The Impact of Working Conditions and Personality Traits on the Job Satisfaction of Employees in a sample of a Regional Retail Company in the Middle East Region

By

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Dedication

To: my Grandmother Alla Bykovskaya

Thank you for always putting education first and for your support and encouragement to keep climbing the ladder of knowledge. I wish I can make you proud.

To my father, mother and sister Lida, without whom this Thesis would have never been completed.

Acknowledgement

I would like to express my gratitude to all those who made it possible to complete this Thesis.

I am grateful to my family, friends, and my manager who were supporting me throughout the process and encouraging me when faced with difficulties.

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Finally, a big “thank you” to all the employees of the organization studied for their time in taking the survey and participating in the completion of this Thesis.

Abstract

Of the Thesis of Margaritta Hilal for Master of Business Administration

Title: The Impact of Working Conditions and Personality Traits on the Job Satisfaction of Employees in a sample of a Regional Retail Company in the Middle East Region

The aim of the study is to explore the impact of 7 components of working conditions (leadership, work-life balance, work environment, reward and recognition, development and career growth, communication, teamwork) and the Big Five Personality traits (i.e. neuroticism, extraversion, openness, agreeableness, conscientiousness) on job satisfaction. Job Satisfaction is considered an important topic for organizations as it contributes to raising profits and retaining high performing employees. Job satisfaction aspects studied are: being excited to come to work, being satisfied with day-to-day responsibilities, being dedicated to one's job, seeing one's organization as a great place to work, seeking other job opportunities.

Job satisfaction is particularly important for the company that I work in, which is a retail franchisee that operates in the Middle East Region. For the past seven years, it has conducted 4 surveys to understand employees' level of satisfaction and has developed action plans to ensure implementation of goals leading to better productivity and motivation. The satisfaction surveys had fluctuating results throughout the years, and the management was asking three questions: Why were there still dissatisfied employees? Could it be that employees' personality influences their overall satisfaction? Do working conditions affect satisfaction the most?

I was inspired by the experience that my company underwent and was willing to conduct this study to help the management understand more what was impacting job satisfaction the most.

Job satisfaction and the factors that impact it are one of the most examined subjects in organization behavior. Literature reveals the impact of working conditions on job satisfaction and the relationships of employee personality traits with their job satisfaction have been studied from different angles, in different studies.

However, the studies that were done did not explore the impact of employee working conditions factors and Big Five personality factors on employee job satisfaction in the same study. This study aims to do that.

The survey questionnaire which was used as a tool was composed of 35 questions measuring three factors: assessment of employee personality traits, employee evaluation of working conditions, and employee level of job satisfaction. The sample consisted of 407 employees randomly selected from the seven biggest countries the examined company operates in: Jordan, Egypt, KSA, Kuwait, Lebanon, Qatar, UAE. The hypotheses examined the impact of different aspects of working conditions and the impact of different personality traits on job satisfaction factors and job satisfaction overall. Those hypotheses were tested on different job satisfaction aspects and job satisfaction overall using Regression analysis, Factor analysis, and Independent T-Test and the answers were analyzed using the Statistical Package for the Social Sciences (SPSS).

The results of the survey showed that employees who assessed themselves high on such personality traits as being original, having an active imagination, being considerate, and valuing art

will be most likely more satisfied with their job. Moreover, they demonstrated that supporting employee's career development, creating an environment of teamwork, providing fairly distributed financial packages, offering open communication within the organization, clear directions from managers, job stability and safe & physically comfortable working environment have a significantly positive impact on employee satisfaction.

The findings of this study therefore, should provide knowledge to the HR Recruitment and Performance Management officers about the Big Five Personality test and its use as a tool in pre-assessing applicants and understanding the type of applicants who would be suitable for the organization. The study should as well give clarity to the management on what to focus in terms of working conditions to ensure employee satisfaction.

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CHAPTER 1

1. Introduction

1.1. General Background about the Topic

Job Satisfaction is considered a main component in raising organizational profits and retaining high performing employees. Increasingly, companies are investing thousands of dollars in Employee Engagement Surveys to evaluate employee's satisfaction and develop action plans to ensure implementation of goals leading to better productivity and motivation while maintaining better results.

1.2. Job Satisfaction in a Middle Eastern franchisee

The company examined in this study is one of the above-mentioned companies, whose goal is to sustain its rank of being one of the leading retail companies in the Middle East Region by assuring key success factors, one of them being employee satisfaction.

In 2011, the company passed through major changes in its management team, which led to increased gossip and negativity among its employees. After increased turnover and perceived employee dissatisfaction, management decided to conduct a series of focus groups in its Lebanon head office, the purpose of which was to explore employees' level of satisfaction and reasons for their negativity. During the focus groups, employees suggested ideas that the company can use to make it a better workplace. To give a chance to all employees to voice their needs, the company's management requested to carry out an Employee Satisfaction Survey that was sent to all employees in the 13 countries of operation. To ensure transparency and employee trust, the

Human Resources department hired a regional consultancy firm to develop the survey questions and carry out the survey process. iVoice® is an Employee Satisfaction Survey that tackles 7 main aspects of employee satisfaction: leadership, work-life balance, work environment, reward and recognition, development and career growth, communication, and teamwork. The questions in iVoice® were customized as per the company's needs after being assessed by the organizational psychologist to ensure validity. After the survey results were out, they were followed by action plans that tackled areas of improvement as suggested by the employees. Those action plans were communicated to everyone and executed. For example, employees believed they didn't have enough days off; thus, the company gave them an extra day off when taking four consecutive days. In one year, the results showed that employees believed that recognition was low, so the company developed a Thank You mobile app where employees could send a thank you message to anyone in the group and become a Thank you Champion when having the highest number of "Thank you" s. In addition, management started organizing an Appreciation corporate event in November of each year, where various recognition activities took place and pins denoting tenure were distributed. To address overall employee satisfaction and engagement, Happiness Committees were created in each operation consisting of passionate, engaged employees who wanted to spread a happy environment in the company. The Happiness committee was responsible for organizing sports events, holiday celebrations and activities that would make employees happier.

Throughout the past seven years, the company has conducted four Employee Satisfaction Surveys. The overall results of the survey are stated below as satisfaction rates:

2011	2012	2015	2017
65%	71%	75%	65%

As per the HR department's analysis of the Employee Satisfaction fluctuation throughout the four times the survey was conducted, the two major external factors were change of management and economic situation in the region.

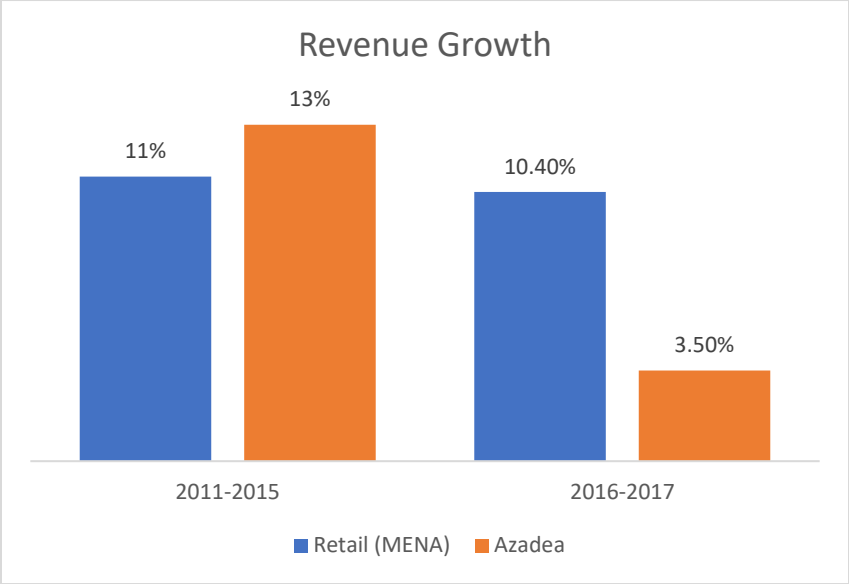
In 2011, the former CEO of the company had resigned and many rotations in management were conducted at that time; however, at the same time the economic situation in the region was on a rise.

As per McKinsey, from years 2011 to 2015, Middle East retail companies encountered above-average revenue growth, margins, and returns. One of the reasons for the increase in profits, was the ability to increase prices higher than in other markets. The consumers' spending was growing at the pace of their fast-growing disposable income. The high level of spending in Qatar, KSA and UAE was the reason for the strongest period of growth that ever happened in the Middle East. (https://www.mckinsey.com/industries/retail/our-insights/retailing-in-the-middle-east-how-to-recapture-profitable-growth).

Starting mid 2016- beginning of 2017, the situation changed. "With oil prices only slightly recovered from a 13-year low and geopolitical risks abounding, retailers found themselves in a vastly different business environment. The region's governments, which rely heavily on hydrocarbon-related revenues, are in belt-tightening mode and making major changes in fiscal policy" (McKinsey&Company, 2017). At the same time, the costs of the retailer companies were increasing with labor-localization laws, market-priced utility costs, and new tax measures. Consumers were as well decreasing their expenditures and looking for ways to save money. The McKinsey consumer-sentiment survey conducted in May 2017 showed that "in both KSA and UAE, three out of four consumers are worried about job losses. Almost half of

consumers said they are delaying purchases, and more than a third said they are living paycheck to paycheck."

The examined company was majorly affected by the economic situation of the region, the revenue percentage growth has clearly dropped in the past two years.



Source: Broker Reports; Euromonitor; expert interviews; Thomson Reuters Elkon; McKinsey Corporate Performance Analysis Tool; Deloitte; Retail Analysis of the examined company

Based on what was stated previously, there were three questions that interested the management the most when it came to employee satisfaction:

1. Why, despite all the efforts, there were still employees that were not satisfied during the growth periods of the company? And why, despite the retail drop, in the region, there were still employees who were satisfied?

2. Could it be employees' personality traits that influenced either overall employee dissatisfaction or satisfaction?

3. Could it be working conditions that affect job satisfaction of employees the most?

1.3. Significance of the Study

I was inspired by the examined organization's experience and wanted to carry out this study to examine the differential roles that are played by the working conditions and employee personality traits in employee job satisfaction.

CHAPTER 2

2. Literature Review

2.1. Job Satisfaction

Job satisfaction can be defined as employees' general contentment of their jobs; evaluation that expresses a positive feeling towards the individual's job or job situation (Jex & Britt, 2014). "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Locke (1976)

Job satisfaction provides an organized methodology to identify the level of employee satisfaction in terms of their job responsibilities and workplace environment. It is an important topic that interests organizations as "there is a direct as well as positive relationship between satisfaction of the job and employee performance within the workplace" (Rusu and Avasilcai, 2013). It is one of the most examined fields in Organization Behavior and Industrial Psychology (Goyal, 2010).

Masood et al. (2014) claimed that job satisfaction was one of the most examined subjects as it is very important to organization's overall performance. It is crucial for the company to focus on employee needs; this is further strengthened by Jerome (2013) that the "need hierarchy theory" directly influences employee motivation and "there are ways that top management can lead their employees towards self-actualization." (Kalawilapathirage, 2019)

2.2. Factors that impact Job Satisfaction- Working Conditions

Through various research studies, job satisfaction was observed and explained in correlation with many key factors in organizations.

In 1962, Vroom identified seven aspects of job satisfaction: the compensation, the supervisor, the colleagues, the working environment, the job content, the promotion, and the organization itself. In 1974, Churchill et al. published "Measuring the Job Satisfaction of Industrial Salesmen" where they explained that job satisfaction involves individual's satisfaction with the job itself and the related job environmental factors such as supervisor, the work colleagues, the compensation, and the promotion opportunities.

In his article "Job Satisfaction Indicators and Their Correlates", Seashore et al. (1975) claimed that there are two main factors that influence job satisfaction: environmental factors and the individual factors. The environmental factors include internal environment of the organization, political, economic and industrial environments and the individual factors include the demographic characteristics, the capabilities, the characters, the perceptions, etc. As per Seashore et al., the job satisfaction affects three aspects: employees' individual reflection (such as job performance, demission, etc.), the organization's reflection (absenteeism rate, turnover rate, etc.), and the social reflection (gross domestic product, social stability, etc.).

In 1987, Herzberg developed the Two-Factor Theory, where he explained the factors that affect employees' satisfaction or dissatisfaction. In his study, he stated that "The opposite of job satisfaction is not job dissatisfaction but, rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction". The theory divides job satisfaction into two categories: the motivating factors (that focus on satisfaction) and the hygiene factors (that focus on dissatisfaction). Motivating factors include achievement, recognition, the work itself, perception of the job, responsibility, advancement, and growth

(Smerek & Peterson, 2006). The hygiene factors contain 10 items: company policy and administration, supervision, relationship with supervisor, working conditions, salary, peer relationships, personal life, subordinate relationships, status, and security (Smerek & Peterson, 2006). According to the Two-Factor Theory, the absence of hygiene factors may lead to dissatisfaction; however, it is not necessary that their presence brings job satisfaction. On the other hand, motivating factors, if absent, do not cause job dissatisfaction, but will not bring satisfaction either. (Smerek & Peterson, 2006).

In 2006, using the data from the 28,240 British employees in the Workplace Employee Relations Survey of 1997, three Turkish Universities examined Job Satisfaction. They looked at four measures: job itself, amount of pay, sense of achievement, and supervisor with respect to industrial composition and occupations. The results concluded that individuals who work in the education and health sectors are more satisfied with the sense of achievement they receive from their job and less satisfied with their pay. As well, the study showed that individuals who receive training are more satisfied than the ones who don't.

In 2008, a study examining the sickness absence predictors associated with working conditions was conducted by the Labor Institute for Economic Research, Helsinki and Helsinki School of Economics and HECER. The results of the study showed that occurrence of harms at the workplace is associated with job dissatisfaction and dissatisfaction is associated with sickness absences.

A study was conducted by Parvin and Kabir in 2011 where they investigated the factors that affect job satisfaction the most in the Pharmaceutical industry. They found that salary, efficiency in work, supervision, and co-worker relation are the most important factors contributing to job satisfaction.

Variable studies were done on Job Satisfaction, factors such as turnover, absenteeism, performance, productivity, workplace and organizational citizenship behavior, as well as prediction of employee behavior and subjective wellbeing (Robbins & Judge, 2001).

In 2018, in the study of the "Impact of HRM Practices on Job Satisfaction of Employees in Serbian Banking Sector", Božović et al. pointed out the factors that best drive better work and effect workers in terms of salary, job interest, development opportunity and the degree of autonomy. The findings of the study showed a strong positive relationship between the effectiveness of HRM and employees' satisfaction. As well the study revealed that career improvement and job security bring employees more satisfaction, while salary and business climate brings significantly lower levels of satisfaction. (Bozovic et al, 2018).

A Data Analytic Approach of Job Satisfaction, focusing on airline industry, was conducted by Kalawilapathirage et al. in 2019. The study evaluated human resource (HR) factors affecting job satisfaction of employees. The results of the study revealed a relatively weaker statistical significance between financial rewards and recognition and job satisfaction and strong positive correlation between the variables of work environment and job satisfaction. (Kalawilapathirage et. al, 2019)

2.3. Personality Traits and Job Satisfaction

Personality is also among the factors, popular and an important one when it comes to influencing the experience of job satisfaction (Judge, Heller, & Mount, 2002; Judge, Heller & Klinger 2008).

Fisher and Hanna (1931), after conducting a series of case studies, concluded that emotional instability leads to job dissatisfaction. However, Kornhauser and Sharp (1932) concluded that "efficiency ratings of employees showed no relationship to their attitudes" (p. 402), whereas, Hoppock (1935), using surveys and interviews of teachers in Pennsylvania found

that supervision, family issues, and “emotional maladjustment” influence job satisfaction. The relationship between employee satisfaction and individual disposition regained popularity in the 1980s. Among the studies conducted to investigate the relationship is the one by Staw, Bell, and Clausen in 1986 where they discovered a link between childhood personality and job satisfaction in the adulthood (Staw, B. M., Bell, N. E., & Clausen, J. A., 1986, 56).

The findings of the studies that examined the correlation between personality and job satisfaction have been interpreted in a variety of ways. Furnham and Zacherl (1986) examined the relationship between the scopes of extraversion, neuroticism and psychoticism, and job satisfaction. They asked job applicants to complete the Eysenck Personality Profiler and rate various work-related facets based on the level of contribution to their satisfaction at work. They came to the conclusion that only extraversion significantly correlates with job satisfaction. To reach that conclusion, they studied the relationship between core self-evaluation with dimensions of self-esteem, generalized self-efficacy, locus of control and neuroticism, and job satisfaction. Watson and Slack (1993) suggested that job satisfaction and general temperament mutually influence one another. They have defined the temperament using 2 traits from the five factor model: neuroticism [or negative affectivity (NA)] and extraversion [or positive affectivity (PA)], Individuals who have NA temperament are more prone to experience a diverse array of negative moods (e.g., anxiety, depression, hostility, and guilt) and individuals who have PA temperament are to describe themselves as cheerful, enthusiastic, confident, active, and energetic.

Brief, Butcher, and Roberson (1995) reasoned that high NA individuals are more likely to have bad interpersonal interactions. The reason for that is due to overall negative nature; they may react in a more impulsive way when facing negative job events, which lowers job satisfaction.

Weiss and Cropanzano (1996) discovered that having an affective temperament can influence the emotional state of the employee which in its turn influences employee satisfaction. Thus, their causal chain starts with personality–mood at work–job satisfaction. Whereas, Brief and Roberson (1998) suggested a slightly different causal chain: personality–interpretations of job circumstances–job satisfaction. Considering that mood and interpretation of job circumstances are related to one another, it appears rational to consider that temperaments influence job satisfaction through both.

Judge et al. (2000) found in one study that core self-evaluation is positively related to job satisfaction, while in another study it is not. However, in each of these studies, neuroticism (individuals who are more likely to be moody and to experience such feelings as anxiety, worry, frustration) was found to be negatively associated with core self-evaluation, while self-esteem, self-efficacy and locus of control was positively linked with core self-evaluation.

Many researchers used The Five Factor model in examining the impart of personality on job satisfaction. The Big Five is one of the most influential models in psychology. When the topic was reviewed by Digman in 1990, it was cited over 1,200 times, and when studied in correlation with job performance by Barrick and Mount in 1991, "it brought personality back into the mainstream of Industrial/Organizational Psychology" (McCrae, 2009). After being examined in different cultural settings, The Five Factor Model proved its universality and broke the stereotypes in certain nationalities (Terracciano, Abdel-Khalak, Ádám et al. 2005). This Model is so much popular among the researchers, because the defined five factors (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) provide a structure in which most personality traits can be classified and co-varied.

1. Openness: individuals who are more likely to demonstrate a higher degree of curiosity, creativity and preference for intellectual activity (Costa & McCrae, 1992).

2. Extraversion: individual's likelihood to be more sociable and assertive (De Young et al., 2007).

3. Conscientiousness: People who are more structured, self-disciplined, achievement-orientated, and responsible.

4. Agreeableness: individuals who are more flexible, trusting, giving, cooperative and soft-hearted (Barrick, Mount, 1991).

5. Neuroticism: individuals who are anxious, depressed, angry insecure etc. (Barrick, Mount, 1991).

A meta-analysis study was conducted by Judge et al. (2002) linking traits from the Five factor model of personality to overall job satisfaction. The results of the study of Judge and his colleagues showed negative correlations with job satisfaction for Neuroticism and positive correlation for Extraversion, Openness to Experience, Agreeableness, and Conscientiousness. (Judge et al., 2002).

Donnellan and Lucas (2008) examined the effect of age. They studied the relationship between age trends and the Big Five Inventory (BFI) and found that extraversion and openness were negatively associated with age, whereas agreeableness was positively associated with age.

Ilies, Fulmer, and Spitzmuller (2009) conducted a meta-analysis exploring the influence of job satisfaction on the relationship between personality and citizenship behavior that was studied from two perspectives: individual-targeted (OCB-I) and organization targeted (OCB-O). In this meta-analysis, several traits of the Big Five personality were used such as extroversion, neuroticism, agreeableness, openness to experience and conscientiousness. The results showed that agreeableness had both direct and indirect effects on OCB-I and indirect effects on OCB-O; whereas, conscientiousness had direct and indirect effects on OCB-O but only indirect effects on OCB-I.

A study conducted in 2016, investigated the impact of the office layout and personality on distraction, job satisfaction, and job performance. The personality was measured by the Big Five personality traits, and performance- by professional efficacy. The results demonstrated that more emotionally stable participants are less likely to get distracted, particularly those working in flex offices. “Both agreeableness and openness to experience were associated with higher levels of distraction among participants in open-plan compared to cell offices.” (Seddigh, 2016)

A recent study conducted by Bui in 2017 reexamined the correlation between the Big Five personality traits and job satisfaction considering the age and the gender of the employees. The results of the study show that extraversion doesn’t have a significant impact on job satisfaction, while the other four traits have a significant relationship with job satisfaction. “The younger the employees are, the larger the number of traits they display that have a significant impact (both positively and negatively) on job satisfaction.” This study also shows differences in this relationship between male and female employees. The findings related to the difference in the relationship of BFI and job satisfaction between male and female employees imply that this relationship is more complex than shown in previous studies. (Bui, 2017)

Job Satisfaction has been studied from many points of view. However, studies done on the impact of employee working conditions and personality traits on the satisfaction of employees in the same study are not common.

CHAPTER 3

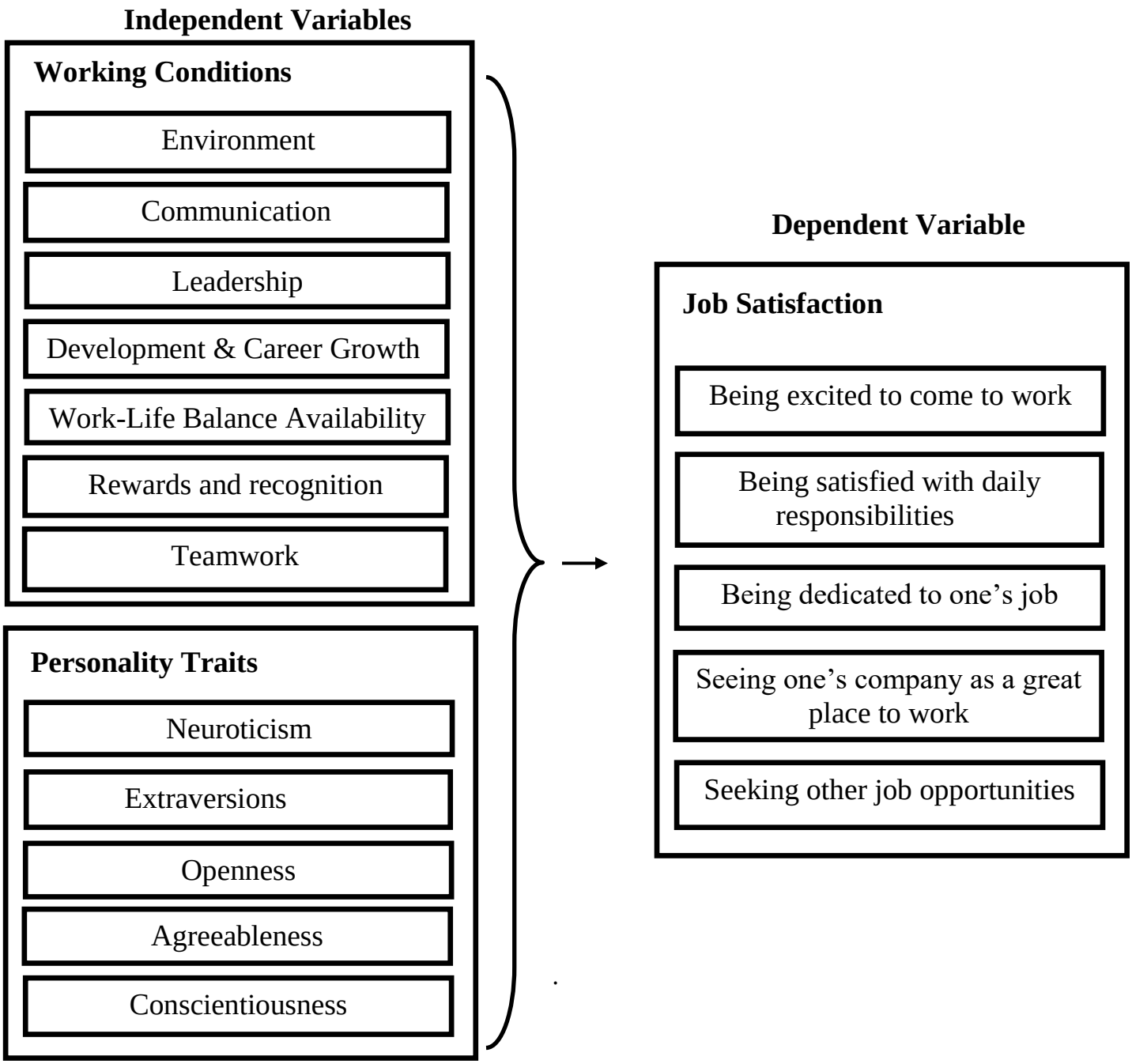
3. Research Framework and Methodology

3.1. Theoretical Model of the Study

This research will use a theoretical model that is based on the literature review conducted and that also follows the meta-analyses done by Judge et al. (2002). It will explore the impact of components of employee job working conditions and employee personality traits on job satisfaction using iVoice® satisfaction survey and the Big Five Personality questionnaire.

