of why this nonprofit was selected. Lastly, the importance of this study as it relates to the social work field will be addressed.

Problem Statement

The work force consists of three sectors for employment: for-profit, government, and nonprofit (Onyx & Maclean, 1996). All employees in these sectors are remunerative workers. Remunerative workers between all three sectors have been compared to each other in early studies (Brown, 1993; Dawis & Lofquist, 1993; Onyx & Maclean, 1996; Skalli, Theodossiou, & Vasileiou, 2008; Stringer, 2006). These studies focused on comparing extrinsic and intrinsic incentives at for-profit and nonprofit organizations; additionally, they investigated

1

the hypotheses that workers at nonprofits accepted much lower remuneration along with higher intrinsic motivations for employment (Benz, 2005). With nearly a million nonprofit human service organizations employing workers (Nation Center, 2009), job satisfaction among this unique field needs to be addressed in studies that do more than just compare for-profit and nonprofit workers against each other.

Motivations for employment differ from person to person, the difference being only a fractional reason for which a person may choose to work in a certain job sector or stay at a certain position within his or her current job. Another component is job satisfaction. Job satisfaction is a broad term and the definition of job satisfaction differs from one author to the next. The definition also differs from one person to the next. For the purpose of this study the term will be defined by Spector as cited in Gimbel, Lehrman, Strosberg, Ziac, Freedman, Savicki, and Tackley "simply how people feel about their jobs and different aspects of their jobs" (2002, p. 44). When considering studying job satisfaction, it is important to keep in mind that job satisfaction is multifaceted and personality is a

contributing factor that should not be overlooked (Dawis
& Lofquist, 1993). Although this study did not include
personality as a variable in the analysis, past research
of the importance of personality's contribution to job
satisfaction was reviewed. The review included
person-environment- correspondence theory (PEC), formally
known as Theory of Work Adjustment (TWA), and the role of
the "big five" personality traits (Brown, 1993).

Purpose of the Study

The purpose of the study was to assess job
satisfaction of employees at Catholic Charities.
Nonprofits, which increased 80 percent between the end of
World War II and 2000 (Brurggemann, 2006), employee
satisfaction in this sector is just as important as in
the for-profit sector. However, if is often a difficult
task to find the correct tool to measure satisfaction due
to the vast array of businesses that qualify for the
501(c)3 classification. The 501(c)3 license
classification in California is reserved for public
charities and private foundations, which fund public and
private charities (National Center, 2009). Public
charities range from adoption services to vehicle

donation and everything in between. As a result of the

vast differences in the public charities, it is crucial

to examine each component of the available satisfaction

tools and to evaluate the tools selected to make sure the

results are going to apply to the public charity. Though

past research (Brown, 1993; Dawis & Lofquist, 1993; Onyx

& Maclean, 1996; Skalli, Theodossiou, & Vasileiou, 2008;

Stringer, 2006) examined for-profit employees as their

research participants; valuable information can be

applied to the nonprofit sector.

Catholic Charities USA, a nonprofit organization, is

celebrating 100 years in service this year (Catholic

Charities website, 2010). This organization is a unique

nonprofit unto itself. It has many different departments

depending on which state and county one resides in. The

overarching mission of Catholic Charities is to "provide

services to people in need, to advocate for justice in

social structures, and to call the entire church and

other people of good will to do the same" (Catholic

Charities website, 2010, Vision and Mission page,

para. 2). The vision that this organization extends to

their employees is a call to action. The vision is for

their workers to help address the needs of individuals,

families, and the communities in which they are located. The employees are charged to meet these needs by addressing "their issues, eliminate oppression, and build a just and compassionate society" (Catholic Charities website, 2010, Vision and Mission page, para. 1). This is no small task to ask of each employee. Adding to this mission and vision, some clarification should be made: Catholic Charities provides service to all who seek their help regardless of the individual's religious, social, or economic background (Catholic Charities Website, 2010). According to the Catholic Charities website, this organization serves over "9 million people" each year nationally (Catholic Charities website, 2010, About Catholic Charities USA page, para. 2).

In the state of California there are a total of 12 Catholic Charities agencies. Locally Catholic Charities services San Bernardino and Riverside Counties. According to the Catholic Charities website, they are "one of the largest social service providers in the Inland Empire" (message from CEO page, para. 2): Inland Empire is used as a local designation for San Bernardino and Riverside County (Catholic Charities of San Bernardino Website,

2010). Catholic Charities San Bernardino Riverside

(CCSBR) served almost 20,000 households last year.

Ken Sawa, the CEO and Vice-President of CCSBR,

understanding the uniqueness of his organization, offered

his employees to participate in this study to investigate

job satisfaction (personal interview, October 6, 2010).

This paper was designed to investigate the job

satisfaction of the CCSBR paid staff. Only paid employees

were given the opportunity to participate in this survey,

by completing a self-administered questionnaire. Past

literature was used to examine which job satisfaction

survey scale would be appropriate to measure the

satisfaction of CCSBR employees as a whole. Once an

appropriate measurement was selected, it was used to

conduct an analysis on the paid staff at CCSBR. Each

employee was given the opportunity to participate in this

study.

Significance of the Project for Social Work

This study is needed to continue the efforts of past

research on job satisfaction (Brown, 1993; Dawis &

Lopquist, 1993; Onyx & Maclean, 1996; Skalli,

Theodossiou, & Vasileiou, 2008; Stringer, 2006).

Combining the components of the past research on what constitutes a satisfied employee from the for-profit sector, with the knowledge of the importance of the individual in the nonprofit sector, will help shape a better understanding of the needs of the nonprofit employee.

