

**HAIGAZIAN UNIVERSITY**

**The Differences between Job Satisfaction, Family Satisfaction and Self-Esteem among men and women in Lebanon**

By

**Roudayna Wahib Fayyad**

A Thesis submitted to the Faculty of Social and Behavioral Sciences in partial fulfillment of the requirements for the Master of Arts in Psychology –  
Emphasis: Clinical Psychology at Haigazian University

Beirut-Lebanon

August, 2014

**HAIGAZIAN UNIVERSITY**

**THESIS RELEASE FORM**

I, Roudayna Fayyad,

authorize Haigazian University to supply copies of my thesis to libraries or individuals upon request.

Do not authorize Haigazian University to supply copies of my thesis to libraries or individuals for a period of two years starting with the date of the thesis defense.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

HAIGAZIAN UNIVERSITY

The Differences between Job Satisfaction, Family Satisfaction and Self-esteem among  
men and women in Lebanon

Roudayna Fayyad

Approved by:

Dr. Marwan Gharzeddine, Ph.D, Advisor

---

Dr. David Tawil, Ph.D., Reader

---

Dr. Hanine Hout, Ed.D., Reader

---

*DEDICATION*

*I would like to dedicate this thesis to my parents, my family, my three gorgeous children  
and my friends who were continuously supportive throughout this process.*

## ACKNOWLEDGEMENTS

First and foremost, I would like to thank Allah who offered me His blessings abundantly while preparing for this thesis.

Second, I would like to thank those who were of great help to me:

Dr. Hanine Hout for her incessant effort and encouragement,

Dr. Marwan Gharzeddine and Dr. David Tawil, for their time and support,

Maysam Alameddine , for her continuous aid and for being a statistical resource,

Ghenwa El Jurdi and Carlos Fawzi, for their constant support and encouragement

Words would not express my gratitude to my:

Children, for bearing with my absence,

Mother, for journeying selflessly with me through my studies

Roudayna Fayyad

Beirut, 2014

## Table of Contents

Abstract .....	viii
Chapters:	
1. Introduction .....	1
2. Literature Review .....	11
3. Methods.....	21
Participants.....	21
Materials.....	21
Procedure.....	23
4. Results.....	24
Reliability Testing.....	24
Hypothesis Testing.....	25
5. Discussion.....	33
Discussion of Findings.....	33
Clinical Implications.....	38
Limitations.....	39
References .....	43
Appendices .....	46
A. Demographics.....	47
B. Rosenberg Self-Esteem Scale .....	48
C. Job Satisfaction Scale.....	49
D. Family Satisfaction Scale .....	51

## List of Tables

Table 1: Cronbach's Alpha for the Rosenberg Self-Esteem Scale, Satisfaction with Family Life Scale, and Job Satisfaction Scale .....	24
Table 2: Independent Samples T test for Job Satisfaction Scores (JSS) by Gender.....	25
Table 3: Correlation Matrix for the Job Satisfaction Scale, Family Satisfaction Scale, and Self-Esteem Scale among Women and Men.....	26
Table 4: Mean Job Satisfaction Scores by Income Satisfaction Level.....	31
Table 5: Post-hoc Bonferroni Comparisons of Mean Job Satisfaction by Income Satisfaction Level .....	32
Histogram of Mean Job Satisfaction by Income Satisfaction Level.....	33
Table 6: Mean Job Satisfaction Scores by Job Stress Level.....	34
Table 7: Post-hoc Bonferroni Comparisons of Mean Job Satisfaction by Stress Level .....	35

## Abstract

The present study examined the relationship between three variables, namely, job satisfaction, family satisfaction and self-esteem, among working men and women in Lebanon. 120 participants divided almost equally between the two genders filled out the questionnaires and were above the age of 25. They have agreed to take part in a survey consisting of a demographics section and three scales: The Rosenberg Self-Esteem Scale, The Job Satisfaction Scale, and the Family Satisfaction scale. For the first hypothesis, an independent samples t-test was conducted to compare whether job satisfaction levels differed by gender and the results indicated that gender did play a role and that women in Lebanon were more satisfied in their jobs than men. A second hypothesis tested whether there will be a higher positive correlation between the scores of the job satisfaction scale and the scores of the family satisfaction scale among women than men in Lebanon. The results showed that there was no significant correlation between job satisfaction and family satisfaction whether among men or among women in Lebanon. A third hypothesis tested whether there will be a positive correlation between the scores of the self-esteem scale and the scores of the job satisfaction scale among men in Lebanon but no significant correlation was established. The last hypothesis tested whether there will be a higher positive correlation between the scores of the family satisfaction scale and the scores of the self-esteem scale among women than men in Lebanon by which the results showed a strong significant positive correlation between family satisfaction and self-esteem among both women and men in Lebanon.