The theoretical model adopted is presented below. It summarizes the theory that is tested in this study through our analysis. As well it facilitates our understanding of the relationships of different concepts of the study, i.e. the relationships of working conditions and personality traits with job satisfaction.

Theoretical Model of the Study



3.2. Research Questions

Building on the literature review conducted, the purpose of this research is to answer the research question: “What factors of working conditions and what personality traits contribute to the job satisfaction of employees?”

1. Whether there is a relationship between job satisfaction and working conditions, i.e.:
    a. Between job satisfaction and working environment
    b. Between job satisfaction and internal communication
2. Whether there is a relationship between job satisfaction and working conditions, i.e.:
    a. Between job satisfaction and working environment
    b. Between job satisfaction and internal communication
    c. Between job satisfaction and relationship with the manager
    d. Between job satisfaction and career development
    e. Between job satisfaction and availability of work-life balance
    f. Between job satisfaction and rewards and recognition
    g. Between job satisfaction and teamwork
3. Whether there is a relationship between job satisfaction and Personality traits, i.e.:
    a. Between job satisfaction and Neuroticism
    b. Between job satisfaction and Extraversion
    c. Between job satisfaction and Openness
    d. Between job satisfaction and Agreeableness
    e. Between job satisfaction and Conscientiousness

3.3. Hypotheses

All the hypotheses were tested using questions. The questionnaire consists of three main sections. The first part focusses on the Personality traits of the participants, where each trait is identified through three questions.

The second part includes 14 questions and focuses on gaining an understanding of the different perspectives of Working Conditions factors. Questions in this section are in relation to the company's overall work environment, rewards and recognition, teamwork, management, communication, development and career growth, and work-life balance availability.

The third part of the questionnaire focuses on understanding the level of participants' job satisfaction by asking about whether the participants are excited to come to work, satisfied with their day-to-day responsibilities, dedicated to their job, believe their company is a great place to work and whether they are currently looking for an opportunity outside the company.

The hypotheses relating different states of Job Satisfaction to Working Conditions and to Personality Traits are stated below:

1. H0: Being excited to go to work in the morning is not related to personality traits

   H1: Being excited to go to work in the morning is related to personality traits

2. H0: Being excited to go to work in the morning is not related to working conditions

   H1: Being excited to go to work in the morning is related to working conditions

3. H0: Being satisfied with day-to-day responsibilities is not related to working conditions

   H1: Being satisfied with day-to-day responsibilities is related to working conditions

4. H0: Being satisfied with day-to-day responsibilities is not related to personality traits

H1: Being satisfied with day-to-day responsibilities is related to personality traits

5. H0: Being dedicated to the job is not related to working conditions

   H1: Being dedicated to the job is related to working conditions

6. H0: Being dedicated to the job is not related to personality traits

   H1: Being dedicated to the job is related to personality traits

7. H0: Seeing one's company as a great place to work is not related to working conditions

   H1: Seeing one's company as a great place to work is related to working conditions

8. H0: Seeing one's company as a great place to work is not related to personality traits

   H1: Seeing one's company as a great place to work is related to personality traits

9. H0: Seeking other job opportunities is not related to working conditions

   H1: Seeking other job opportunities is related to working conditions

10. H0: Seeking other job opportunities is not related to personality traits

    H1: Seeking other job opportunities is related to personality traits

11. H0: Job satisfaction overall is not related to personality traits

    H1: Job satisfaction overall is related to personality traits

12. H0: Job satisfaction overall is not related to working condition

    H1: Job satisfaction overall is related to working conditions

3.4. Descriptive proposition

In addition to examining the relationship of the factors of working conditions and personality traits with job satisfaction, this research observed the aspects of job satisfaction in relation to the following demographic variables: gender, career level, age and country. The study explored whether and how each aspect of job satisfaction varied among different age groups, different countries, career levels and genders. They will be included in the analysis section as an addition to the main hypotheses.

3.5. Approach and Methods

The instrument used to verify the presence or absence of relation between variables in this study is a survey questionnaire composed of 35 questions developed based on two measurement tools: iVoice®, which examines working conditions and satisfaction and The Big Five personality test.

The first is iVoice®, developed by Phi Management, a regional consultancy firm, and used by the examined company for the past 7 years to measure employee overall job satisfaction and their evaluation of working conditions in terms of leadership, work-life balance, work environment, reward and recognition, development and career growth, communication, teamwork. The questionnaire was developed by Phi Management in collaboration with an Organizational Psychologist and the Human Resources department of the examined company. Thus, for this study, an approval from the HR manager was given to use the questions as part of the survey. The iVoice® is aligned with the two most acknowledged researches done on Satisfaction**:**

1. The Job Descriptive Instinct (JDI) is one of the most widely used measures for Job satisfaction. It was developed by Smith, Kendall and Hulin in 1969 and includes 5 facets: the

work itself, supervision, coworkers, pay, and promotion opportunities. The JDI scale has been updated throughout the years and new dimensions were added such as job security (Probst, 2003) and company management (Dalal, Bashshur & Crede, 2011).

2. The MSQ (Minnesota Satisfaction Questionnaire) was developed in 1967 by D.J. Weiss, Dawis, England, Lofquist. The evaluation includes items about the job environment. It is very similar to the JDI, additionally the MSG covers company policies and practices, authority, and social services.

Both JDI and MSQ contain components that were evaluated in iVoice®: supervision, coworkers, pay, promotion opportunities and work environment are respectively similar to leadership, reward and recognition, teamwork, and development and career growth and Job environment. Work-life balance is a topic that has become more popular in the last two decades and has now been added as a component in employee satisfaction.

The other questionnaire is the short version of The Big Five Personality test, which was developed by Goldberg in 1992. “The BFI–S is a reasonable, short instrument designed to measure the Big Five personality factors in large surveys” (Lang, Lüdtke, & Asendorpf, 2001, Rammstedt, Goldberg, & Borg, 2010). The original questionnaire consisted of 50 statements. The short version of the Big Five personality test (BFI-S) includes 15 statements, each three of which represent one of the five traits. Each statement was evaluated by the participants against the seven-point Likert scale.

The classification of the Personality traits was done based on Lang et al (2011). As stated above, each personality trait has 3 statements representing it, some are positive, and others are reversed (i.e. Extraversion includes the following statements: someone sociable, someone talkative and someone reserved, which is a reversed statement). After the responses on the 15

BFI-S questions are collected, the response mean of the three statements representing it is calculated. When a personality trait includes a reversed statement, the mean calculation is implemented as followed: (S1+S2+ (8-S3))/3, where S3 is the reversed statement. Meaning if the participant evaluated a reversed statement as agree, which has the value of 6, the final score would be 2 (8-6=2). After calculating the final means for personality statements of each participant and using the table of "Personality Trait average based on the age group" provided by the literature review (Lang et. Al, 2011), it can be identified whether the participant has or did not have the given personality trait. In this study, an IF formula was used in excel to calculate the "0" or "1" value of personality traits for each participant.

This study focuses on a Case Study of a Regional Retail Franchisee that operates in the Middle East region. The questionnaire was tested through two pilot studies to check the clarity of the questions and smoothness of the survey's process. The pilot survey included a final open comment question where the participants were asked to provide with their feedback on the questionnaire and give suggestions if applicable. The first group included 10 randomly selected employees from Lebanon office and the second group included 30 randomly selected employees from Egypt, Qatar, and Lebanon (10 participants each). Almost all participants stated that the questions were easy to answer, and the scale was clear and straightforward. The questions covered all the sides of the topic. There was a comment that the word "reserved", and "aesthetic" were unclear; thus, in the final version of the questionnaire the word "reserved" was defined and "aesthetic" was removed to eliminate confusion. Around 5 participants believed there were too many questions; however, nothing could be done as all the questions were needed to achieve a proper analysis.

The first page of the questionnaire consists of an introduction explaining the reasons behind the study, and four demographic questions: country, age, gender, career level of

participants. The rest of the pages include questions tackling participants' evaluation of their working condition, job satisfaction and their personality traits. Each question is evaluated against 7- scale measurement grading (from 1 to 7), i.e. value 1 was given for the response of "extremely dissatisfied" and the highest value of 7 allocated for the response of "extremely satisfied" (Appendix 2).

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

The respondents were asked to choose the answer that best demonstrates their level of agreement to the statements provided.

The sample consisted of 518 employees randomly selected from the seven biggest countries the company operates in: Jordan, Egypt, KSA, Kuwait, Lebanon, Qatar, UAE. The number of participants per country was selected proportionally to the overall number of employees in each location.

Country	**Total Population**	**Percentage**	**Sample Population**
Jordan	570	7%	28
KSA	702	8%	42
Qatar	962	11%	57
Kuwait	996	11%	59
Egypt	1208	14%	72
Lebanon	1577	18%	93
UAE	2736	31%	162
Total	**8751**	**100**	**518**

The method used to collect the data was proportionate stratified random sampling. The questionnaire was sent to the Human Resources departments in each of the selected countries via an email and WhatsApp. They were asked to forward the email and the link to randomly selected employees operating in their respective country from both offices and shops holding either a

managerial or non-managerial position. Out of 518 questionnaires 407 were correctly filled and were available for statistical analysis. Questions included in the questionnaire were rephrased in a way that allows further processing and statistical analysis.

The hypotheses were tested using Regression analysis, Factor analysis, and Independent T-Test and the answers were analyzed using the Statistical Package for the Social Sciences (SPSS). Factor Analysis was used to identify the relationships among the variables and to understand the group of variables used in the survey. Regression analysis was used to identify which among the independent variables do have impact on the dependent variable. Independent T-Samples test was used to check if there was a significant difference between the groups on which the study was applied. Moreover, Descriptive Statistics were used to describe the study sample.

The survey administration period was one week, when respondents filled the questionnaires online through their phones or computers. The responses were collected automatically through an online platform called Survey Monkey.

During the administration of the survey, certain ethical issues were taken into consideration. In the general information, the respondents were not asked to provide any personal information to ensure their right to anonymity and confidentiality, specially that the questionnaire contained sensitive questions about the employees' view of the working conditions and their direct managers. Moreover, in the introduction it was clearly stated that the information shared in the questionnaires is strictly confidential and will be used anonymously.

CHAPTER 4

4. Statistical Analysis

This section discusses the descriptive statistics based on the respondent profile, the reliability test to measure internal consistency, the factor analysis to describe variability among correlated variables, the stepwise regression analysis to show the best set of predictors of the dependent variables, and T-Test and ANOVA to understand the impact of the independent variables on each other.

4.1 Descriptive Statistics

Descriptive statistics is a process of summarizing features of a set of data. It provides simple summaries about the sample and about the observations that have been made. Measures that are commonly used to describe a data set include the mean, standard deviation (or variance), the minimum and maximum values of the variables.

Countries of respondents to this study:

Country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Egypt	53	13.0%	6.6%	6.6%
	Jordan	28	6.9%	8.1%	14.6%
	Lebanon	45	11.1%	11.0%	25.6%
	Kuwait	37	9.1%	13.9%	39.5%
	Qatar	38	9.3%	17.9%	57.4%
	Saudi Arabia	78	19.2%	11.4%	68.8%
	UAE	128	31.4%	31.2%	100.0%
	Total	407	100.0%	100.0%	

As seen in the above table, around 31% of the population were from UAE. 13% of the population were from Egypt, 7% were from Lebanon, 9% were from Qatar, 9 % were from Kuwait, 19% were from Saudi Arabia, 7% from Jordan.

Age of respondents to this study:

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	99	24.3	24.3	24.3
	25-34	214	52.6	52.6	76.9
	35-44	83	20.4	20.4	97.3
	45-54	11	2.7	2.7	100.0
	55-65	0	0.0	0.0	
	Total	407	100.0	100.0	

The highest percentage of the sample's age is from 24-35 years old which is around 53%. While 24% of the participants are between 18-24 years old, 20% are between 35-44. Around 3% are between 45-54, and none of the sample are between 55-65.

Gender of respondents to this study:

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	148	36.4	36.4	36.4
	Male	259	63.6	63.6	100.0
	Total	407	100.0	100.0	

The participants were both males and females. The percentage of the males was almost 64% and the percentage of the females was 36%

Career level of respondents:

Career Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	208	51.1	51.1	51.1
	Non-managerial	199	48.9	48.9	100.0
	Total	407	100.0	100.0	

As for the career level of the employees who responded to the survey, 51% of them hold a managerial position, whilst 49% hold a non-managerial position.

Descriptive Statistics of Personality Traits Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Worries a lot	407	1	7	4.01	2.163
Gets nervous easily	407	1	7	2.89	1.894
Remains calm	407	1	7	4.58	1.998
Talkative	407	1	7	4.12	2.122
Sociable	407	1	7	4.99	1.918
Reserved	407	1	7	3.83	2.071
Original	407	1	7	5.37	1.557
Values Art	407	1	7	5.16	1.766
Active Imagination	407	1	7	5.43	1.523
Rude to others	407	1	7	2.53	1.827
Forgiving Nature	407	1	7	5.33	1.712
Considerate	407	1	7	5.54	1.478
Thorough job	407	1	7	5.42	1.497
Tends to be lazy	407	1	7	2.18	1.620
Efficient	407	1	7	4.89	1.179
Valid N (listwise)	407				

Descriptive Statistics of Working Conditions Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Job instability	407	1	7	3.62	2.187
Physically comfortable workplace	407	1	7	4.71	2.032
Safe workplace	407	1	7	5.20	1.858
Open-communication policy	407	1	7	5.12	1.798
Continuous information	407	1	7	5.26	1.840
Free to make decisions	407	1	7	4.17	1.917
Fair Manager	407	1	7	4.94	1.892
Clear direction from manager	407	1	7	5.03	1.857
Company supports development	407	1	7	4.55	2.004
Fair feedback from manager	407	1	7	5.05	1.881
Able to balance between my work and life needs	407	1	7	4.48	1.967
Fair benefits package	407	1	7	4.38	1.953
Appreciated by manager	407	1	7	5.08	1.866
Teamwork achieves results	407	1	7	5.57	1.677
Valid N (listwise)	407				

Descriptive Statistics of Dependent Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Excited to come to work	407	1	7	4.79	1.920
Satisfied with day-to-day responsibilities	407	1	7	5.02	1.743
Dedicated	407	1	7	5.60	1.566
Considers the company as a great place to work	407	1	7	5.15	1.851
Seeking job opportunities	407	1	7	3.42	2.390
Valid N (listwise)	407				

Looking at the descriptive statistics of Personality Traits Factors, “Seeing self as someone who is considerate and kind to almost everyone” has the highest mean of 5.54, while “Seeing self as someone who tends to be lazy” has the lowest mean of 2.18, which means that the participants mostly agree with perceiving themselves considerate and kind, while they disagreed with the perception of themselves being lazy .

When it comes to Working Conditions Factors, “Teamwork in my company achieves results” has the highest mean of 5.57with the lowest standard deviation of 1.68. On the other hand, “Feeling job instability in the company” has the lowest mean of 3.62. Meaning that the participants perceive that the teamwork in their company is very achieving and the job instability is very high.

Finally, among the dependent variables, “Feeling dedicated to one’s job” has the highest mean of 5.6 with a lowest standard deviation of 1.85. Whereas, “Seeking other job opportunities” has the lowest mean of 3.42. Which means that mostly, the participants perceive themselves to be dedicated to their job.

4.2 Reliability Test

Cronbach's alpha, also known as the coefficient of reliability, is a measure of internal consistency, that is, the extent to which a set of items are related to each other. It is considered to be a measure of scale reliability. The higher the Cronbach's alpha, the higher the inter-correlations among the items. The generally agreed upon lower limit of Cronbach's alpha is 0.7 (Cronbach, 1951).

SPSS™ Version 22 was used to calculate the Cronbach's alpha value for all the variables. The reliability of all variables was tested, and the Case Processing Summary and Reliability Statistics are shown in the below tables:

- **Reliability test for Personality Traits:**

Case Processing Summary

		N	%
Cases	Valid	407	100.0
	Excluded[a]	0	.0
	Total	407	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.719	15

The Cronbach's alpha is 0.719 which indicates an acceptable level of internal consistency in the scale used.

- **Reliability test for Working Conditions:**

Case Processing Summary

		N	%
Cases	Valid	407	100.0
	Excluded[a]	0	.0
	Total	407	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	14

The Cronbach's alpha is 0.866 which indicates a high level of internal consistency in the scale used.

- **Reliability test for Job Satisfaction:**

Case Processing Summary

		N	%
Cases	Valid	407	100.0
	Excluded[a]	0	.0
	Total	407	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.723	5

The Cronbach's alpha is 0.723 which indicates a low level of internal consistency in the scale used.

4.3 Factor Analysis

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. Hair et al (2006) defined it as "an independence technique whose primary purpose is to define the underlying structure among the variables in the analysis" The theory behind factor analytic methods is that the information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset. It is one of the most commonly used inter-dependency techniques and is used when the relevant set of variables shows a systematic inter-dependence and the objective is to find out the latent factors that create a commonality. According to Field (2009), factor analysis is used for three main reasons:

1. To understand the structure of a set of variables
2. To conduct a questionnaire to measure an underlying variable

3. To reduce a data set to a more manageable size while retaining as much of original information as possible.

To determine the aptness of factor analysis, the entire correlation was examined using the Bartlett test of Sphericity and Kaiser-Olkin Measure of Sampling Adequacy (KMO MSA). According to Field (2009), KMO represents the ratio of the squared correlation between variables of the squared partial correlation between variables that is the degree of intercorrelations among the variables. The closer KMO is to 1, the more perfectly is each variable predicted without error by the other variable. Kaiser (1974) explains that values greater than 0.5 are barely acceptable. Values between 0.8 and 0.9 are considered great, whereas values greater than 0.9 are superb.

Moreover, the Bartlett Test of Sphericity examines the overall significance of all correlations within a correlation matrix. As Field (2009) explains, Bartlett's Test displays whether "the correlation between variables are (overall) significantly different than zero". Thus, Bartlett's test is significant if the value is less than alpha (0.05), then the null hypothesis that the correlation matrix is an identity matrix will be rejected and factor analysis can be continued.

Factor Analysis on the independent variables was performed.

First, Factor Analysis was performed on the Personality Traits Factors, and as per the below table, the KMO adequacy is 0.699 which is higher than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05; thus, proves its significance. Based on that, the Factor analysis for Personality Traits can be proceeded with.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.699
Bartlett's Test of Sphericity	Approx. Chi-Square	1570.521
	Df	105
	Sig.	.000

The latent root criterion was used to define the number of factors extracted. The rationale behind it is that any item should account for the variance of at least one variable and since with component analysis each variable contributes a value of 1 to the total eigenvalue, only the factors having latent roots or eigenvalue greater than 1 are considered significant.

Total Variance Explained

Compo	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
nent	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.424	22.828	22.828	3.424	22.828	22.828	2.405	16.036	16.036
2	2.003	13.353	36.181	2.003	13.353	36.181	2.059	13.729	29.765
3	1.547	10.315	46.496	1.547	10.315	46.496	1.807	12.046	41.810
4	1.350	9.001	55.497	1.350	9.001	55.497	1.666	11.108	52.918
5	1.177	7.848	63.345	1.177	7.848	63.345	1.564	10.427	63.345
6	.974	6.492	69.837						
7	.769	5.124	74.961						
8	.699	4.660	79.621						
9	.585	3.903	83.524						
10	.513	3.417	86.941						
11	.505	3.364	90.305						
12	.442	2.947	93.253						
13	.421	2.803	96.056						
14	.385	2.568	98.624						
15	.206	1.376	100.000						

Extraction Method: Principal Component Analysis.

As per the above table, five factors have a “Total Variance Explained” higher than 1 based on the latent root criterion, and they account for 63.345% of the total variance.

The rotated component matrix makes the interpretation of the factor analysis easier, showing the factor loadings of the variables and the factor with higher loadings making the variable representative of the factor. The factor loadings of 0.5 and above are necessary for practical significance. The table below shows the five-factor structure of KM practices based on the rotated component matrix.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
Worries a lot	-.056	**.648**	-.012	.323	.216
Gets nervous easily	-.151	**.759**	.122	.091	.150
Remains calm	**.584**	.022	-.024	.076	.013
Talkative	.270	.221	.039	.004	**.743**
Sociable	.240	.072	.029	.239	**.697**
Reserved	.297	.357	-.049	.208	-**.576**
Original	**.722**	-.087	.077	.112	.257
Values Art	**.676**	-.001	.098	.217	-.028
Active Imagination	**.762**	.028	.141	.049	.148
Rude to others	.261	**.602**	.042	-.540	.008
Forgiving Nature	.278	.074	.214	**.689**	.090
Considerate	.288	.066	.111	**.760**	.022
Thorough job	.166	.100	**.909**	.120	.042
Tends to be lazy	.054	**.698**	-.061	-.109	-.154
Efficient	.049	-.054	**.928**	.126	.039

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

As per the above table, “Remains calm”, “Original”, “Values art”, “Have active imagination” can be grouped to explain the first factor. Factor 1: Openness to experience and being calm.

The second factor can be grouped through: “Worries a lot”, “Gets nervous easily”, “Can be rude to others”, and “Tends to be lazy”. Factor 2: Neuroticism and laziness

The third factor can be explained through “Doing a thorough job” and “Being Efficient”.

Factor 3: Conscientiousness

“Having a forgiving nature” and “Being kind and considerate” are grouped to explain the fourth factor. Factor 4: Agreeableness

Finally, the fifth factor can be explained as follows: “Talkative”, “Sociable”, “Reserved”.