By understanding the needs of the employees at the nonprofit level, managers at these nonprofits will be able to better design their organization to help meet the needs of their employees. Brown (1993) cautioned that not all employees will ever be completely satisfied, due to differences in personalities. However, if policy is contributing to the vast majority of employees having some distress, the agency manager may be able to take the feedback and make adjustments or create a better policy.

The role of social work is complex. Social work as a profession offers many possibilities. With vast opportunities, many social workers find themselves in positions of manager, supervisor, policy maker, board member, or business owner. With the possibilities of being placed in the position of authority, it is important to understand what elements one can put in place to assist their office staff and or employees to

7

have a more satisfying time while they are at work. This is not only for the individual; it is important to the social work profession. The code of ethics of the National Association of Social Workers (NASW) states that their mission is to empower those who are oppressed. Social Workers are also given the charge to promote social justice to the individual and the organizations of which one is a part (NASWDC, 2010). Understanding employees' attitude about their work situation can help accomplish these goals. Monitoring satisfaction and making adjustments as needed may allow the professional social worker to understand and meet the needs of employees more effectively.

This study is designed to evaluate the current satisfaction level of CCSBR employees. This evaluation is being performed at the request of Ken Sawa, a social worker, to gain a better understanding of where his employees' satisfaction levels are currently, and if any areas are not being met this should be able to identify those areas for him. His request of job satisfaction throughout his organization is an example of how social workers can continue to help those in need around them.

In meeting the needs of reliable job satisfaction levels, this research will investigate different measurement tools of job satisfaction. Then it will administer the tool to the employees of CCSBR. This study is being performed in order to determine the current level of job satisfaction among CCSBR employees.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This literature review starts with an overview of

the components of job satisfaction. Next, it will cover

the theories underlining how job satisfaction is related

to the social work field. Lastly, it will include an

overview of current research findings on job satisfaction

in different nonprofit areas.

Contributing Factors to Job Satisfaction

Haley-Lock (2008) noted that job satisfaction was

linked to lower levels of absenteeism, burnout, and

turnover. It was also a factor in commitment to the

organization as well as performance. Stringer (2006)

correlated the quality of supervision with job

satisfaction. This correlation was brought to light in

surveys of emergency response firefighters, conducted in

the southern part of the United States. The survey was

designed to investigate the relationship between

supervision and the employees' reported job satisfaction.

Stringer (2006) positively correlated high quality of

supervisor-employee relations with job satisfaction. This

finding correlates to both extrinsic and intrinsic job satisfaction. However, no correlation was reported between reported low quality supervisor-employee relationships and job satisfaction. In the discussion, Stringer (2006) acknowledged that the study's findings were a starting point for more research to be completed on this topic, due to a small and specialized sample size.

Supervision is one part of a multidimensional equation that affects job satisfaction. Another piece to this equation is the fit between the organization and the individual. Scarpello and Campbell's (1983) study on occupational and career on job satisfaction found five variables that affected job satisfaction: "motivation for entry in the occupation, stability of occupational choice, barriers to occupational change, rate of progress relative to one's own goals for progress, and satisfaction with career progress" (p. 321).

The above-mentioned five variables can only be used to help understand job satisfaction at a career level or when the employee is working within their occupation field. These five variables may not explain the many large companies where the employed workers are not in

their field of choice. These companies have the same need to promote job satisfaction to continue to expand their business.

Environment of the organization was also found to be a contributing factor to job satisfaction, when reviewing the research on overall employee satisfaction. Skalli, Theodossiou, and Vasileious (2008) outlined five components that contributed to overall satisfaction. First, satisfaction with earnings; second, the amount of job security felt by the employee; third, whether the respondent enjoyed the type of work they were performing; fourth, the working conditions; and fifth, the number of hours the respondent worked. The five components created the base of overall job satisfaction. Skalli, Thedossiou, and Vasileios' study (2008) did point out that the most influential factor of the above-mentioned five was the nature of the tasks one was asked to perform.

Performing a task that one enjoys was found to have a positive impact upon one's job satisfaction (Skalli, Theodossiou, & Vasileios, 2008). Additionally, the coworkers also impact one's satisfaction with their job. Haley-Lock (2007) examined the effect of three different characteristics of networks; tie closeness, tie locality,

and network size. The only one of these to have a relationship with job satisfaction was tie closeness. In the discussion the suggestion was made that closeness related to coping strategies one employs. Haley-Lock (2007) suggested in the conclusion that managers pay close attention to their employees' social network and work to reinforce established networks among their employees.

Workers and their organizations had different motivations behind why job satisfaction was important to them (Borzaga & Tortia, 2006). Workers described their motivation for job satisfaction to be based on the desire to be a part of something meaningful (Borzaga & Tortis, 2006). On the other hand organizations were found to need high job satisfaction to maintain flow within an organization. Low job satisfaction is costly to an organization in many ways; low performance, employee burnout, high turnover rate of employee all cost organizations money (Borzaga & Tortis, 2006). Comparing for-profit, nonprofit, and religious nonprofit organizations, Borzaga and Tortis (2006) were able to identify which organizations had the most satisfied employees. Their results indicated that religious

nonprofits had the highest number of satisfied employees,
followed by workers in social organizations. For-profit
and nonreligious nonprofits reported the lowest number of
satisfied employees. At first glance, the report may seem
incongruent with the above-mentioned research relating
job satisfaction to motivation. However, the argument is
laid forth that not all employees that work at
nonreligious nonprofits may have the same values as the
organization they work for.