## Introduction

Women are still viewed, to varying degrees, by many different societies, whether developed such as, the United States of America, Canada, Australia, or developing such as Bangladesh, and Lebanon as mothers and housewives and not as career women; they are still discriminated against in the workplace, get lower payment than men, and have less opportunities for advancement and experience structural limitations (Moore, 1985, Long, 2005; Jamali, 2005; Zaman & Rahman, 2013). In the 1950s, for instance, women throughout the world, including Lebanon, were highly encouraged to fulfill their roles as mothers and housewives as the main emphasis was on the values of home and family (Tlaiss, 2011; Miller, Moen, & McLain, 1991). Women's engagement in the workforce at the time was, therefore, very limited, making their social roles of bearing children and taking care of their families as their only sources of satisfaction and self-esteem (Miller, Moen, & McLain, 1991). Men, on the other hand, whether husbands or fathers, have more than one source to gain satisfaction. Their roles as the sole breadwinners of the family gave them a sense of superiority although they equally enjoyed the emotional satisfaction they obtained from their families (Melody L. Miller, 1991).

In the 21<sup>st</sup> century, however, women, in different parts of the developed and developing countries, are joining the workforce more and more (Mason, 1995; Jamali, 2005; Tlaiss, 2011). They have entered into most working domains even those that were once dominated by men, such as, "piloting, medicine, and engineering" (Zaman & Rahman, 2013, p. 2). They have also reached high employment statuses and have held high positions (Zaman & Rahman, 2013). Zaman and Rahman (2013) indicated that the number of women joining the workforce in the

Arab region is increasing constantly. They reported that in the Gulf for instance, UAE has the highest rate of women's participation in the workforce in comparison to Qatar, Bahrain, and Saudi Arabia. Yet, women are still discriminated against in the Arab world (Tlaiss, 2011) and "continue to be treated as second-class citizens with few rights", who are continuously struggling for their work identity (Muro, 1995, p, 307). They are less paid than their fellow male colleagues (Jamali, 2005; Tlaiss, 2011) and are still viewed as having a "disadvantaged position" in the labor market according to Kaiser (2007, p. 77).

According to Tlaiss (2011), women's participation in the labor force in Western-industrialized countries has increased, in general, allowing more women to significantly advance in their careers as managers, whereas women in the Middle East have only recently started occupying managerial positions and their numbers are still limited. Tlaiss asserts that despite the fact that Lebanon is described as "the most westernized Arab nation," and despite the fact that Lebanon is seen as a modern and liberated country where women interact freely with men, the fact remains that the social, political, and economical equalities have "remained below desired average" (Tlaiss, 2011, p.10 ). Tlaiss adds that women are still working at the lower managerial levels, and are paid far less than men. She attributes that to the patriarchal society, and to the fact that men are still viewed as the sole breadwinners of the family. Jamali (2005) supports Tlaiss' analysis by confirming that the small number of women holding managerial positions is due to the fact that they are still viewed as caretakers and their paid work is still considered as "marginal and temporary" (Jamali, 2005, p. 582).

In conclusion, despite all these societal changes, until this day, women in Lebanon are still considered primarily as caregivers and homemakers while men are the breadwinners of the

family. It is also suggested that women still identify more with their roles as mothers and caregivers, while men identify more with their roles as breadwinners and heads of their household (Moghadam, 1993). Having stated all that, the purpose of this study is to try to learn more about the sources of satisfaction among men and women in Lebanon; in other words, it aims to investigate the role of gender when it comes to job satisfaction, family satisfaction and self-esteem.

## **Background of the Study**

### *Job Satisfaction and Gender Differences*

Research has been conducted on job satisfaction and the elements that determine it (Zaman and Rahman, 2013; Bernal, 2005, Carleton, 2012). Zaman & Rahman (2013) define job satisfaction as the amount of contentment of an individual has with his/her job; in other words, "an affective reaction and an attitude towards one's job" (p. 1). A person with a high job satisfaction level is expected to have a positive attitude towards the job, whereas a dissatisfied person with his/her job is expected to have a negative attitude (Zaman & Rahman 2013).