Factor 5: Extraversion.

The above interpretation proves the reliability of the Big-Five personality factors distribution of questions. Each factor represents one of the five personality traits mentioned in the big five theory.

2. Factor Analysis on the Working Conditions Factors

By performing the Factor Analysis on the Working Conditions Factors, it is shown in the below table, the KMO adequacy is 0.909 which is an indication that each variable is perfectly predicted. The Bartlett's Test of Sphericity is 0.000 which proves significance. Based on that, the Factor analysis for Working Conditions can be proceeded with.

KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	2384.221
	Df	91
	Sig.	.000

a. Based on correlations

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.007	42.907	42.907	6.007	42.907	42.907	4.371	31.223	31.223
2	1.155	8.248	51.156	1.155	8.248	51.156	2.710	19.355	50.578
3	1.071	7.653	58.809	1.071	7.653	58.809	1.152	8.231	58.809
4	.873	6.237	65.046						
5	.801	5.720	70.765						
6	.729	5.205	75.970						
7	.613	4.375	80.345						
8	.556	3.970	84.315						
9	.475	3.392	87.707						
10	.429	3.066	90.773						
11	.409	2.918	93.691						
12	.375	2.675	96.366						
13	.263	1.881	98.248						
14	.245	1.752	100.000						

Extraction Method: Principal Component Analysis.

The above table shows that three factors have a "Total Variance Explained" higher than 1 based on the latent root criterion, and they account for 58.809% of the total variance. The table below shows the three-factor structure of KM practices based on the rotated component matrix.

Rotated Component Matrix[a]

	Component		
	1	2	3
Fair feedback from manager	**.801**	.201	-.071
Fair Manager	**.800**	.105	.030
Clear direction from manager	**.793**	.246	-.033
Appreciated by manager	**.771**	.232	-.226
Company supports development	**.613**	.437	-.231
Continuous information	**.610**	.202	-.028
Free to make decisions	**.548**	.236	.313
Fair benefits package	**.506**	.454	-.155
I am able to balance between my work and life needs	.073	**.715**	.015
Safe workplace	.243	**.714**	-.175
Physically comfortable workplace	.239	**.690**	.273
Open-communication policy	.531	**.542**	-.061
Teamwork achieves results	.387	**.504**	-.222
Job stability	-.109	-.067	**.872**

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Looking at the above table, the first factor can be grouped through "fair feedback from manager", "fair manager", "clear directions from manager", "appreciated by manager", "company supports development", "continuous information about the company", "free to make decisions", "fair benefits".

Factor 1: Work support conditions

The second factor is explained by "work-life balance", "safe workplace", "physically comfortable workplace", "open-communication policy", and "teamwork achieves results".

Factor 2: Work open conditions. The third factor has 1 component, which is "job stability".

3. Factor Analysis on the Job Satisfaction Factors

By performing the Factor Analysis on the Job Satisfaction Factors, it is shown in the below table, the KMO adequacy is 0.794 which is an indication that each variable is predicted. The Bartlett's Test of Sphericity is 0.000 which proves significance. Based on that, the Factor analysis for Job Satisfaction can be proceeded with.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	Approx. Chi-Square	631.364
	Df	10
	Sig.	.000

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.691	53.824	53.824	2.691	53.824	53.824
2	.983	19.657	73.481			
3	.599	11.988	85.470			
4	.370	7.400	92.870			
5	.356	7.130	100.000			

Extraction Method: Principal Component Analysis.

The above table shows that three factors have a "Total Variance Explained" higher than 1 based on the latent root criterion, and they account for 58.809% of the total variance. The table below shows the three-factor structure of KM practices based on the rotated component matrix.

Component Matrix[a]

	Component
	1
Excited to come to work	.842
satisfied with day-to-day responsibilities	.831
Dedicated	.714
Great place to work	.849
Seeking job opportunities	-.247

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Looking at the above table, there is one component that groups the job satisfaction dimensions together. The factor includes: “excited to come to work”, “satisfied with day-to-day responsibilities”, “dedicated to his/her job”, “considers his/her company a great place to work”, “is seeking other job opportunities”.

Factor 1: Overall Job Satisfaction

4.5 Stepwise multiple regression analysis

In order to understand the correlation between different dependent and independent variables, stepwise multiple regression was performed.

In Stepwise multiple regression, the independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental explanatory power they can add to the regression model. The independent variables will be added as long as their partial correlation coefficients are statistically significant. Independent variables may also be removed if their predictive power drops to a non-significant level when another independent variable is added to the model.

Variables are added to the regression equation one at a time, using the statistical criterion of maximizing the R-squared of the included variables. While R-squared provides an estimate of

the strength of the relationship between the model and the response variable, it does not provide a formal hypothesis test for this relationship. Although a high R-squared is required for precise predictions and it's not sufficient by itself.

Before performing the regression analysis, the test on assumption of Normality of Error Term Distribution is performed. The Histogram of standardized residuals allows visual check for a distribution approximating normal distribution and the Normal P-P Plot of Regression Standardized Residual compares the observed standardized residuals against expected standardized residuals from a normal distribution. For a normal distribution, the residual line closely follows the straight diagonal line of normal distribution.

The ANOVA table shows how good does the model fit, meaning how significantly the regression model predicts the output variable.

The coefficients of the independent variable show how much the dependent variable changes when the independent variable changes by one unit. As well, positive coefficient indicates positive relationship between variables, whereas negative coefficients indicate negative relationship.

Since Job Satisfaction in this study consists of five components: "Feeling excited to come to work in the morning", "Being dedicated to the job", "Seeing one's company as a great place to work", "Being satisfied with day-to-day responsibilities", "Looking for other job opportunities", the regression analysis, Independent T-test and ANOVA test will be performed on each component alone in order to understand the impact of the independent variables on each factor.

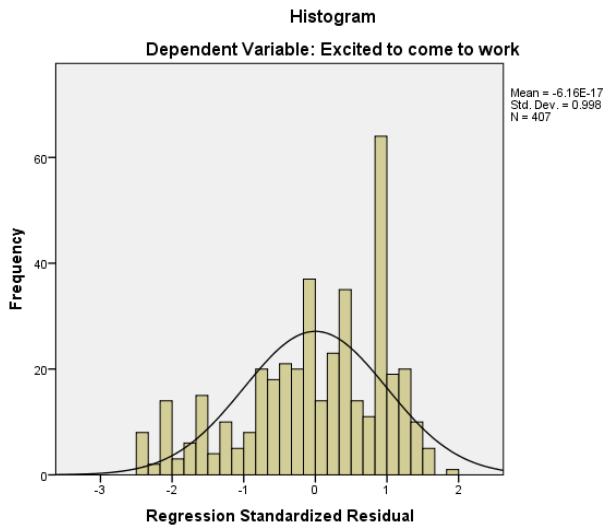
First, we looked at the correlation between each component of working conditions and personality traits. There is significant correlation between almost all independent variables.

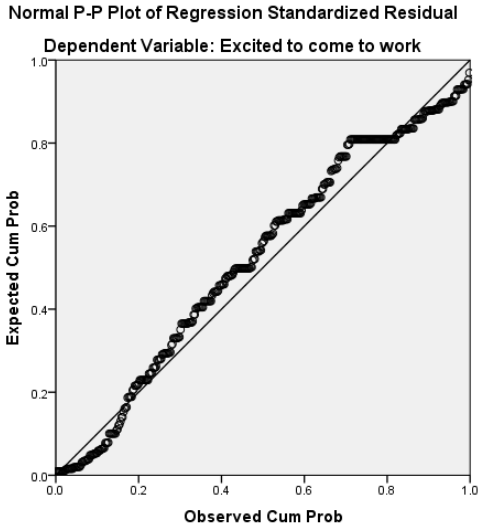
(Appendix 1). We looked as well at the correlation between each component of job satisfaction and all personality values and the correlation between each component of job satisfaction and all working conditions, we found that there was a clear correlation (Appendix 2 and 3); thus, we went into the Stepwise regression without doing the Enter regression.

1. Regression Analysis of independent variables against "Feeling excited to come to work in the morning".

1.1 "Feeling excited to come to work" regressed against "Personality Traits" factors

We first look at the assumptions of normality using the "Histogram" and "Normal P-Plot graphs





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

In the following, we present the regressions results:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Original	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Active Imagination	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Excited to come to work

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230[a]	.053	.051	1.871
2	.259[b]	.067	.062	1.859

b. Predictors: (Constant), Original, Active Imagination

c. Dependent Variable: Excited to come to work

In the table above, regression model 2 includes the best subset of independent variables ("Original" and "Active imagination") explaining 6.7% of the total variance in "feeling excited to come to work", since its R-Squared is 0.067. The R-Squared is considered low but we will continue with the analysis as our purpose is rather testing for the dependency of being "excited to come to work" on the personality traits and not to use the model for prediction.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	100.352	2	50.176	14.520	.000[c]
	Residual	1396.050	404	3.456		
	Total	1496.403	406			

c. Predictors: (Constant), Original, Active Imagination

The probability of the F statistic (14.520) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a statistically significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

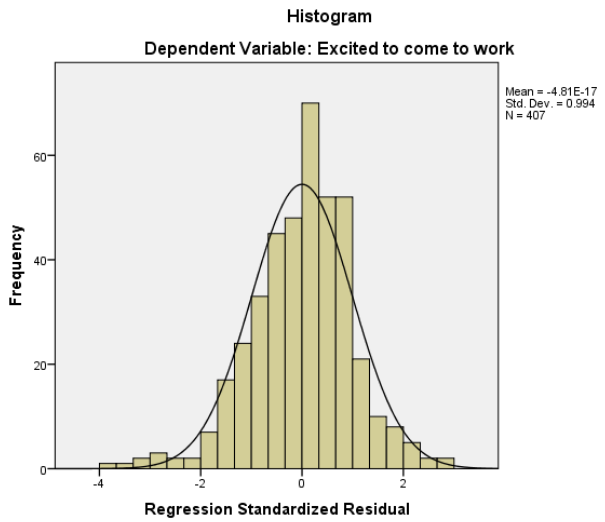
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.798	.381		7.344	.000
	Original	.191	.070	.155	2.731	.007
	Active Imagination	.178	.072	.141	2.481	.014

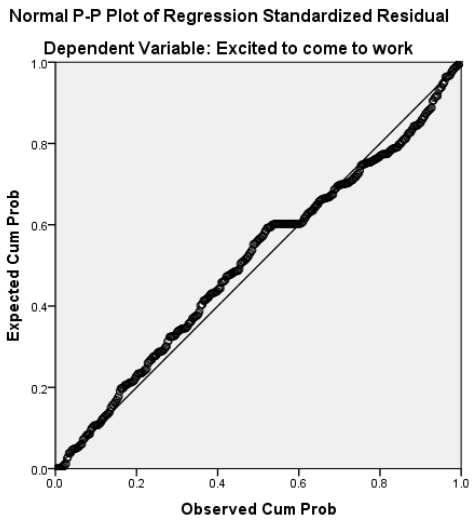
a. Dependent Variable: Excited to come to work

As per the above table, since the significance of the t-value test is lower than 0.05, it indicates that there is a dependency on "seeing self as someone who is original" and "seeing self as someone who has an active imagination". And since the coefficients of those variables are positive, it indicates their positive impact on "feeling excited to come to work". Which means that the higher the perception of employees that they are original and have an active imagination, the more they will be excited to come to work in the morning.

1.2 "Feeling excited to come to work" regressed against "Working conditions" factors

As per the below, we look at the assumptions of normality using the "Histogram" and "Normal P-Plot graphs





The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

Below we continue with the regression analysis.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Company supports development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Teamwork achieves results	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	I am able to balance between my work and life needs	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Safe workplace	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
5	Fair benefits package	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Excited to come to work

Model Summary[f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507[a]	.257	.255	1.657
2	.568[b]	.323	.320	1.584
3	.594[c]	.353	.348	1.550
4	.611[d]	.373	.367	1.527
5	.619[e]	.383	.376	1.517

e. Predictors: (Constant), Company supports development, Teamwork achieves results, I am able to balance between my work and life needs, Safe workplace, Fair benefits package

f. Dependent Variable: Excited to come to work

Regression model 5 includes the best subset of independent variables (company supports development, teamwork achieves results, work-life balance, safe workplace and fair benefits) Since R Square is 0.383, Regression model 5 explains 38.3% of the total variance in feeling excited to come to work. The R-squared is considered low, but we will continue, as our purpose is rather testing for dependency and not to use the model for prediction.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
5	Regression	573.861	5	114.772	49.888	.000[f]
	Residual	922.542	401	2.301		
	Total	1496.403	406			

f. Predictors: (Constant), Company supports development, Teamwork achieves results, I am able to balance between my work and life needs, Safe workplace, Fair benefits package

The probability of the F statistic (49.888) for the regression model 5 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
5	(Constant)	.496	.301		1.650	.100
	Company supports development	.216	.049	.225	4.365	.000
	Teamwork achieves results	.240	.053	.209	4.557	.000
	I am able to balance between my work and life needs	.133	.043	.136	3.131	.002
	Safe workplace	.160	.048	.155	3.320	.001
	Fair benefits package	.124	.048	.126	2.576	.010

a. Dependent Variable: Excited to come to work

Looking at the significance of the t-values, we can see that it is less than 0.05, and we conclude that there is a significant dependency between "feeling excited to come to work" and "company that supports development", "teamwork", "work-life balance", "safe workplace", and "fair benefits package". Since as well, the coefficients for those independent variables are positive, this indicates that the impact is positive. Which means that in order to increase the excitement of its employees to come to work, the company should ensure there is more career development, better teamwork within the organization, better work-life balance, safer workplace and higher benefits packages.

1.3 Independent T-test and ANOVA analyses of "Feeling excited to come to work" with respect to the Big Five Personality Factors

In this section, Independent t-test and ANOVA analyses are performed.

The Independent-samples T-test is an inferential statistical test that determines whether there is a statistically significant difference between the means of two independent groups. The assumption

of equal variance is tested by Levene's test for Equality of Variance. If the significance of Levene's test is greater than 0.05 than the two group variances can be treated as equal, and the "equal variance assumed" is used to test the equality of means.

If the significance for Levene's test is below 0.05, the assumption of homogeneity of the variances is rejected and the "equal variances not assumed" is used to test the equality of means. In both cases, the basic criterion of statistically significant difference between the two-population means is a "2-tailed significance" less than 0.05, where we reject the null hypothesis that the two-population means are not equal.

1.3.1. Test of dependency of "Feeling excited to come to work" on "Neuroticism"

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	0	254	4.91	1.857	.117
	1	153	4.58	2.009	.162

As per the above table 153 participants have a neuroticism trait; whereas, 254 don't. Looking at the means, participants with neuroticism are slightly less excited to come to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	1.649	.200	1.672	405	.095	.328	.196	-.058	.713
	Equal variances not assumed			1.640	300.958	.102	.328	.200	-.066	.721

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances 0.200 (higher than 0.05) which means that we can assume equal variance for the two groups, and the significance value of the T-test for Equality of means is 0.095 (higher than 0.05); thus, we don't reject the hypothesis that there is no difference among independent variables, meaning there is no evidence that having neuroticism or not is different when it comes to feeling excited to come to work.

1.3.2. Test of dependency of "Feeling excited to come to work" on "Extraversion"

Group Statistics

	Extraversion	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	0	241	4.68	1.966	.127
	1	166	4.93	1.846	.143

As per the above table 166 of the participants have extraversion traits; whereas, 241 don't.

Looking at the means, participants with extraversions are slightly more excited to come to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	3.698	.055	-1.287	405	.199	-.249	.193	-.629	.131
	Equal variances not assumed			-1.302	368.822	.194	-.249	.191	-.625	.127

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances 0.055 (higher than 0.05) which means that we can assume equal variance for the two groups; and the significance value of the T-test for Equality of means is 0.199 (higher than 0.05), thus, we don't reject the hypothesis that there is no difference among independent variables, meaning there is no evidence that having extraversion or not is different when it comes to feeling excited to come to work.

1.3.3. Test of dependency of "Feeling excited to come to work" on "Openness"

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	0	109	4.21	1.795	.172
	1	298	5.00	1.924	.111

The above table shows that 298 of the participants have openness traits; whereas, 109 don't. The means show that the participants with openness are significantly more excited to come to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	1.496	.222	-3.713	405	.000	-.786	.212	-1.202	-.370
	Equal variances not assumed			-3.834	204.614	.000	-.786	.205	-1.190	-.382

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances 0.222 (higher than 0.05) which means that we can assume equal variance for the two groups; however, the T-test for Equality of Means is 0.000 (lower than 0.05), thus, we reject the hypothesis that there is no difference among independent variables, meaning that having openness or not is different when it comes to feeling excited to come to work.

1.3.4. Test of dependency of "Feeling excited to come to work" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	0	170	4.65	1.998	.153
	1	237	4.88	1.860	.121

The above table shows that 237 of the participants have agreeableness traits; whereas, 170 don't. The means show that the participants with agreeableness are slightly more excited to come to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	2.145	.144	-1.187	405	.236	-.229	.193	-.608	.150
	Equal variances not assumed			-1.173	348.147	.242	-.229	.195	-.613	.155

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.150 (higher than 0.05) which means that we can assume equal

variance for the two groups and the significance value of the T-test for Equality of means is 0.123 (higher than 0.05); thus, we don't reject the hypothesis that there is no difference among independent variables, meaning there is no evidence that having agreeableness or not is different when it comes to feeling excited to come to work.

1.3.5. Test of dependency of "Feeling excited to come to work" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	0	247	4.67	1.949	.124
	1	160	4.97	1.865	.147

As per the above table 160 of the participants have conscientiousness traits; whereas, 247 don't. Looking at the means, we can see that conscientious participants are slightly more excited to come to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	2.078	.150	-1.546	405	.123	-.301	.194	-.683	.082
	Equal variances not assumed			-1.561	350.328	.119	-.301	.193	-.680	.078

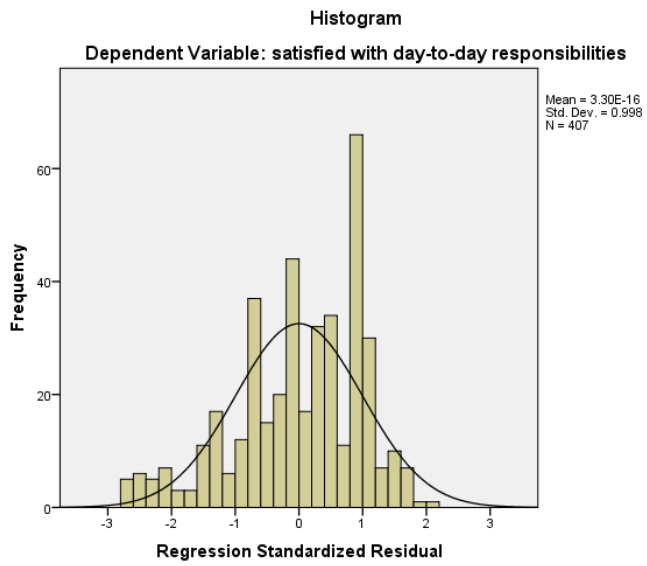
The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.150 (higher than 0.05) which means that we can assume equal variance for the two groups; and the significance value of the T-test for Equality of means is 0.123 (higher than 0.05); thus, we don't reject the hypothesis that there is no difference among independent variables, meaning there

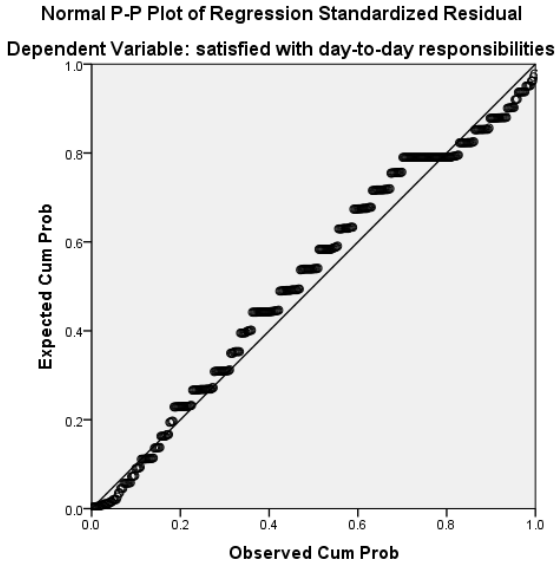
is no evidence that having conscientiousness or not is not different when it comes to feeling excited to come to work.

2. Regression Analysis of independent variables against "Being satisfied with day-to-day responsibilities".

2.1 "Being satisfied with day-to-day responsibilities" regressed against "Personality Traits" factors

We will first look at the assumptions of normality using the "Histogram" and "Normal P-P Plot" graphs





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

Below we continue with regression analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Original	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Considerate	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: satisfied with day-to-day responsibilities

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230[a]	.053	.051	1.698
2	.283[b]	.080	.075	1.676

b. Predictors: (Constant), Original, Considerate

c. Dependent Variable: satisfied with day-to-day responsibilities

Regression model 2 includes the best subset of independent variables (seeing self as someone original, seeing self as someone considerate) explaining 8.0% of the total variance in "Being satisfied with day-to-day responsibilities". The R-squared value is considered low; however, we will continue with the analysis as our purpose is rather testing for the dependency of being "being satisfied with day-to-day responsibilities" on the personality traits and not to use the model for prediction.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	98.545	2	49.273	17.534	.000[c]
	Residual	1135.298	404	2.810		
	Total	1233.843	406			

c. Predictors: (Constant), Original, Considerate

The probability of the F statistic (49.273) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant impact on some of the independent variables and the dependent variable.

Coefficients[a]

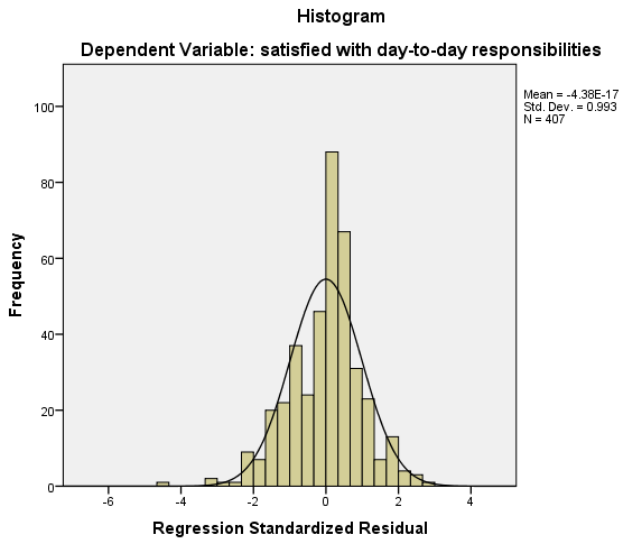
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.808	.384		7.317	.000
	Original	.205	.056	.183	3.679	.000
	Considerate	.201	.059	.170	3.427	.001

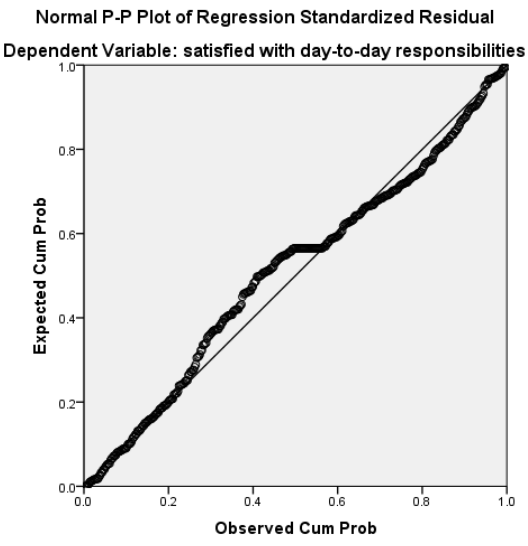
a. Dependent Variable: satisfied with day-to-day responsibilities

The above table shows that the significance values of the t-value test are lower than 0.05, which indicates that there is a dependency between "seeing self as someone who is original" & "seeing self as someone who is considerate" and "being satisfied with day-to-day responsibilities". The positive coefficients of those variables indicate positive impact on those two independent variables and the dependent variable. Meaning that the higher the perception of employees that they are original and considerate, the more they will be satisfied with their daily responsibilities.