<div align="center">Theories Guiding Conceptualization</div>

In 1813, Robert Owens introduced the landmark idea
of paying more attention to the "vital machines," meaning
the employees (Ott, Shafritz, & Jang, 2011, p. 11).
Paying attention to the employees' needs is a part of the
Human Resource Theory. In the Human Resource Theory the
most vital part of an organization is the employees,
which produce the product for the organization. With
regard to job satisfaction, if the needs of the employees
are not being met then the organization will have
deficits and not be able to produce their product as
efficiently.

One of the leading theorists was Maslow (1943) who put forth a theory addressing the hierarchy of needs, in which individuals must satisfy basic needs in order to function, such as food, shelter, and clothing. These needs translate into all aspects of their lives. If an individual is not getting his or her basic needs met, he or she cannot function at a higher level. The lack of needs being met affects their overall satisfaction with life. As one's basic needs are met, the next level of needs is realized, like the need for safety, love, and esteem. As each need is met, the individual draws closer to self-actualization. As demonstrated below, being satisfied with one's employment ties into Malsow's theory of hierarchy of needs.

Employment allows one to provide financially for oneself, which in turns allows for the basic needs to be met. Safety needs are met when the understanding of long-term employment or job security is promoted. Love needs may be met as belongingness to the organization is established. The esteem need can be met by having the confidence that comes from succeeding at one's place of employment and/or obtaining a job in a desired field. Self-Actualization can be obtained in employment when one

feels achievement and/or satisfaction with one's own performance as well as a pure self-understanding.

The other theory that has been applied to job satisfaction is the Theory of Work Adjustment (TWA) which has been renamed Person-Environment-Correspondence (PEC) theory (Dawis & Lofquist, 1993). The name change came when the "big Five" personality traits were incorporated into the research to fill some of the holes that were apparent in TWA (Dawis & Lofquist, 1993). PEC refers to the high level of personality traits combined with the broad clustering of behavior to guide predictions of job satisfaction in a person. Brown (1993) adds that neuroticism and conscientiousness should be incorporated into this theory. The argument is based on the understanding that the above-mentioned traits reinforce one's personality. These reinforcements help better predict how well one will perform at a job and how satisfied one may be at their job. The TWA theory was the theory behind the development of the Minnesota Satisfaction Questionnaire (MSQ) long and short form. The MSQ includes evaluations of intrinsic, extrinsic and overall satisfaction.

Job Satisfaction in Nonprofit Organizations

Due to the intrinsic nature of nonprofit work, higher levels of job satisfaction reside within this sector (Benz, 2005). Haley-Lock (2008) investigated the overall satisfaction at 25 nonprofit domestic violence intervention programs. The investigation focused on the factors of seniority and job satisfaction. Seniority did not provide significant results, although conviction and dedication to the cause both proved to be the overarching predictors of job satisfaction.

Gimbel et al. (2002) focused on overall job satisfaction of HIV/AIDS workers. By reviewing past research on environmental factors that occur in public for-profit organizations, the authors investigated the feasibility of applying these same organizational factors in nonprofit settings. The results confirmed that the literature about environmental factors of job satisfaction does apply to the nonprofit sector. The only difference was that the correlation was higher in the nonprofit organization than in the for-profit sector.

Job satisfaction has also been investigated among alcohol and drug workers. This study investigated the link between job satisfaction and turnover rates.

Duraisingam, Pidd, and Roche (2009) used a survey, which measured working conditions, work stress, job satisfaction, and turnover intention, from drug and alcohol workers in charge of working the frontline at an alcohol and drug treatment center. The overall finding was that the majority of the workers reported overall job satisfaction. The study also noted that the workers that reported low job satisfaction, high levels of stress, and low workplace support had higher levels of turnover intention. This study clearly lays out the important role of job satisfaction with regard to employee turnover rates. Satisfied workers are less likely to leave an organization.

Summary

The above-mentioned studies evaluated the factors needed to obtain overall job satisfaction, combined with the understanding of basic needs and interactions between employees, and organizations. Using this research in evaluating the tools currently available allows better understanding of what is required to evaluate CCSBR.

CHAPTER THREE

METHODS

Introduction

This section outlines the design of the proposed

study and the method used to sample the population.

Following the sample is a review of the instrument that

has been selected. Next is a description of how the data

was collected. The section concludes with a description

of the quantitative data analysis procedures used for

analyzing the data collected.

Study Design

Catholic Charities of San Bernardino and Riverside

(CCSBR) is one of the largest nonprofit organizations in

the Inland Empire. The availability of CCSBR is vital to

the thousands of people they help each year. As with any

organization, employees are the backbone of this

nonprofit. Unique to CCSBR is the population they serve.

It is vital to this organization to know the satisfaction

level of their employees in order to better help them

lead and serve the most disenfranchised population in

their region. Using knowledge of the factors that

contribute to overall job satisfaction, the purpose of

this study is to assess the employees' overall job satisfaction and investigate their satisfaction in terms of supervision, benefits, people they work with, workload, communication, working conditions, and salary.

The research method used in this study was quantitative survey design, using a self-administered questionnaire. Surveys are administered online through Survey Monkey. A link was made available on the staff home page of the CCSBR website. The questionnaire is designed to investigate seven aspects of CCSBR employee satisfaction.

The rationale for selecting this survey design was that the desired information is being sought within a limited amount of time. It would not be effective to try to accomplish this study using qualitative methods. The topic is well researched and to try to interview 150 employees would prove too time-consuming for this project. Survey questionnaires typically have lower response rates. This will hopefully be mitigated by ensuring that the investigator personally invites the participants at a semi-annual all staff event. Another limitation is that the respondents may be biased, untruthful, or that questions may be left unanswered.

Finally, employees may feel pressure to answer the survey due to uncontrollable pressures place on them by other staff, or they may feel that the survey will not be kept confidential.