According to Zaman and Rahman (2013), job Satisfaction is determined by three important factors: 1) The emotional response to the job one has, 2) The extent the person is able to meet or even exceed his/her expectations, and 3) The mixture of various factors, such as, the amount of pay, the fairness of the promotion system, the kind of supervisors and colleagues, the work environment.

In a study by Garcia-Bernal (2005), who was also concerned with the impact of gender differences on job satisfaction, women showed more satisfaction with their jobs as long as their work conditions were agreeable to them, whereas men focused more on the interpersonal relations which were the main source of their job satisfaction. Therefore, women wanted certain conditions that were probably more flexible, since they had also other roles to fulfill, whereas, men cared more about the job environment since they spent most of their time there (Garcia-Bernal, 2005).

In a study by Magee (2013), women showed to be more satisfied in their jobs than men as well, although they held jobs that were inferior to those of men. Tlaiss (2011) reports that despite the tremendous changes in society that allowed women to join the workforce, women were found to be still discriminated against, whether in admittance to employment or in receiving the same salaries as men, as well as in progression to management positions. Yet, in spite of all that, women still expressed more favorable attitudes towards their jobs than men (Carleton, 2012; Tlaiss, 2011; Magee, 2013). Many authors attribute this to two main factors. The first factor is that women and men value different aspects of their jobs. Women according to them, value intrinsic rewards, such as, the characteristics of the work itself, while men value extrinsic factors, such as, pay (Magee, 2013; Murray, 1981; Mohammad, 2013). Related to the explanation of intrinsic reward is Carlton's (2012) theory, who explains that women are more satisfied in their jobs due to their "improved position in the labor force relative to their expectations (Carlton, 2012, p.36).

A second factor is that women seem to focus more on their roles as homemakers rather than that of workers, and thus derive satisfaction from that area in their lives. This means that women in general derive their satisfaction mainly from their family, while work tends to be the main focus and gratification for men. More specifically, women are less attached to work and more attached to their families, which is their main source of gratification and, hence, put less weight on job related issues (Magee, 2013; Murray, 1981; Mohammad, 2013).

#### *Family satisfaction and Gender Differences*

Research has been conducted on family life satisfaction to verify the components that constitute this contentment. Among these factors are family cohesion, congruent communication

with family members, adaptability of rules, and how well this family is functioning (Ward, 2013). It seems that the following factors tend to have a great effect on individual's satisfaction with their family life (Ward, 2013). It is important to note here that the meaning of family in this study refers to whoever the person considers to be his or her family regardless of whether the person is married or single.

Moreover, May (2003) suggested that there is reciprocal influence between family satisfaction and job satisfaction in both genders but it was family satisfaction that affected job satisfaction more for women and it was job satisfaction that affected life satisfaction more for men. For instance, family demands were of higher priority for women in cases of family and work conflict (May, 2003), whereas job was the main focus for men (Carleton, 2012).

Based on the above discussed literature, the current study investigated whether the same results in terms of job satisfaction are true for working men and women in Lebanon.

#### *Gender Differences and Self-Esteem*

The last variable of this proposed study is self-esteem and how it relates to job satisfaction among both genders. First, self-esteem is defined by Morris Rosenberg (1995) as the overall evaluation of one's worthiness. It pertains to how people think and feel about themselves as a whole, therefore it is the "global" rather than the "Specific", and it involves all dimensions of the self (Rosenberg, 1995).

It has been shown in research that men's self-esteem is highly related to job satisfaction (Magee, 2013; Staples, 1991). In a research by Baumeister (2003), the author concludes that there is a positive correlation between job performance and self-esteem among men. Kidd (1986)

also agrees with Baumeister and confirms that men view themselves “as responsible adults by attaining job-satisfaction and achieving goals” (p. 663). It is their particularly their job experiences that realizes many of their psychological needs (Kidd, 1986). Hence, men’s self esteem, according to many researchers (Kidd, 1986; Staples, 1991; Baumeister, 2003 Magee 2013), is correlated to job satisfaction. Since there is no rationale to assume that men in Lebanon are different than other men in other societies regarding their attitudes towards their job and feelings of gratification, the author predicts a similar result as in other studies.

Research has been conducted to investigate the main sources of self-esteem in women. It has been noted earlier that women, despite having joined the workforce, still value their families more than their jobs, and value their roles in their families more than their role in the workforce. Hence, they gain their satisfaction mainly from their families. Staples (1991), reports that gender roles are quite relevant to self-esteem and that women usually derive their self-esteem from their families and their roles as mothers first (Staples, 1991). This takes us back to previous research that indicated that women derived their main satisfaction from their families rather than their Jobs.