2.2 "Being satisfied with day-to-day responsibilities" regressed against "Working conditions" factors

Below are "Histogram" and "Normal P-P Plot" to identify the assumption of normality





The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

Below we continue with the regression analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Company supports development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Teamwork achieves results	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Work-life balance	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Safe workplace	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
5	Continuous information	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
6	Fair benefits package	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: satisfied with day-to-day responsibilities

Model Summary[g]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528[a]	.279	.277	1.482
2	.594[b]	.353	.350	1.405
3	.618[c]	.382	.377	1.375
4	.633[d]	.401	.395	1.356
5	.646[e]	.418	.410	1.339
6	.653[f]	.426	.417	1.331

f. Predictors: (Constant), Company supports development, Teamwork achieves results, I am able to balance between my work and life needs, Safe workplace, Continuous information, Fair benefits package

g. Dependent Variable: satisfied with day-to-day responsibilities

Regression model 6 includes the best subset of independent variables (company supports development, teamwork achieves results, I am able to balance between my work and life needs, safe workplace, continuous information, fair benefits package) explaining 42.6% of the total

variance in being satisfied with day-to-day responsibilities. The R-squared is fair and we continue the analysis.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
6	Regression	525.638	6	87.606	49.481	.000[g]
	Residual	708.205	400	1.771		
	Total	1233.843	406			

g. Predictors: (Constant), Company supports development, Teamwork achieves results, I am able to balance between my work and life needs, Safe workplace, Continuous information, Fair benefits package

The probability of the F statistic (49.481) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant impact on some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
6	(Constant)	.692	.280		2.471	.014
	Company supports development	.170	.045	.196	3.773	.000
	Teamwork achieves results	.207	.047	.199	4.406	.000
	I am able to balance between my work and life needs	.119	.037	.134	3.185	.002
	Safe workplace	.139	.042	.148	3.288	.001
	Continuous information	.131	.042	.138	3.111	.002
	Fair benefits package	.104	.043	.116	2.436	.015

a. Dependent Variable: satisfied with day-to-day responsibilities

From the significance of the t-values we can conclude that there is a significant dependency between “being satisfied with day-to-day responsibilities” and “safe workplace”, “continuous information”, “clear directions from the manager”, “company that supports development”,

"teamwork", "work-life balance" and "fair benefits package". Since as well, the coefficients for those independent variables are positive, it indicates that all of those factors have positive impact on the dependent variable. Which means that to increase the satisfaction of employees' daily responsibilities, the company should ensure there is more career development, better teamwork within the organization, better work-life balance, safer workplace, higher benefits packages, and continuous sharing of information about company's policies and procedures.

2.3. Independent T-test and ANOVA analyses of "Being satisfied with day-to-day responsibilities" with respect to the Big Five Personality Factors

2.3.1Test of dependency of "Being satisfied with day-to-day responsibilities" on "Neuroticism"

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	0	254	5.04	1.692	.106
	1	153	4.99	1.830	.148

As per the above table, neuroticism participants are slightly less satisfied with daily responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	1.225	.269	.235	405	.814	.042	.179	-.309	.393
	Equal variances not assumed			.230	300.982	.818	.042	.182	-.316	.400

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.269 (higher than 0.05); thus, we can assume equality of variance. Since the -T-test for Equality of Means is 0.814 (higher than 0.05), we don't reject the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities is not different among people who have Neuroticism or not.

2.3.2. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Extraversion"

Group Statistics

	Extraversion	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	0	241	4.95	1.720	.111
	1	166	5.13	1.776	.138

As per the above table extraversion employees are slightly more satisfied with their daily responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	.035	.852	-1.026	405	.305	-.180	.176	-.526	.165
	Equal variances not assumed			-1.020	347.450	.308	-.180	.177	-.528	.167

As per the above table, the Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.852 (higher than 0.05), we can assume equality of variance. The T-test for Equality of Means is 0.305, which is higher than 0.05; thus, we don't reject

the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities is not different among people who have extraversion or not, since its significance is 0.305 that is bigger than the 0.05 significance level.

2.3.3. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Openness"

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	0	109	4.66	1.723	.165
	1	298	5.15	1.735	.101

Openness participants have a higher mean than participants that don't have this trait meaning they are significantly more satisfied with their daily responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	.000	.998	-2.530	405	.012	-.490	.194	-.872	-.109
	Equal variances not assumed			-2.539	193.363	.012	-.490	.193	-.871	-.109

The significance value for Levene's Test for Equality of Variances is 0.998, which is higher than 0.05; thus, we can assume equality of variance. Since the T-test for Equality of Means is 0.012 (lower than 0.05) we reject the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities is different among people who have openness or not.

2.3.4. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	0	170	4.76	1.902	.146
	1	237	5.21	1.598	.104

As per the above, employees who have Agreeableness are significantly more satisfied with their day-to-day responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
satisfied with day-to-day responsibilities	Equal variances assumed	6.692	.010	-2.574	405	.010	-.448	.174	-.790	-.106
	Equal variances not assumed			-2.502	324.079	.013	-.448	.179	-.800	-.096

The significance value for Levene's Test for Equality of Variances is 0.010, so we cannot assume equality of variance. And the T-test for Equality of Means is 0.010 (lower than 0.05), thus, we reject the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities differs among people who have agreeableness or not.

2.3.5. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Satisfied with day-to-day responsibilities	0	247	4.86	1.686	.107
	1	160	5.26	1.807	.143

The above table shows that the mean for participants who are conscientious are significantly more satisfied with their daily responsibilities.

Independent Samples Test

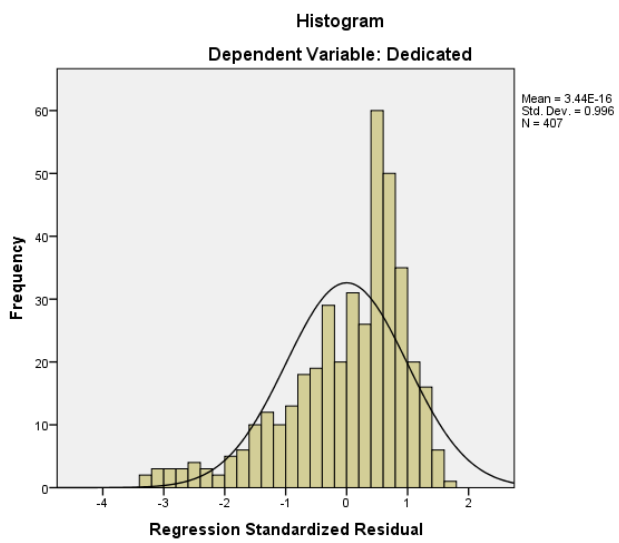
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	1.423	.234	-2.273	405	.024	-.400	.176	-.746	-.054
	Equal variances not assumed			-2.240	322.641	.026	-.400	.179	-.752	-.049

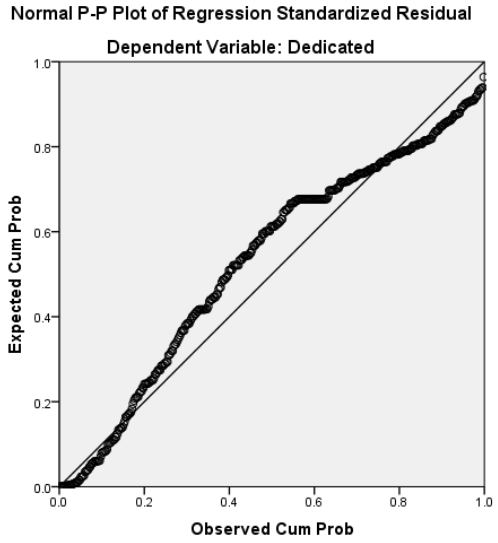
The significance value for Levene's Test for Equality of Variances is 0.234, which is higher than 0.05; thus, we can assume equality of variance. However, since the T-test for Equality of Means is 0.024 (lower than 0.05), we reject the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities differs among people who have conscientiousness or not.

3. Regression Analysis of independent variables against "Feeling dedicated to one's job"

3.1 "Feeling dedicated to one's job" regressed against "Personality Traits" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Values Art	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Sociable	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Thorough job	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Dedicated

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.258[a]	.067	.064	1.515
2	.285[b]	.081	.077	1.505
3	.302[c]	.091	.085	1.498

c. Predictors: (Constant), Values Art, Sociable, Thorough job

d. Dependent Variable: Dedicated

Regression model 3 includes the best subset of independent variables (values art, sociable, thorough job) explaining 9.1% of the total variance in being dedicated to one's job.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	90.998	3	30.333	13.518	.000[d]
	Residual	904.314	403	2.244		
	Total	995.312	406			

d. Predictors: (Constant), Values Art, Sociable, Thorough job

The probability of the F statistic (13.518) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant impact on some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.562	.351		10.150	.000
	Values Art	.196	.043	.221	4.535	.000
	Sociable	.087	.040	.107	2.201	.028
	Thorough job	.110	.051	.105	2.143	.033

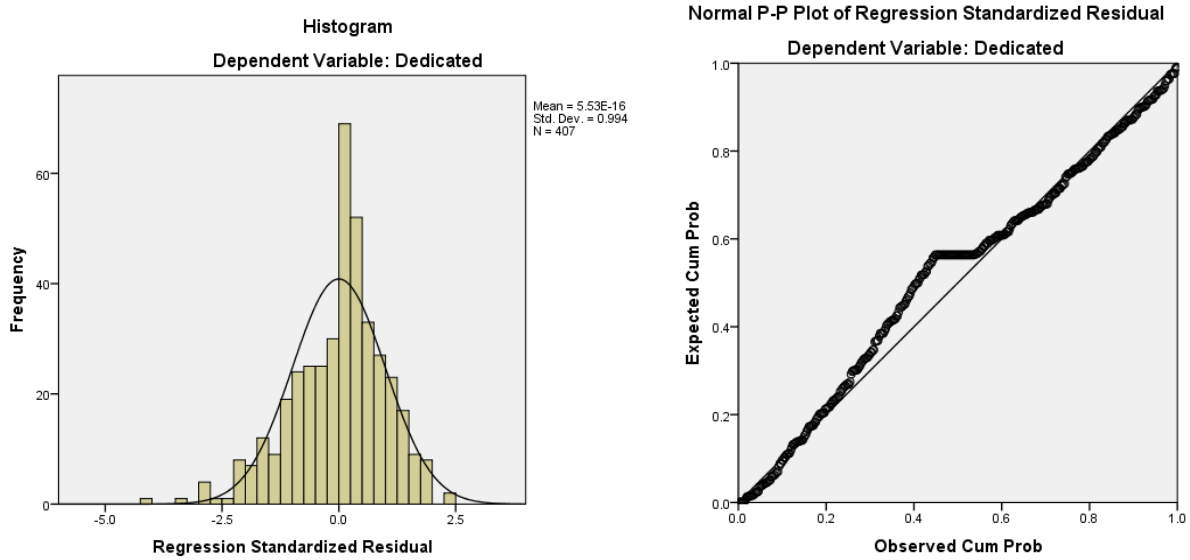
a. Dependent Variable: Dedicated

As per the above table, the significance value of the T-test is lower than 0.05, which indicates that there is a dependency from "feeling dedicated to one's job" on "seeing self as someone who

values art". The coefficient of this variable is positive, which indicates its positive impact on "feeling dedicated to one's job". This means that the higher the perception of employees that they value art, the more they will be dedicated to their job.

3.2 "Feeling dedicated to one's job" regressed against "Working Conditions" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"



The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Open-communication policy	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Fair feedback from manager	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Teamwork achieves results	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Safe workplace	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
5	Continuous information	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Dedicated

Model Summary[f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.202	.200	1.400
2	.518[b]	.268	.264	1.343
3	.548[c]	.300	.295	1.315
4	.567[d]	.322	.315	1.296
5	.573[e]	.329	.320	1.291

e. Predictors: (Constant), Open-communication policy, Fair feedback from manager, Teamwork achieves results, Safe workplace, Continuous information

f. Dependent Variable: Dedicated

Regression model 5 includes the best subset of independent variables (open-communication policy, fair feedback from manager, teamwork achieves results, safe workplace, continuous information) explaining 32.9% variability in "feeling dedicated to one's job".

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	327.209	5	65.442	39.279	.000[f]
	Residual	668.103	401	1.666		
	Total	995.312	406			

f. Predictors: (Constant), Open-communication policy, Fair feedback from manager, Teamwork achieves results, Safe workplace, Continuous information

The probability of the F statistic (39.279) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
5	(Constant)	2.064	.268		7.707	.000
	Open-communication policy	.110	.049	.126	2.259	.024
	Fair feedback from manager	.175	.042	.210	4.201	.000
	Teamwork achieves results	.154	.045	.165	3.404	.001
	Safe workplace	.149	.041	.176	3.663	.000
	Continuous information	.087	.043	.103	2.050	.041

a. Dependent Variable: Dedicated

As per the above table, the significance of the t-values is less than 0.05 values, we conclude that there is a significant dependency between “feeling dedicated to one’s job” and “safe workplace”, “open-communication policy”, “fair feedback from manager”, “teamwork”. Since as well, the coefficients for those independent variables are positive, this indicates that the impact is positive. Which means that to increase the dedication of its employees towards their job, the company should ensure the workplace is safer, there is better teamwork within the organization, the manger’s feedback is fairer, and the company has a better communication policy.

3.3. Independent T-test and ANOVA analyses of "Feeling dedicated to one's job" with respect to the Big Five Personality Factors

3.3.1. Test of dependency of "Feeling dedicated to one's job" on "Neuroticism"

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	0	254	5.58	1.555	.098
	1	153	5.65	1.587	.128

The above table shows that participants who have neuroticism are slightly more dedicated to their jobs.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	.206	.650	-.426	405	.670	-.068	.160	-.384	.247
	Equal variances not assumed			-.424	315.286	.672	-.068	.161	-.386	.249

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.650, we can assume equality of variance. And the T-test for Equality of Means is 0.670, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "feeling dedicated to one's job" is not different among people who have neuroticism or not.

3.3.2. Test of dependency of "Feeling dedicated to one's job" on "Extraversion"

Group Statistics

	Extraversion	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	0	241	5.48	1.623	.105
	1	166	5.79	1.464	.114

Looking at the means, participants with extraversion are significantly more dedicated towards their jobs.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	3.838	.051	-1.983	405	.048	-.312	.157	-.621	-.003
	Equal variances not assumed			-2.021	376.902	.044	-.312	.154	-.616	-.008

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.051, we can assume equality of variance. However, the 2-tailed significance is 0.048 which is lower than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "feeling dedicated to one's job" is different among people who have extraversion or not.

3.3.3. Test of dependency of "Feeling dedicated to one's job" on "Openness"

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	0	109	5.13	1.546	.148
	1	298	5.78	1.539	.089

The means show that the participants with openness are significantly more dedicated towards their jobs.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	.002	.969	-3.769	405	.000	-.650	.172	-.989	-.311
	Equal variances not assumed			-3.761	191.310	.000	-.650	.173	-.991	-.309

The significance value for Levene's Test for Equality of Variances is 0.969, which is higher than 0.05; we can assume equality of variance. However, the T-test for Equality of Means is 0.000, so we reject the hypothesis that independent variables are equal, meaning that "feeling dedicated to one's job" is different among people who have openness or not.

3.3.4. Test of dependency of "Feeling dedicated to one's job" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	0	170	5.35	1.715	.132
	1	237	5.78	1.426	.093

The means show that the participants with agreeableness are significantly more dedicated towards their job.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	9.301	.002	-2.767	405	.006	-.432	.156	-.739	-.125
	Equal variances not assumed			-2.685	321.641	.008	-.432	.161	-.748	-.115

The significance value for Levene's Test for Equality of Variances is 0.002, so we cannot assume equality of variance. The T-test for Equality of Means is 0.006, which is less than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "feeling dedicated to one's job" is different among people who have agreeableness or not.

3.3.5. Test of dependency of "Feeling dedicated to one's job" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	0	247	5.36	1.566	.100
	1	160	5.98	1.496	.118

The table above shows that conscientious participants are significantly more dedicated to their job.

Independent Samples Test

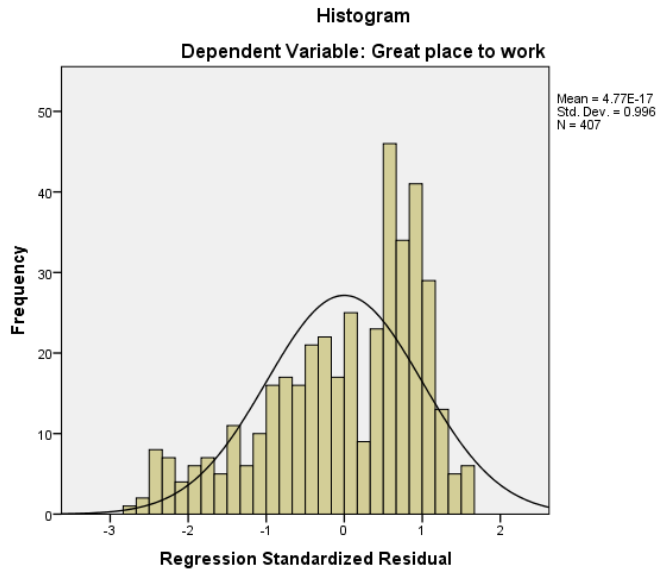
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	4.348	.038	-3.910	405	.000	-.611	.156	-.918	-.304
	Equal variances not assumed			-3.948	350.610	.000	-.611	.155	-.915	-.306

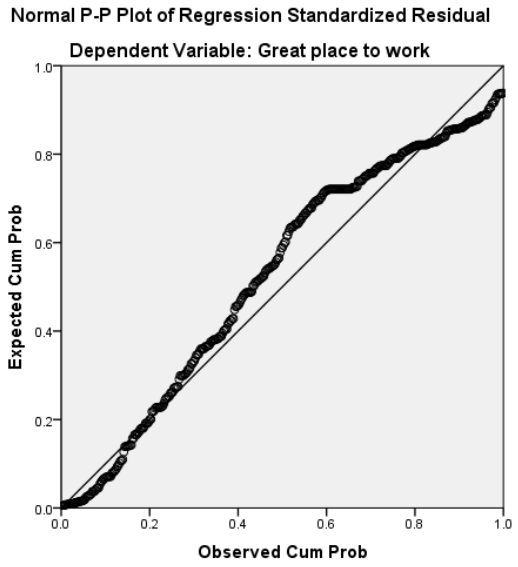
The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.038, we cannot assume variance of equality. And the t-test for Equality of Means is 0.000, which is lower than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "feeling dedicated to one's job" differs among people who have Conscientiousness or not.

4. Regression Analysis of independent variables against "Seeing one's company as a great place to work"

4.1 "Seeing one's company as a great place to work" regressed against "Personality Traits" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

Now we continue with regression analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Values Art	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Reserved	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Original	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Great place to work

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.195[a]	.038	.036	1.818
2	.223[b]	.050	.045	1.809
3	.248[c]	.062	.055	1.800

c. Predictors: (Constant), Values Art, Reserved, Original

d. Dependent Variable: Great place to work

Regression model 3 includes the best subset of independent variables (values art, reserved, original) explaining 6.2% of total variability in seeing one's company as a great place to work.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	85.764	3	28.588	8.826	.000[d]
	Residual	1305.390	403	3.239		
	Total	1391.155	406			

d. Predictors: (Constant), Values Art, Reserved, Original

In the above table, the significance is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.300	.376		8.765	.000
	Values Art	.134	.057	.128	2.350	.019
	Reserved	.100	.043	.112	2.310	.021
	Original	.144	.064	.121	2.249	.025

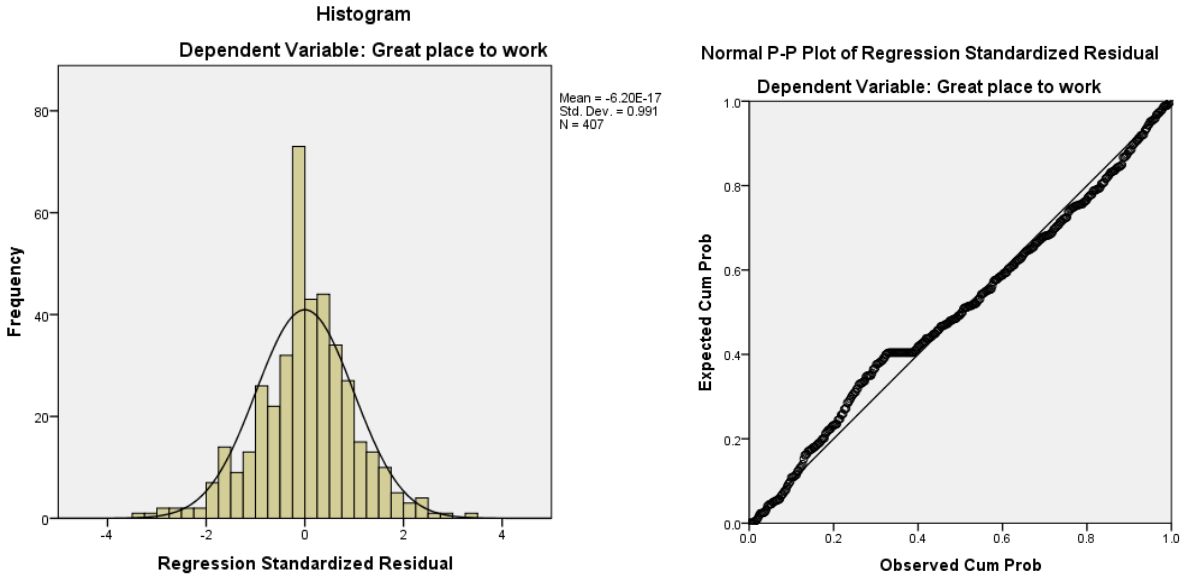
a. Dependent Variable: Great place to work

As per the above table, the significance of the t-values is less than 0.05 values, we conclude that there is a significant dependency between "seeing one's company as a great place to work" and

"seeing self as someone who values art", "seeing self as someone who is original", "seeing self as someone who is reserved". Since as well, the coefficients for those independent variables are positive, it indicates that the impact is positive. Which means that there is a higher likelihood for employees who score high in seeing themselves as someone who values art, someone original and reserved to have a higher perception that there company is a great place to work.