Sampling

Participants for this study were recruited from paid employees of CCSBR. All of the 129 CCSBR employees will be given the opportunity to participate in this study. The only criterion to participate will be that one must be currently employed with CCSBR. The whole staff is being given the opportunity to participate to ensure that no one is left out, thus avoiding positively or negatively skewed responses. The desired sample size is all 129 employees at CCSBR.

Data Collection and Instruments

Data was collected through self-administered questionnaire. The questionnaire is the Job Satisfaction Survey (JSS). This questionnaire was designed to measure nine different parts of job satisfaction: pay, promotion, benefits, rewards, supervision, co-workers, nature of work, communication, and work conditions. For the purpose

of this study promotion and reward questions were eliminated.

The final page of the questionnaire will be demographics, which for the purpose of this study also serve as the independent variables. The areas of demographics that will be collected are as follows: gender, age, department/area, job position, length of employment, and hours worked per week.

The dependent variables are job satisfaction, supervision, benefits, co-workers, nature of work, communication, work conditions, and salary. Independent variables are gender, age, department/area, job position, length of employment, and hours worked. For gender, employees were given the choice between Male and Female. Age of the employee, length of time employed in years, hours typically worked in an average workweek, and job position were open-ended questions. Department/area was broken into five interval levels; Counseling Services, Family & Community Services, Immigration & Refugee Services, Administration, and Other; the participants were asked to select only one department.

The dependent variables - supervision, benefits, nature of work, coworker relationships, communication,

work-conditions, salary, and overall job satisfaction - will be measured using the Job Satisfaction Survey (JSS), a survey owned by Paul E. Spector, Department of Psychology, University of South Florida (Spector, 1985). The author, Paul Spector, gave permission to the researcher to modify this scale for use in this research project. The biggest limitation to this instrument is the time that it may take an employee to fill out the survey. It asks the employee to think about the information and assess their current situation before marking their responses.

Procedures

The first step was to receive approval of the selected survey and demographics being collected from Ken Sawa at CCSBR. After receiving his approval, the study was submitted to the Institutional Review Board (IRB) for board approval at California State University, San Bernardino. The survey was administered through Survey Monkey. The researcher invited all the paid employees at a semi-annual agency gathering. The researcher explained the purpose of the study and informed each employee on how to access the survey. The survey will consist of JSS

23

questionnaire (Appendix A), informed consent sheet

(Appendix B), a debriefing statement (Appendix C) and a

demographic collection (Appendix D). The survey, along

with the demographics collection sheet, should take no

longer than 15 minutes to complete.

Protection of Human Subjects

In accordance with the requirements of the

Protection of Human Subjects Act, no names were written

down or tracking methods used.

A sheet for collecting information on gender, years

of employment, department, and position will be attached

for analysis purposes only. No personal information will

be released back to CCSBR. All surveys will be destroyed

after the information has been entered into SPSS.

The informed consent (Appendix B) form is designed

to protect anonymity of the employees by having them

place an X in a box instead of their signature. The

debriefing statement (Appendix C) includes where the

results of the study can be obtained and when they should

be available for public viewing.

Data Analysis

The researcher utilized quantitative data analysis techniques to assess job satisfaction overall and in the specified fields. Due to the nature of the organization, high overall job satisfaction was expected.

Both descriptive and inferential statistics were used to evaluate the data. The study used descriptive statistics, including frequency distribution and measures of critical tendency and dispersion to summarize the sample in the data set. This study also used inferential statistics, using Chi-Square tests in this data set. A Chi-Square test was used to investigate the association between the independent and dependent variables. For example, the study investigated whether an association between gender and pay exist; additionally, when associations did exist, it investigated whether the association lowers overall job satisfaction.

Summary

This chapter outlined the design of this study. It included the proposal for sampling. Also included in this chapter was a description of how the data was collected and the instruments that were used. It outlined the

procedures and how the subjects' anonymity was protected.

Lastly, it went over the quantitative data analysis

procedures that were used in this study.

CHAPTER FOUR

RESULTS

Introduction

This section outlines the results of the surveys.

First it discusses the amount of participation by

analyzing the overall data. Next the section displays the

data received in the areas of supervision, rewards,

operating conditions, coworkers' relations, nature of

work, communication, and pay. Followed by an analysis of

the dependent variables and overall job satisfaction.

Presentation of the Findings

There were 49 participants in this study out of a

possible 129 Catholic Charities employees. Eleven males

and 35 females participated in this study. Three quarters

of the participants were female.

Age range for participants was 21 to 68 with the

median age of 45. The length of time employed with CCSBR

ranged from one week to 30 years. The mean was about six

years and the median was five years, with 16 employees

that chose not to respond to this question. Average time

typically worked in a week ranged from 2 hours to 50

hours. The median was 35 hours per week with the majority of respondents working 35+ hours. Within the four departments, Counseling Services had about half of the responses, followed by Family & Community Services giving a third of the responses (see Table 1).

Table 1. Demographics

Variable	Frequency (n)	Percentage (%)
Age(N=39)		
18-29	9	22.0%
30-39	9	22.0%
40-49	5	12.2%
50-59	11	26.8%
60-69	7	17.1%
Years working for Catholic Charities		
1	9	20.5%
2-4	10	22.7%
5-9	12	27.3%
10+	6	13.6%
Average hours worked in a week		
1-10	4	9.5%
11-20	5	11.9%
31-34	4	9.5%
35+	29	69%

Variable	Frequency (n)	Percentage (%)
Department		
Counseling Services	22	48.9%
Family & Community Services	15	33.3%
Immigration & Refugee	3	6.7
Administration	4	8.9%
Other	1	2.2%

The job satisfaction instrument was broken down into seven sections. The first section was supervision; the section comprised of items 1, 7, 11, and 16 on this survey. Item one, "My supervisor is quite competent in doing his/her job," nearly 96% of the participants agreed with this statement. In regards to item seven, "My supervisor is unfair to me," 85% of the participants disagreed with this statement, with 68% strongly disagreeing. To item 11, "My supervisor shows too little interest in the feelings of subordinates," 93% of participants disagreed with this statement to some extent. Only 6% agreed, all of them slightly disagreed. With respect to item 16, "I like my supervisor," 95% agree with this statement and only 4% strongly disagreed. Overall in this category, the majority of responds were

satisfied with the quality of supervision they were

receiving at the time of the survey (see table 2).

Table 2. Supervisor

Supervision	Frequency (n)	Percentage (%)
My supervisor is quite competent in doing his/her job.		
Disagree Very Much	1	2.1
Disagree Moderately	1	2.1
Agree Slightly	3	6.4
Agree Moderately	9	19.1
Agree Very Much	33	70.2
Total	47	100.0
My supervisor is unfair to me.		
Disagree Very Much	31	64.6
Disagree Moderately	5	10.4
Disagree Slightly	5	10.4
Agree Slightly	5	10.4
Agree Moderately	2	4.2
Total	48	100.0
My supervisor shows too little interest in the feelings of subordinates.		
Disagree Very Much	28	60.9
Disagree Moderately	10	21.7
Disagree Slightly	5	10.9
Agree Slightly	3	6.5
Total	46	100.0
I like my supervisor.		
Disagree Very Much	2	4.2
Agree Slightly	3	6.3
Agree Moderately	8	16.7
Agree Very Much	35	72.9
Total	48	100.0

The second section was contingent rewards, comprised of item 2. It reads, "When I do a good job, I receive the recognition for it that I should receive." The majority of the participants - 89% - were agreeable to some extent with this statement (see table 3).

Table 3. Contingent Rewards

Contingent Rewards	Frequency (n)	Percentage (%)
When I do a good job, I receive the recognition for it that I should receive.		
Disagree Very Much	1	2.1
Disagree Moderately	1	2.1
Disagree Slightly	3	6.3
Agree Slightly	12	25.0
Agree Moderately	18	37.5
Agree Very Much	13	27.1
Total	48	100.0

The third section was operating conditions, comprising items 3 and 12. Item three, "Many of our rules and procedures make doing a good job possible," Three-fifths of the participants were in disagreement the statement, while one-third agreed with this statement to some extent. In regards to item 12, "I have too much work

to do," more than half of the participants (55.6%) agreed
with this statement. However, one-third of the
participants disagreed, and 10% of those who took the
survey declined to answer (see table 4).

Table 4. Operating Conditions

Operating Conditions	Frequency (n)	Percentage (%)
Many of our rules and procedures make doing a good job difficult.		
Disagree Very Much	37	77.1
Disagree Moderately	6	12.5
Disagree Slightly	2	4.2
Agree Slightly	2	4.2
Agree Very Much	1	2.1
Total	48	100.0
I have too much work to do.		
Disagree Very Much	4	8.9
Disagree Moderately	9	20.0
Disagree Slightly	7	15.6
Agree Slightly	9	20.0
Agree Moderately	4	8.9
Agree Very Much	12	26.7
Total	45	100.0

Coworker relations was the fourth section,
comprising items 4, 8, 13, and 17. Item four, "I like the

people I work with," 97% of participants agreed with this question to some degree. The great majority agreed with this statement very much. In regards to item eight, "I find I have to work harder at my job because of the incompetence of people I work with." Three-quarters of the participants disagree with this statement. With respect to item 13, "I enjoy my co-workers." The majority of those surveyed agreed that they enjoy their coworkers. In regards to item 17, "There is too much bricking and fighting at work," 81% disagreed with this statement. Overall, participants in this survey enjoy their coworkers (see table 5).

Table 5. Coworkers

Coworkers	Frequency (n)	Percentage (%)
I like the people I work with.		
Disagree Moderately	1	2.1
Agree Slightly	1	2.1
Agree Moderately	12	25.5
Agree Very Much	33	70.2
Total	47	100.0

Coworkers	Frequency (n)	Percentage (%)
I find I have to work harder at my job because of the incompetence of people I work with.		
Disagree Very Much	13	28.3
Disagree Moderately	12	26.1
Disagree Slightly	9	19.6
Agree Slightly	9	19.6
Agree Moderately	3	6.5
Total	46	100.0
I enjoy my coworkers.		
Disagree Moderately	1	2.2
Disagree Slightly	1	2.2
Agree Moderately	14	30.4
Agree Very Much	30	65.2
Total	46	100.0
There is too much bricking and fighting at work.		
Disagree Very Much	21	43.8
Disagree Moderately	11	22.9
Disagree Slightly	7	14.6
Agree Slightly	7	14.6
Agree Moderately	2	4.2
Total	48	100.0

The fifth section was nature of work, was comprised of items 5, 9, 15, and 18. In regards to item five, "I sometimes feel my job is meaningless," the majority of

participants disagreed with this statement. To item nine, "I like doing the things at work," 95% of the participants agreed with this statement to some extent. With regards to item 15, "I feel a sense of pride in doing my job," 95% of the participants agreed with this statement to some extent. Lastly, item 18, "My job is enjoyable," 93% of the participants agreed with this statement. Overall, employees who participated in this study reported that they are satisfied with the nature of the job they are asked to perform (see table 6).