4.2 "Seeing one's company as a great place to work" regressed against "Working Conditions" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"



The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Company supports development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Open-communication policy	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	I am able to balance between my work and life needs	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Teamwork achieves results	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
5	Safe workplace	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
6	Fair benefits package	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
7	Clear direction from manager	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Great place to work

Model Summary[h]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622[a]	.386	.385	1.452
2	.697[b]	.486	.483	1.331
3	.720[c]	.518	.514	1.290
4	.734[d]	.539	.534	1.264
5	.745[e]	.555	.550	1.242
6	.751[f]	.564	.557	1.232
7	.755[g]	.571	.563	1.224

g. Predictors: (Constant), Company supports development, Open-communication policy, I am able to balance between my work and life needs, Teamwork achieves results, Safe workplace, Fair benefits package, Clear direction from manager

h. Dependent Variable: Great place to work

Regression model 7 includes the best subset of independent variables (company supports development, open-communication policy, I am able to balance between my work and life needs, teamwork achieves results, safe workplace, fair benefits package, clear direction from manager) explaining 57.1% of total variability in seeing one's place as great place to work. The R-squared value is considered high enough.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
7	Regression	793.758	7	113.394	75.736	.000[h]
	Residual	597.397	399	1.497		
	Total	1391.155	406			

Dependent Variable: Great place to work

h.Predictors: (Constant), Company supports development, Open-communication policy, I am able to balance between my work and life needs, Teamwork achieves results, Safe workplace, Fair benefits package, Clear direction from manager

The significance for this regression model is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
7	(Constant)	.065	.250		.261	.795
	Company supports development	.213	.043	.230	4.992	.000
	Open-communication policy	.187	.046	.182	4.080	.000
	I am able to balance between my work and life needs	.118	.034	.125	3.433	.001
	Teamwork achieves results	.148	.044	.134	3.327	.001
	Safe workplace	.154	.040	.155	3.834	.000
	Fair benefits package	.107	.040	.113	2.690	.007
	Clear direction from manager	.106	.043	.107	2.494	.013

a. Dependent Variable: Great place to work

The significance of the t-values for all the variables is less than 0.05, we conclude that there is a significant dependency between “seeing one’s company as a great place to work” and “company supports development”, “open-communication policy”,” I am able to balance between my work and life needs”,” teamwork achieves results”, ”safe workplace”, “fair benefits package”. Since as well, the coefficients for those independent variables are positive, it indicates that the impact is positive. Which means that in order to increase the perception of their employees that they work in a great place, the company should ensure there is more career development, open communication, better teamwork within the organization, better work-life balance, safer workplace and higher benefits packages.

4.3. Independent T-test and ANOVA analyses of “Seeing one’s company as a great place to work” with respect to the Big Five Personality Factors

4.3.1. Test of dependency of “Seeing one’s company as a great place to work” on “Neuroticism”

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	0	254	5.30	1.675	.105
	1	153	4.89	2.092	.169

Looking at the means, participants with neuroticism believe significantly less that their company is a great place to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	10.987	.001	2.197	405	.029	.414	.189	.044	.785
	Equal variances not assumed			2.081	268.037	.038	.414	.199	.022	.806

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.001, which means we cannot assume equality of variance. The t-test for Equality of Means is 0.029, which is lower than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "Seeing one's company as a great place to work" differs among people who have neuroticism or not.

4.3.2. Test of dependency of "Seeing one's company as a great place to work" on "Extraversion"

Group Statistics

	Extraversion	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	0	241	5.14	1.854	.119
	1	166	5.16	1.852	.144

Looking at the means, participants with extraversion have almost the same perception that their company is a great place to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	.000	.989	-.083	405	.934	-.016	.187	-.383	.352
	Equal variances not assumed			-.083	355.127	.934	-.016	.187	-.383	.352

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.989, which means we can assume the equality of variance. The T-test for Equality of Means is 0.934 which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "seeing one's company as a great place to work" is not different among people who have extraversion or not.

4.3.3. Test of dependency of "Seeing one's company as a great place to work" on "Openness"

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	0	109	4.62	1.899	.182
	1	298	5.34	1.799	.104

The means show that the participants with openness have a significantly higher perception that their company is a great place to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	.798	.372	-3.498	405	.001	-.715	.204	-1.117	-.313
	Equal variances not assumed			-3.411	183.301	.001	-.715	.210	-1.129	-.301

The significance value for Levene's Test for Equality of Variances is 0.372; thus, we can assume the equality of variance. The T-test for Equality of Means, however, is 0.001, which is less than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "seeing one's company as a great place to work" is different among people who have openness or not.

4.3.4. Test of dependency of "Seeing one's company as a great place to work" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	0	170	4.90	1.975	.151
	1	237	5.32	1.739	.113

The means show that the participants with Agreeableness have a significantly higher perception that their company is a great place to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Gre-at place to work	Equal variances assumed	6.669	.010	-2.296	405	.022	-.425	.185	-.789	-.061
	Equal variances not assumed			-2.248	335.066	.025	-.425	.189	-.797	-.053

The significance value for Levene's Test for Equality of Variances is 0.010, we then cannot assume the equality of variance. The T-test for Equality of Means is 0.022, which is lower than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "seeing one's company as a great place to work" is different among people who have agreeableness or not.

4.3.5. Test of dependency of "Seeing one's company as a great place to work" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	0	247	5.03	1.911	.122
	1	160	5.33	1.744	.138

Looking at the means, we can see that conscientious participants have a higher perception of their company as a great place to work.

Independent Samples Test

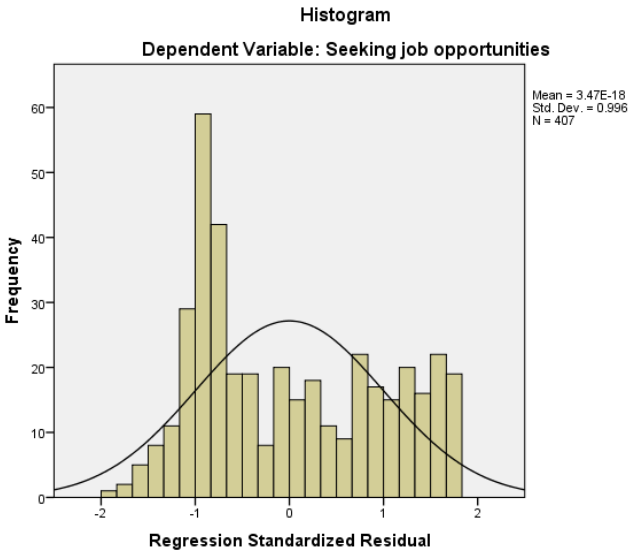
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	.815	.367	-1.616	405	.107	-.303	.187	-.671	.066
	Equal variances not assumed			-1.648	361.355	.100	-.303	.184	-.664	.059

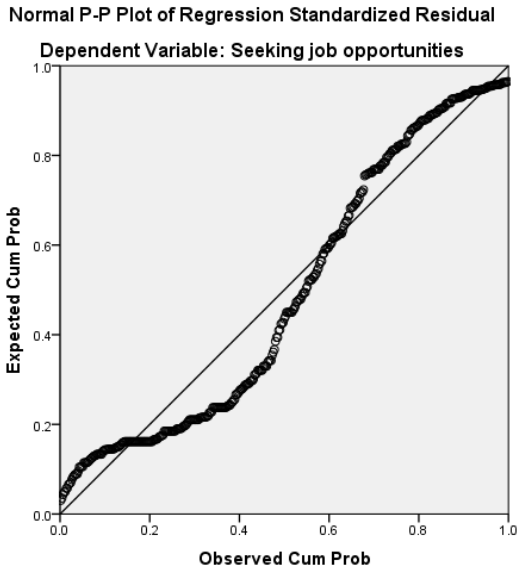
The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.367, we can assume the equality of variance. The T-test for Equality of Means is 0.107, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "seeing one's company as a great place to work" is not different among people who have conscientiousness or not.

5. Regression Analysis of independent variables against "Seeking other job opportunities"

5.1 "Seeking other job opportunities" regressed against "Personality Traits" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Rude to others	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Active Imagination	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Tends to be lazy	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Seeking job opportunities

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.189[a]	.036	.033	2.350
2	.227[b]	.052	.047	2.333
3	.253[c]	.064	.057	2.321

c. Predictors: (Constant), Rude to others, Active Imagination, Tends to be lazy

d. Dependent Variable: Seeking job opportunities

Regression model 3 includes the best subset of independent variables (rude to others, active imagination, tends to be lazy) explaining 6.4% of total variability in looking for another job opportunity.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	148.264	3	49.421	9.174	.000[d]
	Residual	2171.048	403	5.387		
	Total	2319.312	406			

a. Dependent Variable: Seeking job opportunities

d. Predictors: (Constant), Rude to others, Active Imagination, Tends to be lazy

Since the significance is 0.000 which is less than 0.05 hence we conclude that there a very strong evidence that there is a statistically significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

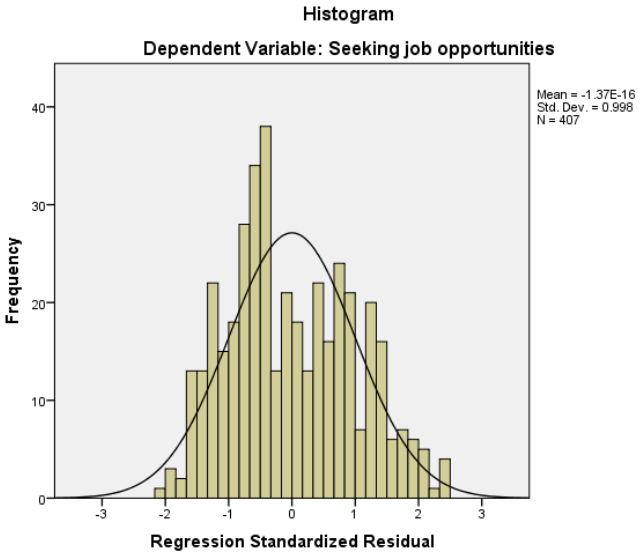
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.468	.459		3.198	.001
	Rude to others	.166	.069	.127	2.407	.017
	Active Imagination	.212	.076	.135	2.769	.006
	Tends to be lazy	.178	.077	.120	2.308	.022

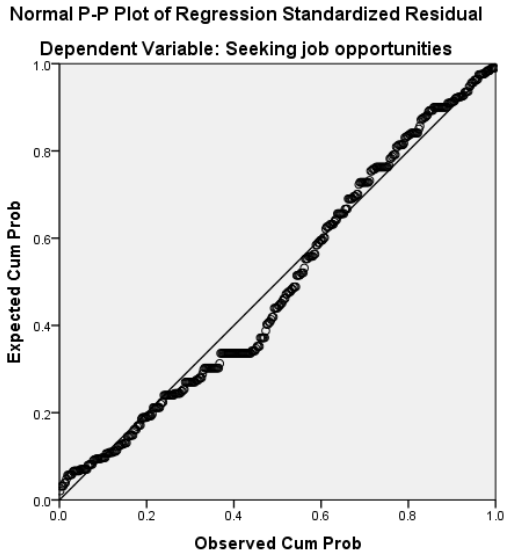
a. Dependent Variable: Seeking job opportunities

The significance of the t-value test is lower than 0.05, which indicates that there is a dependency from “seeking other job opportunities” on “seeing self as someone who is rude to others”, “seeing self as someone who has an active imagination”, “seeing self as someone who tends to be lazy”. The coefficients of “active imagination” and “rude to others”, “tends to be lazy” are positive, which indicates their positive impact on “seeking other job opportunities”. Which means that the higher the perception of employees that they are have an active imagination, they are rude to others, and they tend to be lazy the more likely is that they will be seeking another job opportunity.

5.2 “Seeking other job opportunities” regressed against “Working Conditions” factors

We look at the assumptions of normality using “Histogram” and “Normal P-P Plot”





The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Job instability	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Company supports development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Seeking job opportunities

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384[a]	.147	.145	2.210
2	.419[b]	.176	.172	2.175

b. Predictors: (Constant), Job instability, Company supports development

c. Dependent Variable: Seeking job opportunities

Regression model 2 includes the best subset of independent variables (company supports development, job instability) explaining 17.6% of total variability in "seeking other job opportunities".

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	407.964	2	203.982	43.116	.000[c]
	Residual	1911.348	404	4.731		
	Total	2319.312	406			

a. Dependent Variable: Seeking job opportunities

c. Predictors: (Constant), Job instability, Company supports development

The probability of the F statistic (49.481) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.977	.355		8.393	.000
	Job instability	.382	.050	.349	7.571	.000
	Company supports development	-.205	.055	-.172	-3.736	.000

a. Dependent Variable: Seeking job opportunities

The significance of the t-values for all the variables is less than 0.05, we conclude that there is a significant dependency between "seeking other job opportunities" and "job instability", and "company that supports development". The coefficient for "job instability" is positive, which indicates that the impact is positive; whereas, the coefficient for "company supports development" is negative, which indicates that the impact is negative. This means to decrease the likelihood of an employee to seek other job opportunity, the company should decrease job insecurity. On the other hand, the company has to provide more career development to retain its employees.

5.3. Independent T-test and ANOVA analyses of "Seeking other job opportunities" with respect to the Big Five Personality Factors

5.3.1. Test of dependency of "Seeking other job opportunities" on "Neuroticism"

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	0	254	3.25	2.369	.149
	1	153	3.71	2.405	.194

Looking at the means, participants with neuroticism are slightly more prompt to be seeking other job opportunities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	.333	.564	-1.905	405	.058	-.464	.244	-.944	.015
	Equal variances not assumed			-1.897	316.551	.059	-.464	.245	-.946	.017

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.564, then we assume variance equality. The T-test for Equality of Means is 0.058, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "Seeking other job opportunities" is not different among people who have neuroticism or not.

5.3.2. Test of dependency of "Seeking other job opportunities" on "Extraversion"

Group Statistics

	Extravervion	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	0	241	3.41	2.360	.152
	1	166	3.44	2.441	.189

Looking at the means, participants with extraversions are slightly more prompt to seek other job opportunity.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	.866	.353	-.120	405	.905	-.029	.241	-.503	.446
	Equal variances not assumed			-.119	346.977	.905	-.029	.243	-.507	.449

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.353, meaning we can assume variance equality. The T-test for Equality of Means is 0.905, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "seeking other job opportunities" is not different among people who have extraversion or not.

5.3.3. Test of dependency of "Seeking other job opportunities" on "Openness"

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	0	109	3.05	2.266	.217
	1	298	3.56	2.423	.140

The means show that the participants with openness are slightly more prompt to look for other job opportunities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	3.100	.079	-1.930	405	.054	-.515	.267	-1.039	.010
	Equal variances not assumed			-1.990	204.182	.048	-.515	.259	-1.024	-.005

The significance value for Levene's Test for Equality of Variances is 0.079, then we can assume equality of variance. The T-test for Equality of Means is 0.054, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "seeking other job opportunities" is not different among people who have openness or not.

5.3.4. Test of dependency of "Seeking other job opportunities" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	0	170	3.71	2.373	.182
	1	237	3.22	2.387	.155

The means show that the participants with agreeableness are significantly less prompt to seek other job opportunities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	.001	.972	2.033	405	.043	.486	.239	.016	.957
	Equal variances not assumed			2.035	365.510	.043	.486	.239	.016	.957

The significance value for Levene's Test for Equality of Variances 0.972, which is higher than 0.05, we can assume equality of variance; however, the T-test for Equality of Means is 0.043 which is less than 0.05, thus, we reject the hypothesis that independent variables are equal, meaning that "seeing other job opportunities" is different among people who have agreeableness or not.

5.3.5. Test of dependency of "Seeking other job opportunities" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	0	247	3.53	2.342	.149
	1	160	3.26	2.461	.195

Looking at the means, we can see that conscientious participants are slightly less prompt to look for other job opportunities.

Independent Samples Test

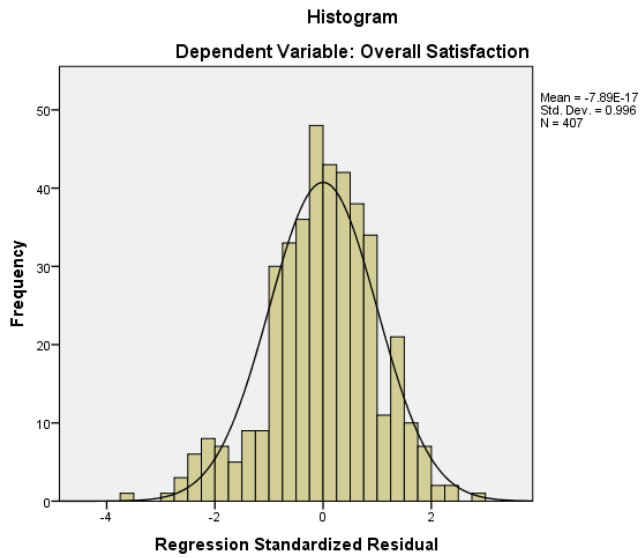
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	1.370	.242	1.088	405	.277	.264	.242	-.213	.741
	Equal variances not assumed			1.076	327.464	.283	.264	.245	-.218	.746

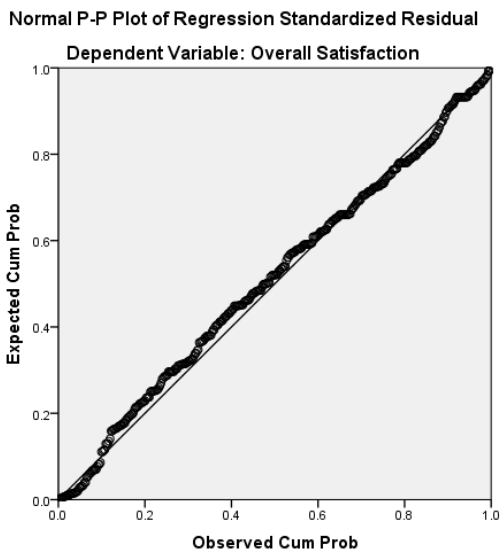
The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.242, which means we can assume equality of variance. And the T-test for Equality of Means is 0.277, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "seeking other job opportunities" is not different among people who have conscientiousness or not.

6. Regression Analysis of independent variables against "Overall Job Satisfaction"

6.1 "Overall Job Satisfaction" regressed against "Personality Traits" factors

We look at the assumptions of normality using "Histogram" and "Normal P-P Plot"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Active Imagination	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Original	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Considerate	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Overall Satisfaction

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294[a]	.086	.084	1.12817
2	.329[b]	.108	.104	1.11603
3	.347[c]	.121	.114	1.10958

c. Predictors: (Constant), Active Imagination, Original, Considerate

d. Dependent Variable: Overall Satisfaction

Regression model 3 includes the best subset of independent variables (active imagination, original, considerate) explaining 1.21% of total variability in overall job satisfaction.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	67.990	3	22.663	18.408	.000[d]
	Residual	496.163	403	1.231		
	Total	564.154	406			

a. Dependent Variable: Overall Satisfaction

d. Predictors: (Constant), Active Imagination, Original, Considerate

Since the significance is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a statistically significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

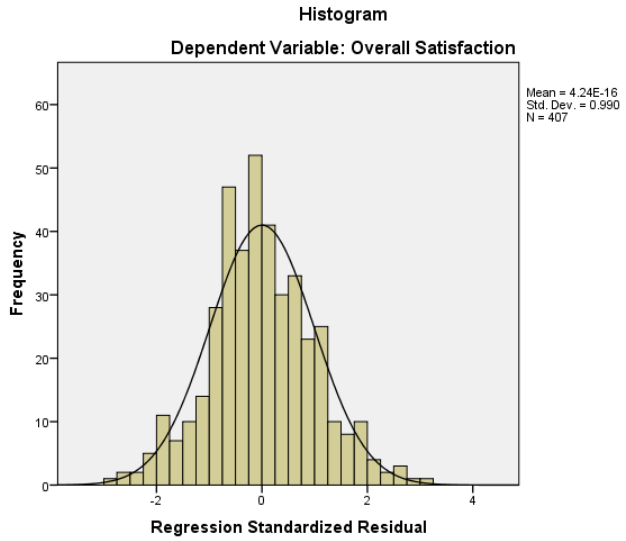
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.893	.271		10.696	.000
	Active Imagination	.143	.043	.184	3.313	.001
	Original	.114	.042	.150	2.683	.008
	Considerate	.093	.039	.117	2.390	.017

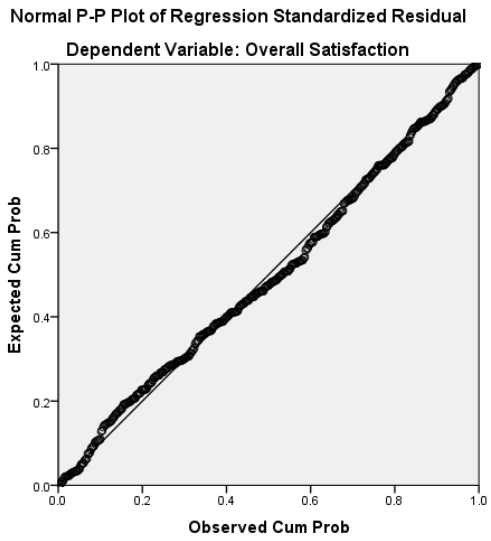
a. Dependent Variable: Overall Satisfaction

The significance of the t-value test is lower than 0.05, which indicates that there is a dependency from “overall job satisfaction” on “seeing self as someone who has active imagination”, “seeing self as someone who has is original”, “seeing self as someone who is considerate”. The coefficients of the independent variables are positive, which indicates their positive impact on “overall job satisfaction”. Which means that the higher the perception of employees that they have an active imagination, they are original, and they are considerate, the more likely is that they will have higher job satisfaction.

6.2 “Overall Job Satisfaction” regressed against “Working Conditions” factors

We look at the assumptions of normality using “Histogram” and “Normal P-P Plot”





The histogram shows that the graph is close to a bell-shaped curve and the normal plot of the residuals shows that the points are close to the diagonal line.

We continue with the regression analysis.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Open-communication policy	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Teamwork achieves results	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Safe workplace	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Work-life balance	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
5	Company supports development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
6	Job instability	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
7	Continuous information	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
8	Fair benefits package	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Overall Satisfaction

Model Summary[i]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534[a]	.286	.284	.99761
2	.619[b]	.383	.380	.92818
3	.657[c]	.431	.427	.89217
4	.679[d]	.461	.455	.87006
5	.694[e]	.482	.476	.85342
6	.713[f]	.509	.501	.83250
7	.718[g]	.516	.507	.82729
8	.722[h]	.521	.511	.82401

h. Predictors: (Constant), Open-communication policy, Teamwork achieves results, Safe workplace, I am able to balance between my work and life needs, Company supports development, Job instability, Continuous information, Fair benefits package

i. Dependent Variable: Overall Satisfaction

Regression model 8 includes the best subset of independent variables (open-communication policy, teamwork achieves results, safe workplace, I am able to balance between my work and life needs, company supports development, job instability, continuous information, fair benefits package) explaining 52.1% of total variability in overall job satisfaction.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
8	Regression	293.916	8	36.740	54.109	.000[i]
	Residual	270.237	398	.679		
	Total	564.154	406			

a. Dependent Variable: Overall Satisfaction

i. Predictors: (Constant), Open-communication policy, Teamwork achieves results, Safe workplace, I am able to balance between my work and life needs, Company supports development, Job instability, Continuous information, Fair benefits package

The probability of the F statistic (54.109) for the regression model 2 is 0.000 which is less than 0.05 hence we conclude that there is a very strong evidence that there is a significant relationship between some of the independent variables and the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
8	(Constant)	1.099	.200		5.502	.000
	Open-communication policy	.081	.031	.124	2.578	.010
	Teamwork achieves results	.160	.030	.228	5.406	.000
	Safe workplace	.128	.027	.201	4.677	.000
	Work-life balance	.092	.023	.153	3.953	.000
	Company supports development	.090	.028	.153	3.190	.002
	Job instability	.090	.019	.166	4.642	.000
	Continuous information	.065	.027	.101	2.373	.018
	Fair benefits package	.055	.027	.091	2.046	.041

a. Dependent Variable: Overall Satisfaction

The significance of the t-values for all the variables is less than 0.05, we conclude that there is a significant dependency between “overall job satisfaction” and “open-communication policy”, “teamwork achieves results”, “safe workplace”, “I am able to balance between my work and life needs”, “company supports development”, “job instability”, “continuous information”, “fair benefits package”. The coefficients for all the variables are positive, this indicates that the impact is positive. Which means to increase employee overall satisfaction, the company should ensure better open-communication policy, increase teamwork, improve safety at the workplace, increase the work-life balance of its employees, supports better employee development, provide its employees with continuous information, provide fairer benefits package.