Table 6. Nature of Work

Nature of Work	Frequency (n)	Percentage (%)
I sometime feel my job is meaningless.		
Disagree Very Much	37	77.1
Disagree Moderately	6	12.5
Disagree Slightly	2	4.2
Agree Slightly	2	4.2
Agree Very Much	1	2.1
Total	48	100.0

Nature of Work	Frequency (n)	Percentage (%)
I like the things I do at work.		
Disagree Very Much	1	2.1
Disagree Slightly	1	2.1
Agree Slightly	5	10.4
Agree Moderately	11	22.9
Agree Very Much	30	62.5
Total	48	100.0
I feel a sense of pride in my job.		
Disagree Slightly	1	2.1
Agree Slightly	3	6.3
Agree Moderately	14	29.2
Agree Very Much	30	62.5
Total	48	100.0
My job is enjoyable.		
Disagree Very Much	1	2.1
Disagree Moderately	1	2.1
Disagree Slightly	1	2.1
Agree Slightly	3	6.3
Agree Moderately	21	43.8
Agree Very Much	21	43.8
Total	48	100.0

Communication was the sixth section investigated in this survey. Items 6, 10, 14, and 19 made up this section. In regards to item six, "Communications seem good within this organization," about 60% of the

participants disagree with this statement to some extent.
To item ten, "The goals of this organization are not
clear to me." Over 90% of the participants disagreed to
some extent with this statement. Item ten was worded
negatively a large response of disagreement on item ten
was very positively. Then item 14, "I often feel that I
do not know what is going on in the organization," Just
over half (57.5%) disagreed with this statement. Lastly,
item 19, "Work assignments are not fully explained to
me." Two-thirds of the participants (65.9%) disagreed
with this statement. Overall, the employees that
participated in this survey reported to be satisfied with
the communication in their agency (see table 7).

Table 7. Communication

Communication	Frequency (n)	Percentage (%)
Communications seem good with this organization.		
Disagree Very Much	5	10.6
Disagree Moderately	12	25.5
Disagree Slightly	12	25.5
Agree Slightly	4	8.5
Agree Moderately	11	23.4
Agree Much	3	6.4
Total	47	100.0
The goals of this organization are not clear to me.		
Disagree Very Much	31	64.6
Disagree Moderately	9	18.8
Disagree Slightly	4	8.3
Agree Slightly	4	8.3
Total	48	100.0
I often feel that I do not know what is going on with the organization.		
Disagree Very Much	6	12.8
Disagree Moderately	13	27.7
Disagree Slightly	8	17.0
Agree Slightly	10	21.3
Agree Moderately	6	12.8
Agree Very Much	4	8.5
Total	47	100.0

Communication	Frequency (n)	Percentage (%)
Work assignments are not fully explained.		
Disagree Very Much	16	34.0
Disagree Moderately	8	17.0
Disagree Slightly	7	14.9
Agree Slightly	11	23.4
Agree Moderately	4	8.5
Agree Very Much	1	2.1
Total	47	100.0

The seventh and last section pay was investigated. Item 20, "I feel I am being paid a fair amount for the work I do," One-third of the participants (30.4%) agreed to some extent with this statement, while two-thirds of the participants (69.6%) disagreed with this statement (see table 8).

Table 8. Pay

Pay	Frequency (n)	Percentage (%)
I feel I am being paid a fair amount for the work I do.		
Disagree Very Much	16	34.8
Disagree Moderately	9	19.6
Disagree Slightly	7	15.2
Agree Slightly	3	6.5
Agree Moderately	6	13.0
Agree Very Much	5	10.9
Total	46	100.0
Missing	2	

Although there was no relationship between overall job satisfaction and age, employees that are younger reported higher levels of overall job satisfaction, and this decreased with age (see table 9).

Table 9. Age and Overall Job Satisfaction

Age	N	Mean	Std. Deviation
8-29	7	100.1429	12.10273
30-39	8	95.3750	12.27003
40-49	5	96.8000	2.86356
50-59	10	94.3000	12.21156
60-69	7	92.0000	15.30795
Total	37	95.5405	11.75347

No relationship between overall job satisfaction and the number of years employed at CCSBR was found. It is interesting to note that the data almost makes a U shape. The highest overall satisfaction was reported by those who had worked with CCSBR the least amount of time. This result drops, with the least amount of satisfaction reported by those who have worked 5-9years, then it rises again with those who have worked for 10 years and more (see table 10).

Table 10. Numbers of Years Worked

Number of Years Worked	N	Mean	Std. Deviation
1 Year	8	102.7500	7.36304
2-4 Years	9	94.5556	5.89727
5-9 Years	10	91.9000	12.25153
10+ Years	6	99.0000	11.81524
Total	33	96.5455	10.15840

An one-way analysis of variance (ANOVA) was conducted to assess a relationship between overall job satisfaction and hours worked. Those who reported working 1-10 hours a week had significantly higher job

41

satisfaction than those who reported working 11-20 hours

a week $F (3,32) = 3.98, p < .05$ (see table 11).

Table 11. Number of Hours Worked

Numbers of Hours Worked	N	Mean
1-10 Hours per Week	4	107.5000
11-20 Hours per Week	5	83.6000
31-34 Hours per Week	4	97.2500
35+ Hours per Week	23	95.2609
Total	36	95.2222

An ANOVA was conducted to assess a relationship

between overall job satisfaction and gender. Although

women reported higher levels of overall job satisfaction,

there was no significance

An ANOVA was conducted to assess a relationship

between overall job satisfaction and department of

service one worked in. Higher levels of overall

satisfaction were reported by employees that worked in

Immigration & Refugee and Administration. However, the

contrast of these levels with Counseling Services and

Family & Community Services did not yield any significant

relationship

42

Summary

Analysis of the data was presented by first giving the data on the collected from the dependent variables. Next, an analysis of the independent variables categories was discussed. Concluding with the analysis of the ANOVA test conducted to see if there were any relationships between the two variables.