6.3. Independent T-test and ANOVA analyses of “Overall Job Satisfaction” with respect to the Big Five Personality Factors

6.3.1. Test of dependency of “Overall Job Satisfaction” on “Neuroticism”

Group Statistics

	Neuroticism	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	0	254	4.8150	1.10332	.06923
	1	153	4.7647	1.29759	.10490

Looking at the means, participants with neuroticism has slightly lower job satisfaction.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	6.258	.013	.416	405	.678	.05025	.12076	-.18713	.28764
	Equal variances not assumed			.400	281.181	.690	.05025	.12569	-.19715	.29766

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.013, we cannot assume variance equality. However, the T-test for Equality of Means is 0.678 which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that "overall job satisfaction" is not different among people who have neuroticism or not.

6.3.2. Test of dependency of "Overall Job Satisfaction" on "Extraversion"

Group Statistics

	Extraversion	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	0	241	4.7320	1.25937	.08112
	1	166	4.8892	1.04760	.08131

Looking at the means, participants with extraversions have a slightly higher overall job satisfaction.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	6.549	.011	-1.323	405	.186	-.15721	.11879	-.39072	.07631
	Equal variances not assumed			-1.369	390.778	.172	-.15721	.11486	-.38302	.06861

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.011, we cannot assume variance equality. However, T-test for Equality of Means is 0.186 which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are

equal, meaning that “overall job satisfaction” is not different among people who have extraversion or not.

6.3.3. Test of dependency of “Overall job satisfaction” on “Openness”

Group Statistics

	Openness	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	0	109	4.3339	1.18448	.11345
	1	298	4.9651	1.13238	.06560

The means show that the participants with openness have a significantly higher overall job satisfaction.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	.400	.527	-4.918	405	.000	-.63116	.12834	-.88345	-.37887
	Equal variances not assumed			-4.816	184.769	.000	-.63116	.13105	-.88971	-.37261

The significance value for Levene’s Test for Equality of Variances is 0.527, meaning we can assume variance equality. The T-test for Equality of Means, however, is 0.000, which is lower than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that “overall job satisfaction” is different among people who have openness or not.

6.3.4. Test of dependency of "Overall job satisfaction" on "Agreeableness"

Group Statistics

	Agreeableness	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	0	170	4.6741	1.31982	.10123
	1	237	4.8835	1.06051	.06889

The means show that the participants with agreeableness have slightly higher job satisfaction.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	8.712	.003	-1.772	405	.077	-.20943	.11817	-.44172	.02287
	Equal variances not assumed			-1.710	313.616	.088	-.20943	.12244	-.45034	.03149

The significance value for Levene's Test for Equality of Variances 0.003, which is lower than 0.05; thus, we cannot assume variance equality. However, since the T-test for Equality of Means is 0.077 which is higher than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that "overall job satisfaction" is not different among people who have agreeableness or not.

6.3.5. Test of dependency of "Overall job satisfaction" on "Conscientiousness"

Group Statistics

	Conscientiousness	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	0	247	4.6899	1.24189	.07902
	1	160	4.9600	1.05706	.08357

Looking at the means, we can see that conscientious participants have a significantly higher job satisfaction.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	5.996	.015	-2.270	405	.024	-.27012	.11902	-.50409	-.03615
	Equal variances not assumed			-2.349	376.102	.019	-.27012	.11501	-.49627	-.04397

The Independent Samples Test table shows that the significance value for Levene's Test for Equality of Variances is 0.015, so we cannot assume variance equality. The T-test for Equality of Means is 0.024, which is less than 0.05; thus, we reject the hypothesis that independent variables are equal, meaning that "overall job satisfaction" is different among people who have conscientiousness or not.

CHAPTER 5

5. Data Exploration

In order to examine the relationship between the factors of job satisfaction and the demographic variables, we have performed an Independent T-test and ANOVA analysis. The study explored whether and how each aspect of job satisfaction varied among different age groups, different countries, career levels and genders, i.e. whether:

1. Being excited to go to work in the morning is different among genders
2. Being excited to go to work in the morning is different among career levels
3. Being excited to go to work in the morning is different among age groups
4. Being excited to go to work in the morning is different among countries
5. Being satisfied with day-to-day responsibilities is different among genders
6. Being satisfied with day-to-day responsibilities is different among career levels
7. Being satisfied with day-to-day responsibilities is different among age groups
8. Being excited with day-to-day responsibilities is different among countries
9. Being dedicated to the job is different among genders
10. Being dedicated to the job is different among career levels
11. Being dedicated to the job is different among age groups
12. Being dedicated to the job is different among countries
13. Seeing one's company as a great place to work is different among genders

14. Seeing one's company as a great place to work is different among career levels

15. Seeing one's company as a great place to work is different among age groups

16. Seeing one's company as a great place to work is different among countries

17. Seeking other job opportunities is different among genders

18. Seeking other job opportunities is different among career levels

19. Seeking other job opportunities is different among age groups

20. Seeking other job opportunities is different among countries

21. Job satisfaction overall is different among genders

22. Job satisfaction overall is different among career levels

23. Job satisfaction overall is different among age groups

24. Job satisfaction overall is different among countries

5.1. Test of dependency of "Feeling excited to come to work" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	Male	259	4.91	1.916	.119
	Female	148	4.57	1.914	.157

As per the above table, 259 of the participants where males and 148 females. If we look at the means provided above, we can see that male employees are more excited to come to work, than female employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	Equal variances assumed	.041	.840	1.741	405	.082	.344	.197	-.044	.732
	Equal variances not assumed			1.742	306.346	.083	.344	.197	-.045	.732

As per the above table and based on the Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: since the significance value for Levene's Test for Equality of Variances is 0.840 and the T-test of equality is 0.082, which is higher than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "feeling excited to come to work" is different among males and females.

5.2. Test of dependency of "Feeling excited to come to work" on "Careel level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
Excited to come to work	Non-Managerial	199	4.91	1.923	.136
	Managerial	208	4.67	1.914	.133

As per the above table, 199 of the participants were non-managerial employees and 208 managerial employees. The means provided above show that non-managerial employees are more excited to come to work, than managerial employees.

Independent Samples Test

		Levene's Test for Equality of Variances		T-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Excited to come to work	**Equal variances assumed**	.014	.907	1.268	405	.205	.241	.190	-.133	.615
	Equal variances not assumed			1.268	404.018	.205	.241	.190	-.133	.615

The above table shows that the significance value for Levene's Test for Equality of Variances is 0.907, and the significance of T-test for Equality of Means is 0.205, which is higher than 0.05; thus, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that "feeling excited to come to work" is different among managerial and non-managerial employees.

5.3. Test of dependency of "Feeling excited to come to work" on "Age"

Descriptives

Excited to come to work

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	5.12	1.981	.199	4.73	5.52	1	7
25-34	214	4.77	1.864	.127	4.52	5.02	1	7
35-44	83	4.54	1.850	.203	4.14	4.95	1	7
45-54	11	4.00	2.608	.786	2.25	5.75	1	7
Total	407	4.79	1.920	.095	4.60	4.97	1	7

ANOVA

Excited to come to work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	22.937	3	7.646	2.091	.101
Within Groups	1473.466	403	3.656		
Total	1496.403	406			

Since in the above table, the significance value is 0.101, which is greater than 0.05, meaning there is no evidence that "feeling excited to come to work" is different among age groups. To analyze further into the change of excitement with age, Post HOC ANOVA analysis was performed.

Post Hoc test is performed in attempt to control the experiment wise error rate (usually alpha = 0.05). It gives a detailed answer for which specific groups there was an overall difference. If the significance in Post Hoc if less than 0.05 there is a significant difference between variables. (Hair, 2006).

Multiple Comparisons

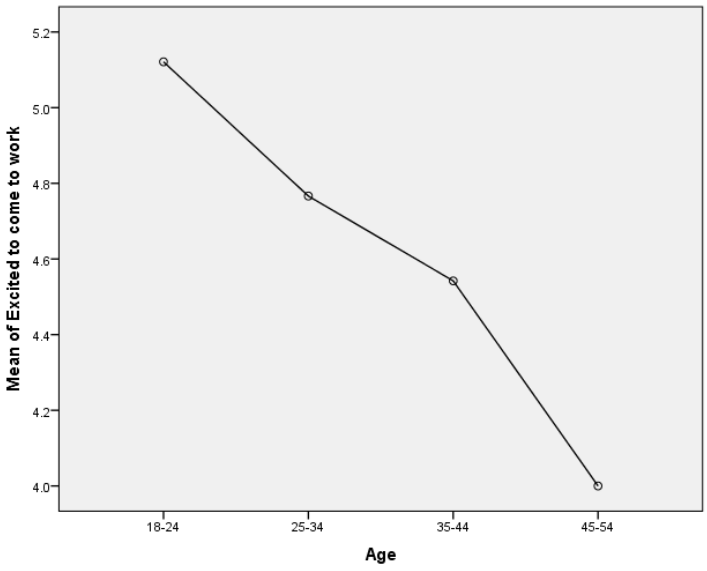
Dependent Variable: Excited to come to work

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-24	25-34	.355	.232	.128	-.10	.81
	35-44	.579*	.285	.043	.02	1.14
	45-54	1.121	.608	.066	-.07	2.32
25-34	18-24	-.355	.232	.128	-.81	.10
	35-44	.224	.247	.365	-.26	.71
	45-54	.766	.591	.196	-.40	1.93
35-44	18-24	-.579*	.285	.043	-1.14	-.02
	25-34	-.224	.247	.365	-.71	.26
	45-54	.542	.614	.377	-.66	1.75
45-54	18-24	-1.121	.608	.066	-2.32	.07
	25-34	-.766	.591	.196	-1.93	.40
	35-44	-.542	.614	.377	-1.75	.66

*. The mean difference is significant at the 0.05 level.

However, by Post Hoc analysis, we discover that significant difference exists only between two groups: 18-24 and 35-44



From the graph we can see that “feeling excited to go to work” is at its highest from 18-24, which means younger generation is more excited than the older one. The Post Hoc doesn’t recognize big difference between 45-54 and other age groups, because of the low number of respondents under this age group.

5.4. Test of dependency of “Feeling excited to come to work” on “Country”

Descriptives

Excited to come to work

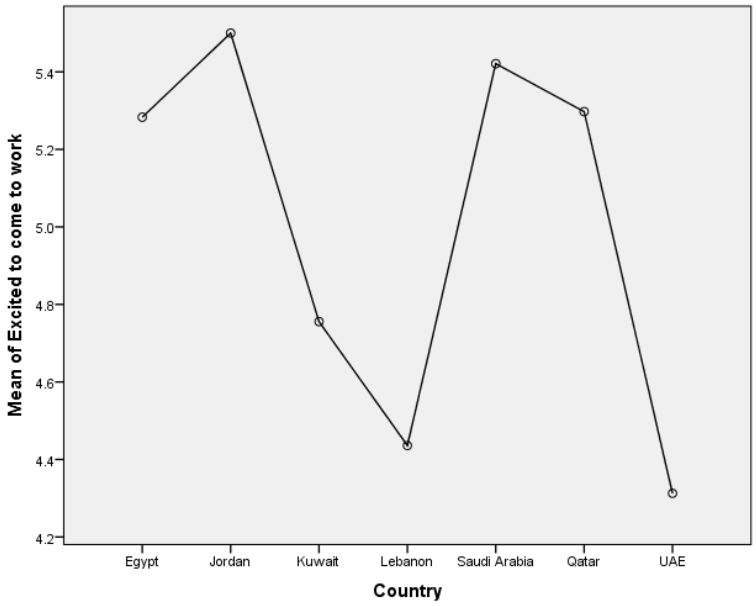
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	5.28	1.864	.256	4.77	5.80	1	7
Jordan	28	5.50	1.552	.293	4.90	6.10	2	7
Kuwait	45	4.76	2.134	.318	4.11	5.40	1	7
Lebanon	78	4.44	1.884	.213	4.01	4.86	1	7
Saudi Arabia	38	5.42	1.810	.294	4.83	6.02	1	7
Qatar	37	5.30	1.884	.310	4.67	5.93	1	7
UAE	128	4.31	1.856	.164	3.99	4.64	1	7
Total	407	4.79	1.920	.095	4.60	4.97	1	7

ANOVA

Excited to come to work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	90.665	6	15.111	4.300	.000
Within Groups	1405.738	400	3.514		
Total	1496.403	406			

In the above table the significance value is 0.000 which is less than 0.05, which means we reject the hypothesis that there is no difference among countries, meaning that the perception of employees concerning excitement to come to work differs among the countries.



However, after looking at the Multiple Comparison table, we will see that there is a significant difference in means between UAE and Egypt, Jordan, Saudi, Lebanon and Qatar. As well there is a significant difference between Lebanon and Egypt, Jordan, Saudi, and Qatar.

As we can see in the graph, participants who are the most excited to come to work are from Jordan, Saudi Arabia and Qatar. Whereas, participants from Lebanon and UAE are the least excited to come to work in the morning.

5.5. Test of Dependency of "satisfied with day-to-day responsibilities" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	Male	259	5.15	1.642	.102
	Female	148	4.78	1.890	.155

The above table shows that the mean for the male participants is higher than the mean for the female participants, meaning that males are significantly more satisfied with their daily responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	7.583	.006	2.072	405	.039	.371	.179	.019	.722
	Equal variances not assumed			1.994	272.327	.047	.371	.186	.005	.737

As per the above table and based on the Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: since the significance value of Levene's test for Equality of Variances is 0.006, we cannot assume equality of variance. When we look at the T-test for the equality of the means- 0.039 (lower than 0.05), we reject the hypothesis that independent variables are equal, meaning that "feeling excited to come to work" is different among males and females.

5.6. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Career Level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
satisfied with day-to-day responsibilities	Non-Managerial	199	5.02	1.728	.122
	Managerial	208	5.02	1.762	.122

The means for non-managerial and managerial employees are the same, meaning both are equally satisfied with their day-to-day responsibilities.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with day-to-day responsibilities	Equal variances assumed	.026	.872	-.052	405	.959	-.009	.173	-.349	.331
	Equal variances not assumed			-.052	404.758	.959	-.009	.173	-.349	.331

The above table shows that the significance value for Levene's Test for Equality of Variances is 0.872; thus, we assume equality of variance; and the significance value of the t-test for Equality of Means is 0.959 (greater than 0.05), we don't reject the hypothesis that independent variables are equal, meaning that being satisfied with day-to-day responsibilities is not different among managerial and non-managerial employees.

5.7. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Age"

Descriptives

satisfied with day-to-day responsibilities

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	5.34	1.679	.169	5.01	5.68	1	7
25-34	214	4.92	1.695	.116	4.69	5.15	1	7
35-44	83	4.98	1.794	.197	4.58	5.37	1	7
45-54	11	4.36	2.541	.766	2.66	6.07	1	7
Total	407	5.02	1.743	.086	4.85	5.19	1	7

ANOVA

Satisfied with day-to-day responsibilities

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.373	3	5.791	1.918	.126
Within Groups	1216.470	403	3.019		
Total	1233.843	406			

Since in the above table, the significance value is 0.126, which is greater than 0.05, we don't reject the hypothesis that the independent variables are equal, meaning there is no evidence that being satisfied with day-to-day responsibilities is different among age groups.

Multiple Comparisons

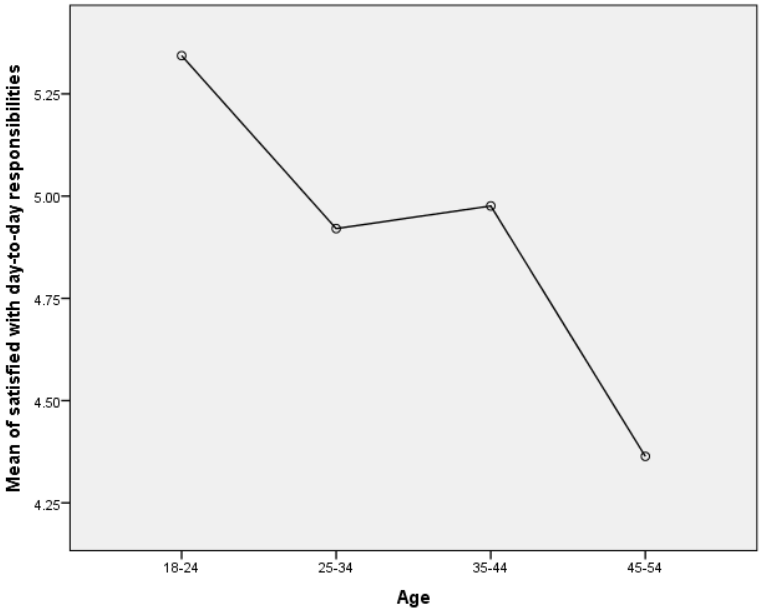
Dependent Variable: Satisfied with day-to-day responsibilities

LSD

		Mean			95% Confidence Interval	
(I) Age	(J) Age	Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
18-24	25-34	.423*	.211	.046	.01	.84
	35-44	.368	.259	.156	-.14	.88
	45-54	.980	.552	.077	-.11	2.07
25-34	18-24	-.423*	.211	.046	-.84	-.01
	35-44	-.055	.225	.806	-.50	.39
	45-54	.557	.537	.300	-.50	1.61
35-44	18-24	-.368	.259	.156	-.88	.14
	25-34	.055	.225	.806	-.39	.50
	45-54	.612	.557	.273	-.48	1.71
45-54	18-24	-.980	.552	.077	-2.07	.11
	25-34	-.557	.537	.300	-1.61	.50
	35-44	-.612	.557	.273	-1.71	.48

*. The mean difference is significant at the 0.05 level.

However, by Post Hoc analysis, we discover that significant difference exists only between two group: 18-24 and 35-44



From the graph we can see that "Being satisfied with day-to-day responsibilities" is at its highest at 18-24, it decreases a bit at 25-34, then goes back up at 35-44, and is at its lowest at 45-54.

5.8. Test of dependency of "Being satisfied with day-to-day responsibilities" on "Country"

Descriptives

Satisfied with day-to-day responsibilities

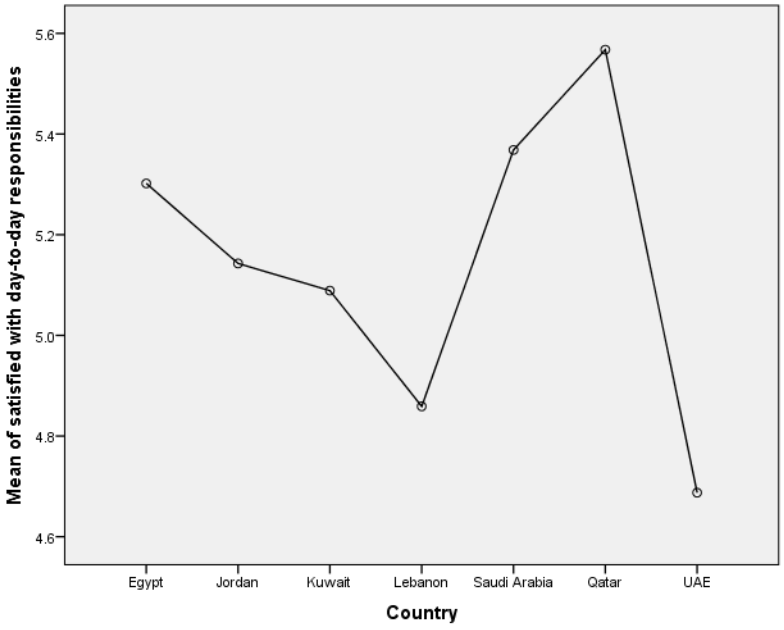
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	5.30	1.825	.251	4.80	5.80	1	7
Jordan	28	5.14	1.604	.303	4.52	5.76	1	7
Kuwait	45	5.09	1.964	.293	4.50	5.68	1	7
Lebanon	78	4.86	1.719	.195	4.47	5.25	1	7
Saudi Arabia	38	5.37	1.731	.281	4.80	5.94	1	7
Qatar	37	5.57	1.555	.256	5.05	6.09	1	7
UAE	128	4.69	1.682	.149	4.39	4.98	1	7
Total	407	5.02	1.743	.086	4.85	5.19	1	7

ANOVA

Satisfied with day-to-day responsibilities

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	36.728	6	6.121	2.045	.059
Within Groups	1197.115	400	2.993		
Total	1233.843	406			

In the above table the significance value is 0.059 which is bigger than 0.05, which means that we don't reject the hypothesis that there is no difference between the variables, meaning the satisfaction of employees with their daily responsibilities does not differ among the countries. However, after looking into the multiple comparisons, we observe that there is a significant mean difference between Lebanon and Qatar; UAE and Egypt, Saudi Arabia and Qatar



As per the graph, participants who are the most satisfied with their daily responsibilities are Egypt, Saudi Arabia and Qatar. Whereas, Lebanon and UAE are lest satisfied.

5.9. Test of dependency of "Feeling dedicated to one's job" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	Male	259	5.61	1.562	.097
	Female	148	5.59	1.577	.130

The above table shows that males are almost equally dedicated to their job as females.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	.099	.753	.096	405	.924	.015	.162	-.302	.333
	Equal variances not assumed			.095	303.639	.924	.015	.162	-.303	.334

As per the above table and based on the Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following. Since the significance value of the Levene's test for Equality of Variances is 0.753, we can assume equality. And since, T-test for Equality of Means 0.926, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that "being dedicated to one's job" is not different among males and females.

5.10. Test of dependency of "Feeling dedicated to one's job" on "Career Level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
Dedicated	Non-Managerial	199	5.54	1.540	.109
	Managerial	208	5.67	1.591	.110

The above table shows that managerial employees are slightly more dedicated to their jobs than non-managerial employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedicated	Equal variances assumed	.052	.819	-.841	405	.401	-.131	.155	-.436	.175
	Equal variances not assumed			-.841	404.946	.401	-.131	.155	-.436	.175

As per the above table, the Levene's test for Equality of Variances is 0.819, we can assume equality of variance. And the T-test for the equality of the means is 0.401, which is greater than 0.05, meaning, we don't reject the hypothesis that independent variables are equal. Which means "being dedicated to one's job" is not different among managerial and non-managerial employees.

5.11. Test of dependency of "Feeling dedicated to one's job" on "Age"

Descriptives

Dedicated

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	5.53	1.507	.152	5.22	5.83	1	7
25-34	214	5.63	1.601	.109	5.42	5.85	1	7
35-44	83	5.66	1.451	.159	5.35	5.98	1	7
45-54	11	5.36	2.292	.691	3.82	6.90	1	7
Total	407	5.60	1.566	.078	5.45	5.76	1	7

ANOVA

Dedicated

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.689	3	.563	.228	.877
Within Groups	993.623	403	2.466		
Total	995.312	406			

The above table shows the significance value is 0.877, which is greater than 0.05, meaning we don't reject the hypothesis that the variables are equal and "feeling dedicated to one's job" is not different among age groups.

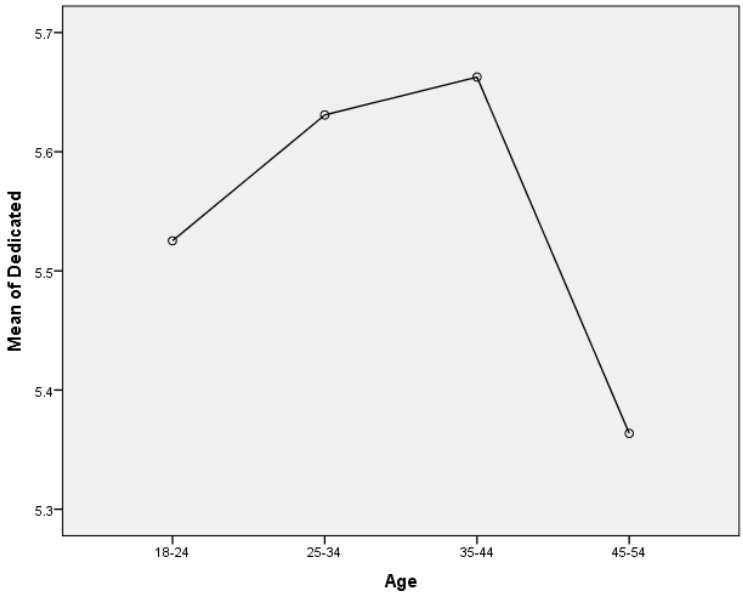
Multiple Comparisons

Dependent Variable: Dedicated

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-24	25-34	-.106	.191	.580	-.48	.27
	35-44	-.137	.234	.557	-.60	.32
	45-54	.162	.499	.746	-.82	1.14
25-34	18-24	.106	.191	.580	-.27	.48
	35-44	-.032	.203	.876	-.43	.37
	45-54	.267	.485	.582	-.69	1.22
35-44	18-24	.137	.234	.557	-.32	.60
	25-34	.032	.203	.876	-.37	.43
	45-54	.299	.504	.553	-.69	1.29
45-54	18-24	-.162	.499	.746	-1.14	.82
	25-34	-.267	.485	.582	-1.22	.69
	35-44	-.299	.504	.553	-1.29	.69

The above table confirms that there is no difference among age groups.



When looking at the graph, we can see there is a big difference of means between 35-44 and 45-54; however, it didn't show in the analysis as there were only 11 responses from age group 45-54

5.12. Test of dependency of "Feeling dedicated to one's job" on "Country"

Descriptives

Dedicated

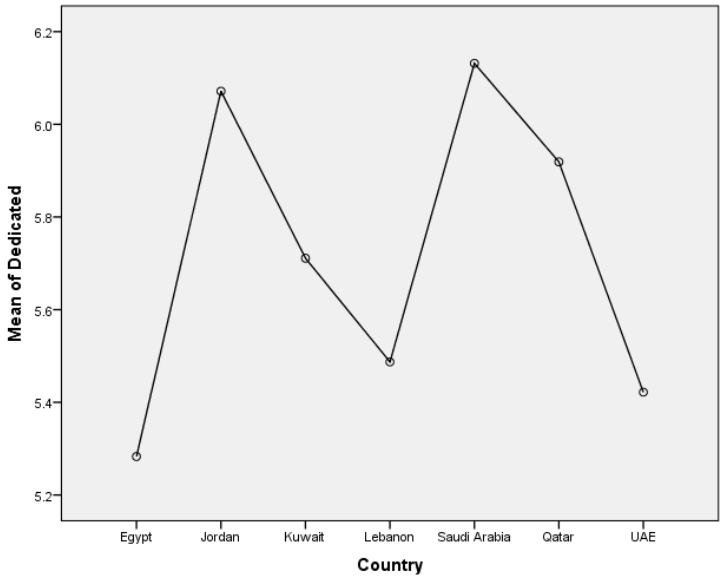
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	5.28	1.645	.226	4.83	5.74	1	7
Jordan	28	6.07	1.152	.218	5.62	6.52	3	7
Kuwait	45	5.71	1.487	.222	5.26	6.16	1	7
Lebanon	78	5.49	1.626	.184	5.12	5.85	1	7
Saudi Arabia	38	6.13	1.143	.185	5.76	6.51	2	7
Qatar	37	5.92	1.441	.237	5.44	6.40	1	7
UAE	128	5.42	1.691	.149	5.13	5.72	1	7
Total	407	5.60	1.566	.078	5.45	5.76	1	7

ANOVA

Dedicated

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	31.651	6	5.275	2.190	.043
Within Groups	963.661	400	2.409		
Total	995.312	406			

In the above table the significance value is 0.043 which is lower than 0.05, which means that we reject the hypothesis that the variables are equal, meaning the perception of employees concerning their dedication towards their job differs among different countries. Moreover, if we look into the multiple comparisons, we observe that there is a significant mean difference between Egypt- Jordan and Saudi, Jordan and UAE, Lebanon and Saudi, Saudi and UAE.



In the graph, we can see that the most dedicated employees are from Jordan and Saudi Arabia and the least dedicated employees are from Egypt and UAE

5.13. Test of dependency of "Seeing one's company as a great place to work" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	Male	259	5.30	1.728	.107
	Female	148	4.88	2.027	.167

As per the above table, significantly more males than females believe that they work in a great place.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	5.241	.023	2.227	405	.026	.423	.190	.050	.796
	Equal variances not assumed			2.133	268.149	.034	.423	.198	.033	.813

As per the above table, the Levene's test for Equality of Variances is 0.023, then we cannot assume equality of variance. The T-test for the equality of the means is 0.026, which is lower than 0.05, we reject the hypothesis that independent variables are equal, meaning that "seeing one's company as a great place to work" is different among males and females.

5.14. Test of dependency of "Seeing one's company as a great place to work" on "Career Level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
Great place to work	Non-Managerial	199	5.27	1.841	.131
	Managerial	208	5.03	1.857	.129

The means provided above show that slightly more managerial employees than non-managerial employees see their company as a great place to work.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Great place to work	Equal variances assumed	.005	.943	1.322	405	.187	.243	.183	-.118	.603
	Equal variances not assumed			1.323	404.479	.187	.243	.183	-.118	.603

The above table shows that the significance value for Levene's Test for Equality of Variances is 0.943, we can assume equality of variance. The T-test for Equality of Means is 0.243, which is higher than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that "seeing one's company as great place to work" is not different among managerial and non-managerial employees.

5.15. Test of dependency of "Seeing one's company as a great place to work" on "Age"

Descriptives

Great place to work

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	5.70	1.770	.178	5.34	6.05	1	7
25-34	214	5.09	1.823	.125	4.85	5.34	1	7
35-44	83	4.70	1.820	.200	4.30	5.10	1	7
45-54	11	4.64	2.335	.704	3.07	6.21	1	7
Total	407	5.15	1.851	.092	4.97	5.33	1	7

ANOVA

Great place to work

	Sum of Squares	df	Mean Square	F	Sig.

Between Groups	50.100	3	16.700	5.018	.002
Within Groups	1341.055	403	3.328		
Total	1391.155	406			

In the above table, the significance value is 0.002, which is lower than 0.05, meaning there is an evidence that "seeing one's company as a great place to work" is different among age groups.

Multiple Comparisons

Dependent Variable: Great place to work

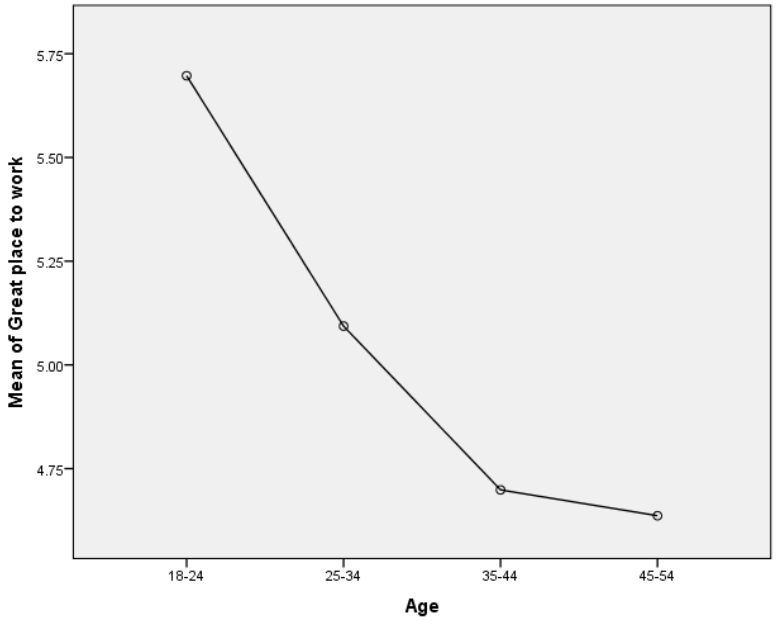
LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-24	25-34	.604*	.222	.007	.17	1.04
	35-44	.998*	.271	.000	.46	1.53
	45-54	1.061	.580	.068	-.08	2.20
25-34	18-24	-.604*	.222	.007	-1.04	-.17
	35-44	.395	.236	.095	-.07	.86
	45-54	.457	.564	.418	-.65	1.57
35-44	18-24	-.998*	.271	.000	-1.53	-.46
	25-34	-.395	.236	.095	-.86	.07
	45-54	.062	.585	.915	-1.09	1.21
45-54	18-24	-1.061	.580	.068	-2.20	.08
	25-34	-.457	.564	.418	-1.57	.65
	35-44	-.062	.585	.915	-1.21	1.09

*. The mean difference is significant at the 0.05 level.

As per the above table of multiple comparison, we can see that there is a significant difference between

18-24 and 25-34; 18-24 and 35-44 age groups.



In the graph we can see that "seeing one's company as a great place to work" is at its highest from 18-24 and deteriorates with age.

5.16. Test of dependency of "Seeing one's company as a great place to work" on "Country"

Descriptives

Great place to work

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	5.58	1.965	.270	5.04	6.13	1	7
Jordan	28	5.79	1.101	.208	5.36	6.21	4	7
Kuwait	45	5.29	1.996	.298	4.69	5.89	1	7
Lebanon	78	4.97	1.721	.195	4.59	5.36	1	7
Saudi Arabia	38	5.58	1.795	.291	4.99	6.17	1	7
Qatar	37	5.62	1.656	.272	5.07	6.17	1	7
UAE	128	4.62	1.904	.168	4.28	4.95	1	7
Total	407	5.15	1.851	.092	4.97	5.33	1	7

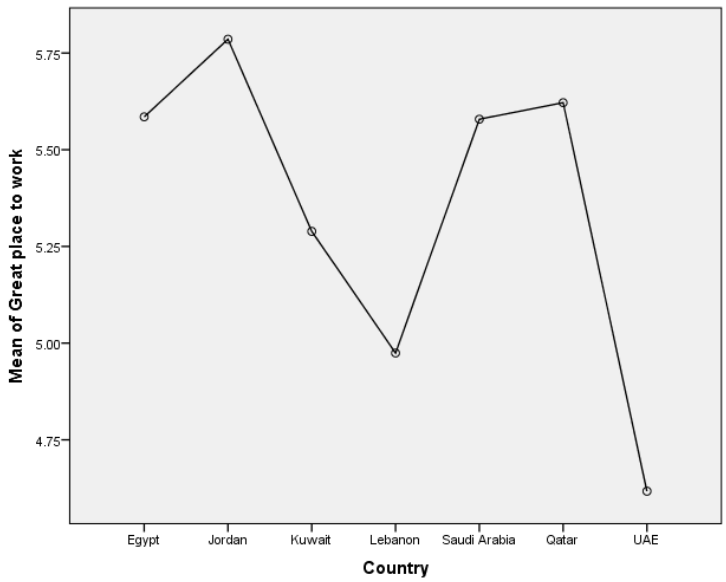
ANOVA

Great place to work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	76.171	6	12.695	3.862	.001
Within Groups	1314.983	400	3.287		
Total	1391.155	406			

In the above table the significance value is 0.001 which is less than 0.05, which means that the perception of employees about their company being a great place to work differs among the countries.

Looking into the multiple comparisons, we observe that there is a significant mean difference between Jordan and Lebanon; UAE and Egypt, Jordan, Kuwait, Lebanon, Saudi and Qatar.



In the graph, we can see that employees mostly see their company as a great place are from Egypt, Jordan, Saudi Arabia, and Qatar; whereas Jordan, Lebanon and UAE have scored lower.

5.17. Test of dependency of "Seeking other job opportunities" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	Male	259	3.46	2.350	.146
	Female	148	3.35	2.466	.203

As per the above table, there are slightly more male employees seeking other job opportunities than female employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	1.305	.254	.454	405	.650	.112	.247	-.373	.597
	Equal variances not assumed			.448	294.030	.654	.112	.250	-.380	.604

As per the above table, the Levene's test for Equality of Variances is 0.254, we can assume the equality of variance. The t-test for the equality of the means is 0.650, which is higher than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that "seeking job opportunities" is not different among males and females.

5.18. Test of dependency of "Seeking other job opportunities" on "Career Level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
Seeking job opportunities	Non-Managerial	199	3.12	2.375	.168
	Managerial	208	3.71	2.374	.165

The means provided above show that managerial employees are seeking job opportunities signifficantly more than the non-managerial employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seeking job opportunities	Equal variances assumed	.090	.764	-2.510	405	.012	-.591	.235	-1.054	-.128
	Equal variances not assumed			-2.510	404.187	.012	-.591	.235	-1.054	-.128

The above table shows that the significance value for Levene's Test for Equality of Variances is 0.764, we can assume equality of variance between the variables. However, the T-test for Equality of Means is 0.012 (less than 0.05), we reject the hypothesis that independent variables are equal, meaning that "seeking other job opportunities" is different among managerial and non-managerial employees.

5.19. Test of dependency of "Seeking other job opportunities" on "Age"

Descriptives

Seeking job opportunities

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	3.28	2.576	.259	2.77	3.80	1	7
25-34	214	3.29	2.229	.152	2.99	3.59	1	7
35-44	83	3.80	2.517	.276	3.25	4.34	1	7
45-54	11	4.45	2.505	.755	2.77	6.14	1	7
Total	407	3.42	2.390	.118	3.19	3.66	1	7

ANOVA

Seeking job opportunities

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	28.949	3	9.650	1.698	.167
Within Groups	2290.364	403	5.683		
Total	2319.312	406			

Since in the above table, the significance value is 0.167, which is greater than 0.05, meaning we don't reject the hypothesis that the variables are equal, which means that "seeking other job opportunities" is not different among age groups.

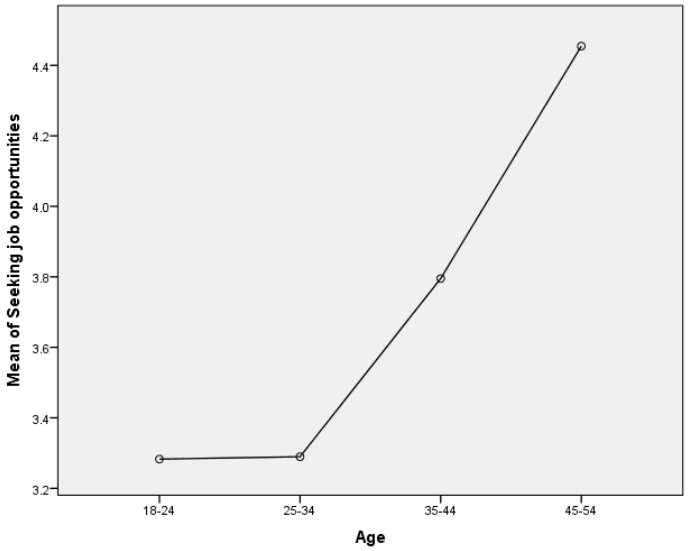
Multiple Comparisons

Dependent Variable: Seeking job opportunities

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-24	25-34	-.007	.290	.981	-.58	.56
	35-44	-.512	.355	.149	-1.21	.19
	45-54	-1.172	.758	.123	-2.66	.32
25-34	18-24	.007	.290	.981	-.56	.58
	35-44	-.505	.308	.102	-1.11	.10
	45-54	-1.165	.737	.115	-2.61	.28
35-44	18-24	.512	.355	.149	-.19	1.21
	25-34	.505	.308	.102	-.10	1.11
	45-54	-.659	.765	.389	-2.16	.84
45-54	18-24	1.172	.758	.123	-.32	2.66
	25-34	1.165	.737	.115	-.28	2.61
	35-44	.659	.765	.389	-.84	2.16

The above Multiple Comparison table supports the previous statement and shows that there is no difference between the means of the variables.



From the graph we can see that "seeking other job opportunities" is at its highest at 45-54, which means younger generation is less likely to be looking for another job.

5.20. Test of dependency of "Seeking other job opportunities" on "Country"

Descriptives

Seeking job opportunities

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	3.04	2.304	.316	2.40	3.67	1	7
Jordan	28	3.43	2.185	.413	2.58	4.28	1	7
Kuwait	45	3.87	2.510	.374	3.11	4.62	1	7
Lebanon	78	3.72	2.532	.287	3.15	4.29	1	7
Saudi Arabia	38	3.58	2.489	.404	2.76	4.40	1	7
Qatar	37	3.41	2.327	.383	2.63	4.18	1	7
UAE	128	3.20	2.329	.206	2.80	3.61	1	7
Total	407	3.42	2.390	.118	3.19	3.66	1	7

ANOVA

Seeking job opportunities

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30.635	6	5.106	.892	.500
Within Groups	2288.677	400	5.722		
Total	2319.312	406			

Since in the above table, the significance value is 0.500, which is greater than 0.05, meaning we don't reject the hypothesis that the variables are equal, which means that "seeking other job opportunities" is not different among countries. Moreover, after looking into the multiple comparisons, we observe that there is no significant mean difference between the countries.

5.21. Test of dependency of "Overall Jos Satisfaction" on "Gender"

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	Male	259	4.8880	1.16125	.07216
	Female	148	4.6351	1.19585	.09830

As per the above table, male employees have a significantly higher overall job satisfaction than female employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	.180	.671	2.091	405	.037	.25290	.12096	.01510	.49069
	Equal variances not assumed			2.074	298.688	.039	.25290	.12194	.01293	.49286

As per the above table, the Levene's test for Equality of Variances is 0.671, which is higher than 0.05, we can assume equality of variance between variables. However, the T-test for Equality of Means is 0.037, which is less than 0.05, we reject the hypothesis that independent variables are equal, meaning that "overall job satisfaction" is different among males and females.

5.22. Test of dependency of "Overall job satisfaction" on "Career Level"

Group Statistics

	Career level	N	Mean	Std. Deviation	Std. Error Mean
Overall Satisfaction	Non-Managerial	199	4.7709	1.19009	.08436
	Managerial	208	4.8202	1.17023	.08114

The means provided above show that managerial employees have a slightly higher overall job satisfaction than the non-managerial employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall Satisfaction	Equal variances assumed	.004	.947	-.422	405	.673	-.04934	.11701	-.27936	.18068
	Equal variances not assumed			-.422	403.491	.674	-.04934	.11705	-.27944	.18077

The above table shows that the significance value for Levene's Test for Equality of Variances is 0.947, which means we assume equality of variance. The T-test for equality of means is 0.673, which is higher than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that "overall job satisfaction" is not different among managerial and non-managerial employees.

5.23. Test of dependency of "Overall job satisfaction" on "Age"

Descriptives

Overall Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	99	4.9939	1.23336	.12396	4.7479	5.2399	1.00	7.00
25-34	214	4.7402	1.15265	.07879	4.5849	4.8955	1.00	7.00
35-44	83	4.7349	1.11710	.12262	4.4910	4.9789	1.40	7.00
45-54	11	4.5636	1.55902	.47006	3.5163	5.6110	2.40	7.00
Total	407	4.7961	1.17879	.05843	4.6812	4.9109	1.00	7.00

ANOVA

Overall Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.449	3	1.816	1.310	.271
Within Groups	558.705	403	1.386		
Total	564.154	406			

Since in the above table, the significance value is 0.271, which is greater than 0.05, meaning we don't reject the hypothesis that the variables are equal, which means that "overall job satisfaction" is not different among age groups.

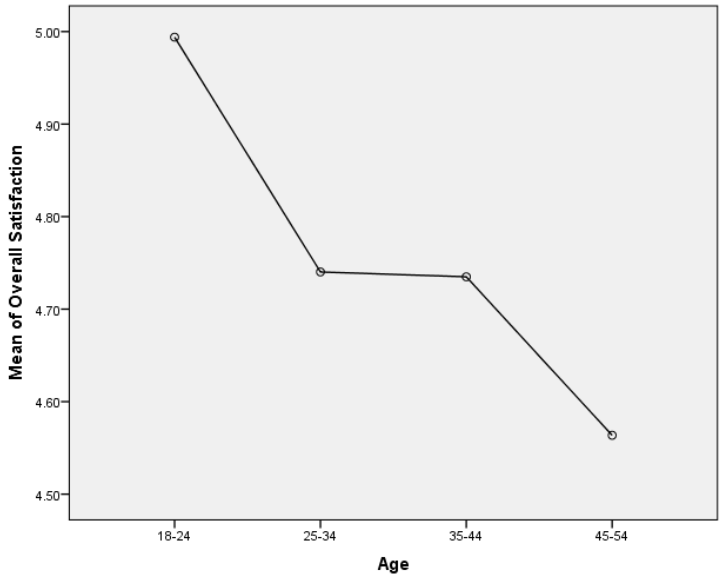
Multiple Comparisons

Dependent Variable: Overall Satisfaction

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-24	25-34	.25375	.14312	.077	-.0276	.5351
	35-44	.25900	.17523	.140	-.0855	.6035
	45-54	.43030	.37421	.251	-.3054	1.1660
25-34	18-24	-.25375	.14312	.077	-.5351	.0276
	35-44	.00525	.15225	.973	-.2941	.3046
	45-54	.17655	.36402	.628	-.5391	.8922
35-44	18-24	-.25900	.17523	.140	-.6035	.0855
	25-34	-.00525	.15225	.973	-.3046	.2941
	45-54	.17130	.37780	.650	-.5714	.9140
45-54	18-24	-.43030	.37421	.251	-1.1660	.3054
	25-34	-.17655	.36402	.628	-.8922	.5391
	35-44	-.17130	.37780	.650	-.9140	.5714

The above Multiple Comparison table supports the previous statement and shows that there is no difference between the means of the variables.



From the graph we can see that “overall job satisfaction” is at its highest from 18-24, it goes down at the age of 25-34 and stays stable to 44; then it decreases again at the age of 45-54.