CHAPTER FIVE

DISCUSSION

Introduction

This section covered the implications of findings
and how the findings relate to best practice and policy.
A discussion about this study's limitations follows. It
concludes with suggestions for further research.

Discussion

There were a total of 48 employees that participated
in this study. All of the participants were employed with
CCSBR at the time they responded to the study. At the
time this survey was conducted, CCSBR employed a total of
25 men, which means 40% of the men employed at CCSBR
responded to the survey. In comparison, 28 women (or 26%)
responded. Overall two-thirds of the participants were
women. This means the male population of employees was
overrepresented. Although the male population was over
represented, the effects of gender on this research study
resulted with no gender difference at a significant
level.

The age of the sample ranged from 21 to 68. Even
with the wide range of ages, the results of overall job

satisfaction and age did not yield any significant findings.

All of the departments at CCSBR were represented in the sample. When a comparison of each department was run to measure overall job satisfaction, the numbers of response may look skewed, due in part to the large amount of responses from the counseling center. However, the counseling center employs over half of the paid employees at CCSBR.

The range in length of employment with CCSBR was one week to 30 years. The length of employment did not yield significant results for different lengths. However, those who reported being with the company the longest amount of time and the shortest amount of time reported greater satisfaction. This could be due to the nature of the work. New employees may be excited to have a job and see the agency more favorably at the beginning of employment. In contrast, when one has spent more than ten years with an agency they may enjoy what they do and view the company in a more favorable light, understanding where the company has been and where the company may be going.

This study found overall the employees with CCSBR were satisfied with their jobs. Even the areas I

predicted to be low were still in the satisfied range. Borzaga and Tortis (2006) found that nonprofit workers were satisfied with their jobs. This study affirmed that even nonprofit workers with a religious affiliation were satisfied.

The study also found that employees who reported working ten hours or less reported a significantly higher overall job satisfaction than those who reported to work 10-20 hours in a work week. I am not sure why the amount of hours worked affects overall job satisfaction so greatly. It could be a number of reasons; one being maybe those who work 10-20 hours would like more hours or benefits. Whereas the employees who work less than ten hours in a week may not want very many hours or may be working at this for intrinsic reasons.

One of the highest sections with satisfaction was nature of the work. Due to the intrinsic work that CCSBR engages in, this high level of job satisfaction falls in line with Scarpello and Campbell (1983) and Skalli, Thedossiou, and Vasileios' study (2008) who found that people who enjoy what they did enjoyed their work over those who do not enjoy what they do.

Another section that had extremely high satisfaction was supervision. According to Stringer (2006) those who reported high levels of quality supervision tend to rate their job satisfaction as high. The other fact that may play into the high number was the high participation rate from the Counseling Services department. Counseling Services may have great supervisors for the employees.

In addition to nature of the work and supervision, coworkers' relationships also scored extremely high. The high score in coworkers' relationship was consistent with the research. Haley-Lock (2007) found that support systems at work increase one's overall job satisfaction.

Both operating conditions and communication had split results. The split of results for operating conditions had to do with the amount of work one perceives they need to complete. This may have been due to lack of understanding of people available and tasks that need to be completed. A person who is in upper management may have an overwhelming amount of tasks to complete, yet understand how to prioritize and not report too many tasks because they feel that their work load is manageable with the proper skill set. Whereas a front 'line worker may be given a certain amount of tasks, these

workers may not have learned how to or feels they cannot prioritize, and might be more likely to report being overworked.

Communication was also split in most of the participants' responses. With about a 60% satisfaction level there may be more miscommunication in different departments or in different positions. This was not investigated in this study. Another possible reason for the low levels of satisfaction with communication may be the change of organizational structure that CCSBR has recently undergone. According to Ken Sawa (personal interview, October 6th, 2010) the agency has been going through many changes to better service their clients.

The only section that had overall dissatisfaction was pay. According to Benz (2005), nonprofit workers are an underpaid section of the work force. Many of the employees at CCSBR may understand why they are underpaid, yet still would like a little more compensation for their time and effort. Or they may not understand the budget and feel that the employees should be making more since they are the ones who run the agency.

Limitations

There were two major limitations to this study. The first limitation was the time frame in which the data was collected. The employees were only given a week to complete the survey. In a future study, providing a month to complete the survey may increase the sample size. The second limitation was the uniqueness of the sample population. Nonprofits and religious workers have both been studied. However, nonprofit workers who are not religious yet work at an organization with a religious name have not been studied to this author's knowledge. Due to the lack of prior research, concluding whether overall job satisfaction for workers of this organization was above or below what would be expected was difficult to gauge. The predictions were based on research comparing and contrasting for-profit and nonprofit workers. Along with the uniqueness of the workers surveyed in this study, the population should not be generalized for the purpose of drawing the same conclusions for other nonprofits with religious names whose workers are not necessarily religious.

Recommendations for Social Work
Practice, Policy and Research

Dignity and worth of the person (NASWDC, 2010), one

of the core values of social work, typically refers to

those we service. This principle should also be

incorporated into how social workers lead. Leadership

positions at many nonprofit agencies have been an

increasingly held by professional Social Workers. It is

important that social workers treat every client or

employee with dignity. This dignity may include

accommodating a worker or making sure that the employees

are treated with dignity in the jobs and tasks they are

asked to fulfill.

Respect (NASWDC, 2010) is an ethical standard that

social workers embrace. Respecting others' feelings and

struggles as a colleague may be easier than as a

director. By taking into account our employees'

satisfaction with their jobs, we are showing our respect

for them as individuals.