5.24. Test of dependency of "Overall job satisfaction" on "Country"

Descriptives

Overall Satisfaction

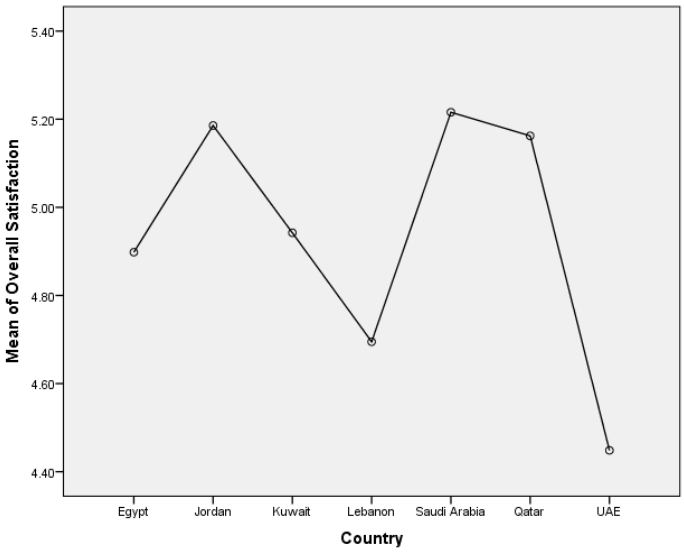
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Egypt	53	4.8981	1.30715	.17955	4.5378	5.2584	1.80	7.00
Jordan	28	5.1857	.83076	.15700	4.8636	5.5078	3.60	7.00
Kuwait	45	4.9422	1.38408	.20633	4.5264	5.3580	2.20	7.00
Lebanon	78	4.6949	1.05324	.11926	4.4574	4.9323	2.20	7.00
Saudi Arabia	38	5.2158	.94997	.15411	4.9035	5.5280	2.60	7.00
Qatar	37	5.1622	1.23813	.20355	4.7493	5.5750	1.00	7.00
UAE	128	4.4484	1.13879	.10066	4.2493	4.6476	1.00	7.00
Total	407	4.7961	1.17879	.05843	4.6812	4.9109	1.00	7.00

ANOVA

Overall Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	33.685	6	5.614	4.233	.000
Within Groups	530.469	400	1.326		
Total	564.154	406			

Since in the above table, the significance value is 0.000, which is less than 0.05, meaning we reject the hypothesis that the variables are equal, which means that "overall job satisfaction" is different among countries. After looking into the multiple comparisons, we observe that there is significant mean difference between Lebanon and Saudi Arabia & Qatar; UAE and Egypt, Jordan, Kuwait, Lebanon, Saudi Arabia & Qatar.



The above graph shows that participants with highest overall job satisfaction are from Jordan, Saudi Arabia and Qatar; whereas UAE has the lowest overall job satisfaction among its employees.

CHAPTER 6

6. Summary of Findings and Recommendations

6.1 Findings

As stated throughout the research, this study aimed mainly at assessing the impact of personality traits and working conditions on the overall job satisfaction of employees. The study examined as well whether the impact was positive or negative. The study focused on a retail franchisee organization operating in the Middle East region.

6.1.1. Findings from Descriptive Statistics

The survey questionnaire was filled by 407 employees holding both managerial and non-managerial positions. The questionnaires were distributed in the biggest seven countries that the franchisee operates in. The respondents were both genders, 36% were females and 64% were males and from 4 ranges of age groups. The highest percentage of the sample's age was from 25-35 which is 53% of the population.

6.1.2. Findings from Factor Analysis

Five factors related to personality traits were grouped under the following categories: Openness to Experience and Being Calm, Neuroticism and Laziness, Conscientiousness, Agreeableness, and Extraversion, which are almost the same as Goldman's Big Five Factors distribution. Moreover, three factors that related to working conditions were grouped as followed: Work Support Conditions, Work Open Conditions, and Job Stability

6.1.3. Findings from Regression Analysis for "Excited to come to work"

The hypothesis tested whether working conditions and personality traits have a positive impact on being excited to come to work in the morning.

Finding 1:

The conducted study showed that there is a positive impact by seeing self as someone who is original and seeing self as someone who has an active imagination on being excited to come to work. The higher the perception of employees that they are original and have an active imagination, the more likely they will be excited to come to work in the morning.

Finding 2:

When it comes to working conditions, there is a significant impact on feeling excited to come to work by the company that supports development, teamwork, work-life balance, safe workplace, and fair benefits package.

6.1.4. Findings from Regression Analysis for "Satisfied with day-to-day responsibilities"

The hypothesis tested whether working conditions and personality traits have a positive impact on being satisfied with day-to-day responsibilities.

Finding 3:

When studying the personality traits, there is a positive impact by seeing self as someone who is original & seeing self as someone who is considerate on being satisfied with day-to-day responsibilities. The higher the perception of the employees that they are original and considerate, the more likely it is for them to be satisfied with their daily responsibilities.

Finding 4:

Looking at the working conditions, there is a significant impact on being satisfied with day-to-day responsibilities by safe workplace, receiving continuous information, getting clear directions from the manager, having a company that supports development, teamwork, work-life balance and fair benefits package.

6.1.5. Findings from Regression Analysis for "Dedicated to the job"

The hypothesis tested whether working conditions and personality traits have a positive impact on being dedicated to one's job.

Finding 5:

The study showed that there is a positive impact on feeling dedicated to one's job by seeing self as someone who values art. The higher the perception of employees that they value art, the more likely it is that they will be dedicated to their job.

Finding 6:

There is a significant impact on feeling dedicated to one's job by safe workplace, open-communication policy, fair feedback from manager, and the existence of teamwork.

6.1.6. Findings from Regression Analysis for "Seeing one's company as a great place to work"

The hypothesis tested whether working conditions and personality traits have a positive impact on seeing one's company as great place to work.

Finding 7:

Seeing self as someone who values art, who is original and reserved, have a positive impact on seeing one's company as a great place to work. There is a higher likelihood for employees who score high in seeing themselves as valuing art, being original and reserved, to have a stronger perception that their company is a great place to work.

Finding 8:

As per the study, there is a significant impact on seeing one's company as a great place to work by a company that supports development, open-communication policy, work-life balance availability, teamwork, safe workplace, and fair benefits package.

6.1.7. Findings from Regression Analysis for "Seeking other job opportunities"

The hypothesis tested whether working conditions and personality traits have a positive impact on seeking other job opportunities.

Finding 9:

Seeking other job opportunities is positively impacted by seeing self as someone who is rude to others, who has an active imagination, and who tends to be lazy. The higher the perception of employees that they have an active imagination, they are rude to others, and they tend to be lazy the higher the likelihood that they will be seeking another job opportunity.

Finding 10:

There is a significant impact on seeking other job opportunities by job instability and a company that supports development. Seeking other job opportunities is positively impacted by job instability and negatively impacted by a company that supports development.

6.1.8. Findings from Regression Analysis for "Overall Job Satisfaction"

The hypothesis tested whether working conditions and personality traits have a positive impact on overall job satisfaction.

Finding 11:

Overall job satisfaction is impacted positively by seeing self as someone who has active imagination, is original, and is considerate. The higher the perception of employees that they have an active imagination, they are original, and they are considerate the more likely is that they will have higher overall job satisfaction.

Finding 12:

There is a significant impact on the overall job satisfaction by open-communication policy, teamwork achieving results, safe workplace, work-life balance availability, a company that supports development, job stability, providing continuous information, and fair benefits package.

6.1.9. Findings from the Independent T-test Analysis for "Gender"

The hypothesis tested whether the dependent variables are different among the gender.

Finding 13:

Based on the study conducted, feeling excited to come to work doesn't differ among genders. When it comes to satisfaction with day-to-day responsibilities, males are more satisfied than females. Moreover, both males and females are almost equally dedicated to their job. More males than females believe that they work in a great place. On the other hand, male and female employees are almost equally seeking other job opportunities. Finally, male employees have a higher overall job satisfaction than female employees.

6.1.10. Finding from the Independent T-test Analysis for "Career Level"

The hypothesis tested whether the dependent variables are different among the "Career Levels"

Finding 14:

Following the study conducted, it was discovered that non-managerial employees are almost equally excited to come to work as the managerial employees. Both are as well equally satisfied with their day-to-day responsibilities and dedicated to their job. Both non-managerial and managerial see their company as a great place to work. However, more managerial employees are seeking job opportunities than the non-managerial employees. And finally, both managerial and non-managerial employees have a higher overall job satisfaction.

6.1.11. Finding from ANOVA Test Analysis for "Age"

The hypothesis tested whether the dependent variables are different among different age groups.

Finding 15:

Following the study, it was discovered that, when it comes to feeling excited to come to work, a significant difference exists only between two group: 18-24 and 35-44. It is at its highest from 18-24, which means that the younger generation is more excited than the older ones. When looking at being satisfied with day-to-day responsibilities, a significant difference exists only between two groups: 18-24 and 35-44. It is as well at its highest at 18-24, it decreases a bit at 25-34, then goes back up at 35-44, and is at its lowest at 45-54. The study showed that feeling dedicated to one's job is the same among age groups. Whereas, seeing one's company as a great place to work is different among age groups, as there is a significant difference between 18-24 and 25-34; 18-24 and 35-44.

It is at its highest from 18-24 and deteriorates with age. Seeking other job opportunities is at its highest from 45-54, which means younger generation are less likely to be looking for another job. And finally, overall job satisfaction is at its highest from 18-24, it goes down at the age of 25-34 and stays stable to 44; then it decreases again at the age of 45-54.

6.1.12. Finding from the ANOVA test Analysis for "Country"

The hypothesis tested whether the dependent variables are different among different countries.

Finding 16:

Based on the conducted study, the perception of employees concerning excitement to come to work differs among the countries and there is a significant difference between UAE and Egypt, Jordan, Saudi, Lebanon, and Qatar. As well there is a significant difference between Lebanon and Egypt, Jordan, Saudi, and Qatar. The respondents who are excited the most to come to work are from Jordan, Saudi Arabia and Qatar. Whereas, participants from Lebanon and UAE are the least excited to come to work in the morning.

In the study we observed that there is a significant difference between Lebanon and Qatar; UAE and Egypt, Saudi Arabia and Qatar when it comes to being satisfied with day-to-day responsibilities. Participants who are satisfied the most with their daily responsibilities are from Egypt, Saudi Arabia and Qatar. Whereas, from Lebanon and UAE, they are the least satisfied.

The perception of employees concerning their dedication towards their job differs among different countries. There is a significant difference between Egypt- Jordan and Saudi, Jordan and UAE, Lebanon and Saudi, Saudi and UAE. The most dedicated employees are from Jordan and Saudi Arabia and the least dedicated employees are from Egypt and UAE.

The perception of employees about their company being a great place to work differs among the countries as well. There is a significant difference between Jordan and Lebanon; UAE and Egypt, Jordan, Kuwait, Lebanon, Saudi and Qatar. Egypt, Jordan, Saudi Arabia, and Qatar scored high on "Seeing one's company as a great place to work"; whereas Jordan, Lebanon and UAE scored lower.

There was no significant difference between countries when it comes to seeking other job opportunities.

Finally, when observing overall job satisfaction, there is significant difference between Lebanon and Saudi Arabia & Qatar; UAE and Egypt, Jordan, Kuwait, Lebanon, Saudi Arabia & Qatar. The highest overall job satisfaction is in Jordan, Saudi Arabia and Qatar; whereas the lowest overall employee satisfaction is in UAE.

6.1.13. Finding from the Independent T-test Analysis for "Neuroticism"

The hypothesis tested whether the dependent variables are different among participants with Neuroticism.

Finding 17:

There is no difference between neurotic participants in terms of being less excited to come to work, believing that their company is a great place to work, being satisfied with day-to-day responsibilities, and feeling dedicated to one's job. However neurotic participants are more likely to be seeking other job opportunities.

6.1.14. Finding from the Independent T-test Analysis for "Extraversion"

The hypothesis tested whether the dependent variables are different among participants with Extraversion.

Finding 18:

Based on the results of the conducted study, there is no difference in feeling excited to come to work, being satisfied with day-to-day responsibilities, seeing one's company as a great place to work, seeking other job opportunities, and overall job satisfaction. However, it was demonstrated that extroverts are more dedicated to their job.

6.1.15. Finding from the Independent T-test Analysis for "Openness"

The hypothesis tested whether the dependent variables are different among participants with Openness.

Finding 19:

Following the results of the study, participants with openness traits are more excited to come to work, more satisfied with day-to-day responsibilities, more dedicated to their job, have a higher perception that their company is a great place to work, and have a higher overall job satisfaction. When it comes to seeking other job opportunities there is no difference among people who have openness.

6.1.16. Finding from the Independent T-test Analysis for "Agreeableness"

The hypothesis tested whether the dependent variables are different among participants with Agreeableness.

Finding 20:

The results of the study showed that when it comes to feeling excited to come to work there is no difference among employees with agreeableness. However, participants with agreeableness tend to be more satisfied with day-to-day responsibilities, more dedicated towards their job, have a higher perception that their company is a great place to work and are less prompt to seek other job

opportunities. Finally, when it comes to overall job satisfaction, there is no difference among people who have agreeableness or not.

6.1.17. Finding from the Independent T-test Analysis for "Conscientiousness"

The hypothesis tested whether the dependent variables are different among participants with Conscientiousness.

Finding 21:

Based on the results of the study, conscientious participants are more satisfied with their daily responsibilities and are more dedicated to their job and have higher overall job satisfaction. When it comes to being more excited to come to work, seeing one's company as a great place to work and seeking other job opportunities, there is no difference among people who are conscientious.

6.2. Recommendations

The first recommendation is for the HR managers. The recruiting HR officers should be knowledgeable about the Big Five Personality test as a tool to pre-assess applicants. The findings of this study should help them understand the type of applicants who would be suitable for the organization, such as those who score high on seeing self as original, on having an active imagination, on being considerate, on valuing art, because the study has shown that these applicants will be most likely satisfied with their job. This study could as well be useful for the Performance Management department for identifying the high potential employees in the company. The personality traits can be used as one of the nomination criteria. For an employee to be nominated as a HIPO (high potential), he or she should be solid on their performance appraisal, identified as a potential by their manager. Being open to experiences, agreeable, and conscientious would be a useful nomination step as it will raise the probability that such an employee will be more satisfied and dedicated to his job. Since as

well the HIPOs are to be developed and groomed into future leaders, the company will ensure to have in the future positive and by nature satisfied leaders as well as satisfied employees reporting to them.

In terms of working conditions, the HR Management should focus its efforts on supporting employee's career development, by creating career paths and identify training needs to be able to grow for each employee to see his future in the company.

The second recommendation is for the organization management. By examining the factors that impact job satisfaction overall the most in terms of working conditions, the management has to create an environment of teamwork where employees can work together in projects and share expertise. Working in teams creates bonds between employees and increases the feeling of belonging. The company must reevaluate its financial benefits to ensure they are fairly distributed. The company has to revisit its pay strategy, since based on the study, the employees overall slightly agree that the financial benefits are fair. The communication within the organization has to be open and accessible, and sharing ideas and concerns by the employees has to be easy. A tool where employees could access such information as news about the company, policies and procedures, important documents would be useful for the employees and the management. The tool could be as well used for voicing their concerns and giving suggestions, which would ensure a two-way communication. Such factors as job stability, safe and physically comfortable working environment is crucial for the productivity of the employees. It increases job satisfaction of employees and decreases their likelihood of leaving the organization. Thus, considering the current economic situation, where many companies are laying off employees, the company

management should calm its employees by organizing a meeting hosted by the CEO about the company situation and strategy to overcome the difficult times.

Since overall in the study males are more satisfied, and dedicated to the organization and their jobs, the company has to understand the reasons behind why females scored less and come up with action plans that would focus on the satisfaction of female employees in specific.

Following the study conducted, more managerial employees are seeking job opportunities than the non-managerial employees. This is why it is suggested for the company to understand better the needs of managerial employees. It could be that they lack career development, or they feel the company is unstable. Thus, to retain good managers, the company should come up with succession planning programs for the managers so that they see a clear career path in the company.

Following the study, it was discovered that younger employees are more satisfied and dedicated to their job. For the company we are examining, this is a plus as they focus on recruiting young employees who fit the high dynamic culture of the shops. However, since employees of the older generations have a decreased satisfaction, it is important for the company to understand the reason behind it to come up with an action plan that would satisfy the needs of the older generations. Another in-depth study could be done on the impact of working conditions on employees of different age groups.

The company operates in overall 13 countries and looking into overall employee satisfaction for the company has its limitations. Each country has its culture and management; thus, it is important for the company to go into each specific country and understand the employees' needs. The two countries that need the most attention are

Lebanon and UAE. The economic situation might be affecting the satisfaction of the employees; however, the company must dig in more and get details on what are the specific reasons of the low level of satisfaction of their employees. It would be useful as well for the countries who have high satisfaction to share their initiatives and actions with others.

In terms of the Big Five Personality factors, it was discovered that the highest impact on job satisfaction was made by the openness to experience, agreeableness and conscientiousness traits. The company can use this information in promoting and recruiting employees who score high on these personality traits.

6.3. Overall Recommendations and Limitations

There are some limitations that remain in this study. The perception of the participants through the self-reported data may raise the question of common method bias. However, the number of participants was enough to prove confidence in the results of the study.

Moreover, since this study was focused on one retail company operating in the Middle East region, it could be beneficial to develop further this topic by including other retail companies working in the region and conducting a comparative analysis between different companies.

Although in this study we were able to explore the basic findings of the impact of personality traits and working conditions on job satisfaction, other supporting research could expand the topic in different ways. For example, in order to understand more aspects of this topic, conducting qualitative analyses and including social psychological issues of employees, cultural traits of different countries, internal managerial philosophies and practices in the organizations could perhaps be beneficial in revealing more than readily available answers.

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Appendix 1

Questionnaire exploring the impact of Working Conditions and Personality traits on Job Satisfaction

Hello, my name is Margarita and I'm a student in Haigazian University, Lebanon. I am currently working on my thesis and would really appreciate your input. My topic is the Impact of Working Conditions and Personality Traits on Job Satisfaction, so your response would be a great contribution to my research. This survey is anonymous; thus, I would highly appreciate your transparency and openness. The survey will take on average 6 minutes, there are three sections in the questionnaire: Working Conditions, Personality and Job Satisfaction. Thank you for your time!

What country do you live in?

- Jordan
- Egypt
- KSA
- Kuwait
- Lebanon
- Qatar
- UAE

What is your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-65

What is your gender?

- Male
- Female

What is your Career Level?

- Managerial
- Non-Managerial

No.	To what extent do you agree with the following statements:	Strongly disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
Personality Traits								
1	I see myself as someone who worries a lot							
2	I see myself as someone who gets nervous easily							
3	I see myself as someone who remains calm in tense situations							
4	I see myself as someone who is talkative							
5	I see myself as someone who is sociable							
6	I see myself as someone who is reserved (quiet, self-contained)							
7	I see myself as someone who is original, comes up with new ideas							
8	I see myself as someone who values artistic experiences							
9	I see myself as someone who has an active imagination							
10	I see myself as someone who is sometimes rude to others							
11	I see myself as someone who has a forgiving nature							
12	I see myself as someone who is considerate and kind to almost everyone							
13	I see myself as someone who does a thorough job							
14	I see myself as someone who tends to postpone work							
15	I see myself as someone who does things efficiently							
Working Conditions								
16	I feel job instability in my company							
17	My workplace is physically comfortable							
18	I feel safe at work							
19	My company has an open-communication policy							
20	I receive continuous information related to the company policy and procedure							
21	I feel free to make my own decisions at work							
22	I see my manager/supervisor as someone fair							
23	My manager/supervisor provides clear directions							

24	My company actively supports my career development							
25	I receive fair feedback from my manager/ supervisor							
26	I am able to balance between my work and life needs							
27	I believe that my overall benefits at my work are fair							
28	I am appreciated by my manager/ supervisor							
29	Teamwork in my company achieves results							
Job Satisfaction								
30	I feel excited to come to work in the morning							
31	I am satisfied with my day-to-day responsibilities							
32	I feel dedicated to my job							
33	I see my company as a great place to work							
34	I am currently seeking other job opportunities							

Appendix 2- Correlation between Working Conditions and Personality Traits independent variables

	Worries a lot	Gets nervous easily	Remains calm	Talkative	Sociable	Reserved	Original	Values Art	Active Imagination	Rude to others	Forgiving Nature	Considerate	Thorough job	Tends to be lazy	Efficient
Job instability	X	X								x				x	
Physically comfortable workplace			x	x	x		x					x	x		
Safe workplace			x	x	x		x	x	x		x	x			
Open-communication policy			x	x	x		x	x	x		x	x	x		x
Continuous information						x	x	x	x		x	x	x		
Free to make decisions							x	x	x			x	x	x	
Fair Manager					x	x	x	x		x		x	x		x
Clear direction from manager			x		x	x	x	x				x			
Career development			x			x	x	x	x		x	x	x		x
Fair feedback from manager						x	x	x					x		x
Work-life balance			x			x	x				x	x			
Fair benefits package							x	x							
Appreciated by manager						x	x	x				x	x		x
Teamwork achieves results			x		x		x	x	x		x	x	x		x

Appendix 3- Correlation between Personality Traits independent variables

	Worries a lot	Gets nervous easily	Remains calm	Talkative	Sociable	Reserved	Original	Values Art	Active Imagination	Rude to others	Forgiving Nature	Considerate	Thorough job	Tends to be lazy	Efficient
Worries a lot		X		X	X	X		X	X	X	X	X		X	
Gets nervous easily	X			X						X			X	X	
Remains calm				X	X	X	X	X	X	X	X	X	X		
Talkative	X	X	X		X	X	X	X	X	X	X	X	X		X
Sociable	X		X	X			X	X	X		X	X	X		X
Reserved	X		X	X				X		X	X	X		X	
Original			X	X	X			X	X		X	X	X		X
Values Art	X		X	X	X	X	X		X		X	X	X		X
Active Imagination	X		X	X	X		X	X		X	X	X	X		X
Rude to others	X	X	X	X		X			X			X		X	
Forgiving Nature	X	X	X	X	X	X	X	X	X			X	X		X
Considerate	X		X	X	X	X	X	X	X	X	X		X		X
Thorough job		X	X	X	X		X	X	X		X	X			X
Tends to be lazy	X	X				X				X					
Efficient				X	X		X	X	X		X	X	X		

Appendix 4- Correlation between Working Conditions independent variables

	Job instability	Comfortable workplace	Safe workplace	Open-communication policy	Continuous information	Free to make decisions	Fair Manager	Clear direction from manager	Company supports development	Fair feedback from manager	Work-life balance	Fair benefits package	Appreciated by manager	Teamwork achieves results
Job instability			X	x			X	x	x	x		x	x	x
Physically comfortable workplace			X	x	x	x	X	x	x	x	x	x	x	x
Safe workplace	x	x		x	x	x	X	x	x	x	x	x	x	x
Open-communication policy	x	x	X		x	x	X	x	x	x	x	x	x	x
Continuous information		x	X	x		x	X	x	x	x	x	x	x	x
Free to make decisions		x	X	x	x		X	x	x	x	x	x	x	x
Fair Manager	x	x	X	x	x	x		x	x	x	x	x	x	x
Clear direction from manager	x	x	X	x	x	x	x		x	x	x	x	x	x
Company supports development	x	x	X	x	x	x	x	x		x	x	x	x	x
Fair feedback from manager	x	x	X	x	x	x	x	x	x		x	x	x	x
Work-life balance		x	X	x	x	x	x	x	x	x		x	x	x
Fair benefits package	x	x	X	x	x	x	x	x	x	x	x		x	x
Appreciated by manager	x	x	X	x	x	x	x	x	x	x	x	x		x
Teamwork achieves results	x	x	X	x	x	x	x	x	x	x	x	x	x	