Developing policies that directly affect the

employees based on the results of their job satisfaction

should be part of our best practices. As with the survey

above, being able to investigate areas in which employees

have low or split results would improve the agency. In this survey, I would recommend that information regarding pay rates and budget be addressed with the staff. The directors' understanding of the budget should be communicated to the employees, particularly for the benefit of those who are not satisfied with their pay. I would also recommend that CCSBR also look at communication and operating conditions, requesting the employees' feedback in each department to better distribute information and improve working conditions. Using the job satisfaction survey as a guide to aid in providing an empowering working environment falls in line with social work values and ethics.

Future research is needed in the area of nonprofits with religious names. As the financial situations of uncertainty and budget cuts grow stronger, this sector of nonprofits may hold a key to getting needed funding. Additionally, this sector of nonprofits has over 100 years of existence and very little research on how or why they have been effective and survived.

The other area that needs additional research in the nonprofit area is hours worked and overall job satisfaction. As budgets get cut and the demand grows for

services, many nonprofits hire part-time workers to cover the overflow. These employees may be key to the agencies' success, but at what cost. Are these part-time employees less effective due to the workload demand being the same as a full time worker, or are they wanting the full time position and settling for the part time work and having to work multiple jobs? What are the reasons behind the difference and does this difference appear in the traditional nonprofit agency?

Conclusions

The purpose of this study was to investigate the overall job satisfaction of employees that work in nonprofit organizations that have religious names. The study used a self-administered survey design to collect its data. A total of 48 employees participated in this study. This study found that nonprofit employees at an organization with a religious name reported high levels of overall job satisfaction. Additionally, the study found a difference in overall job satisfaction between employees that reported to work less than ten hours a week and those who reported to work 11-20 hours a week.

Policy recommendation to look at the workload of the part

time employees.

APPENDIX A

QUESTIONNAIRE

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		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
	JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida						
	Copyright Paul E. Spector 1994, All rights reserved.						
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.						
1	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
2	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
3	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
4	I like the people I work with.	1	2	3	4	5	6
5	I sometimes feel my job is meaningless.	1	2	3	4	5	6
6	Communications seem good within this organization.	1	2	3	4	5	6
7	My supervisor is unfair to me.	1	2	3	4	5	6
8	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
9	I like doing the things I do at work.	1	2	3	4	5	6
10	The goals of this organization are not clear to me.	1	2	3	4	5	6
11	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
12	I have too much to do at work.	1	2	3	4	5	6
13	I enjoy my coworkers.	1	2	3	4	5	6
14	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
15	I feel a sense of pride in doing my job.	1	2	3	4	5	6
16	I like my supervisor.	1	2	3	4	5	6
17	There is too much bickering and fighting at work.	1	2	3	4	5	6
18	My job is enjoyable.	1	2	3	4	5	6
19	Work assignments are not fully explained.	1	2	3	4	5	6
20	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6

Note: The JSS is a copyrighted scale. It can be used free of charge for noncommercial educational and research purposes, in return for the sharing of results

Job Satisfaction Survey (2011) JSS Page, retrieve February 14, 2011 from, shell.cas.usf.edu/~pspector/scales/jsspag.html

Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology, 13*(6), 693-713.

APPENDIX B

INFORMED CONSENT

INFORMED CONSENT

You are invited to add your opinions to a study on job satisfaction of employees at Catholic Charities of San Bernardino/Riverside. This study is being conducted by Christine Johnson, a graduate (MSW) social work student from California State University, San Bernardino under the supervision of Professor Janet Chang at California State University, San Bernardino. This study has been approved by the school of Social Work Sub-Committee of the California State University, San Bernardino Institutional Review Board.

Purpose: The purpose of this study is to explore the job satisfaction of employees at Catholic Charities of San Bernardino and Riverside Counties.

Description: If you take part in this study, you will be asked to fill out a brief survey that asks about your job satisfaction working with Catholic Charities of San Bernardino and Riverside Counties.

Participation: Participation in this study is totally voluntary, and you are free to skip any questions you do not want to answer.

Confidentiality: The information you give will remain confidential and anonymous, and no record will be made or kept of your name or any identifying information. The anonymous data from these surveys will only be seen by the researchers; only the results will be conveyed to Catholic Charities of San Bernardino and Riverside counties, not the individual survey data.

Duration: Filling out a survey should take no more than 15 minutes.

Risks: There are no foreseeable risks to taking part in the study.

Benefits: Your opinions will help your organization plan future training that may help improve overall job satisfaction.

Contact: If you have any questions or concerns about this study, you can contact Dr. Janet Chang (909-537-5184).

Results: The results will be available after December of 2011 at the Pfau Library located at California State University, San Bernardino, and at the Catholic Charities San Bernardino and Riverside administration office.

By marking below, you agree that you have been fully informed about this survey and are volunteering to take part.

_____   _____

Place a check mark here   Date
(Do not write your name)

APPENDIX C

DEBRIEFING STATEMENT

Debriefing Statement

The study you just completed was about the current level of job satisfaction at Catholic Charities of San Bernardino/Riverside. The researcher was particularly interested in the overall job satisfaction rates of the employees.

APPENDIX D

DEMOGRAPHICS

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Demographics

Please complete the following questions by filling the answer that best describes you.

Please circle which Gender you identify with

       Female   Male

What is your current age _____

Please indicate the number of years you have been employed at Catholic Charities _____

Please indicate the number of hours usually worked in a week at Catholic Charities _____

Please indicate the Service Area in which you work in at Catholic Charities

Counseling Services _____

Family & Community Services _____

Immigration & Refugee Services _____

Administration _____

Other _____

What is your job position or title? _____

Developed by Christine Johnson

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