### **Statement of the Problem**

The purpose of this study was to study the relationship between the three variables, namely, job satisfaction, family satisfaction and self-esteem, among working men and women in Lebanon. Based on the above discussed rationale and the supporting brief review of literature, the following four hypotheses were proposed:

1. Women will score higher on job satisfaction than men in Lebanon
2. There will be a higher positive correlation between the scores of the job satisfaction scale and the scores of the family satisfaction scale among women than men in Lebanon
3. There will be a positive correlation between the scores of the self-esteem scale and the scores of the job satisfaction scale among men in Lebanon
4. There will be a higher positive correlation between the scores of the family satisfaction scale and the scores of the self-esteem scale among women than men in Lebanon

### **Significance of the Study**

The significance of this research lies firstly in its attempt to enquire if a relationship exists between job satisfaction, family satisfaction and self esteem in both genders in Lebanon. Secondly, some research was found by the researcher on this topic in Lebanon; yet, since not enough research is done on these three factors together thus, this research provides more updated data as well as a chance of a better understanding of the relationship between these three factors. Thirdly, in light of the changing status of women, more research should be conducted to better understand the new factors that are influencing her self-esteem and the challenges that such working women still have to face in order to feel satisfied in their family as well as their job situation.

Last, but not least, the results of this study will contribute to the clinicians' understanding to how such factors negatively or positively affect each of the sexes; hence, a better look at psychological interventions. School counselors, career counselors and clinicians will know what

to focus on in counseling and therapy when dealing with clients from different genders when it comes to the factors that could affect their well-being in terms of family and job relationship.

### **Overview of Methodology**

A complete packet, that includes a cover page that explains the study, a section of demographics, and three scales, was distributed to around 120 participants from both genders. The section of demographics included several demographic variables: the status of men and women, whether single, married, engaged, divorced, or widowed; if the candidates are or have been married; their level of education, job title, income, and how happy they are in their jobs. The purpose behind including such demographic variables was to add more depth to the study provided some significant results were obtained. However, they will be treated as additional research and not based on supported hypotheses.

The age of participants was 25 years old and above. The author decided on 25 as the cut-off score to ensure that participants have already started working for some time. Convenient sampling was used in this study; however, the author tried to approach people from different professions and different locations in Beirut and its surroundings. One other condition beside the minimal age of 25 was the satisfactory knowledge of the English language as the scales were used in their original form. The three scales were the Job satisfaction scale, the family satisfaction scale, and the Rosenberg self-esteem scale.

### **Limitations of the Study**

This study attempted to explore the difference between genders in terms of job satisfaction, life satisfaction, and self-esteem in Lebanon. Yet, the limited number of participants

(a sample of 200) restricted the results; hence, the knowledge generated is not representative of the whole population.

### **Definition of Key Terms**

*Job Satisfaction*: the amount of contentment of an individual has with his/her job; in other words, "an affective reaction and an attitude towards one's job"( Zaman and Rahman, 2013, p:1).

*Family Satisfaction*: A person's global or overall judgment of his/her family contentment (Ward, 2013).

*Self-Esteem*: The overall evaluation of one's worthiness (Rosenberg, 1995).

## **Chapter 2**

### **Literature Review**

The purpose of this paper was to study the relationship between the three variables, namely, job satisfaction, family satisfaction and self-esteem, among working men and women in Lebanon. This chapter consists of a literature review regarding the investigated variables in order to provide a context for the predicted hypotheses.

#### **Definitions of Job Satisfaction**

Research has been conducted on job satisfaction and the elements that determine it (Zaman and Rahman, 2013; Bernal, 2005, Carleton, 2012). Zaman & Rahman (2013) define job satisfaction as the amount of contentment of an individual has with his/her job; in other words, "an affective reaction and an attitude towards one's job" (p. 1). A person with a high job satisfaction level is expected to have a positive attitude towards the job, whereas a dissatisfied person with his/her job is expected to have a negative attitude (Zaman & Rahman 2013). Mohammad (2013) states many similar definitions in his study. He states that "it is an employee's judgment of how well his or her job has satisfied his or her various needs" or "the pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Mohammad, 2013, p. 2).

According to Zaman and Rahman (2013), job Satisfaction is determined by three important factors: 1) The emotional response to the job one has, 2) The extent the person is able to meet or even exceed his/her expectations, and 3) The mixture of various factors, such as, the amount of pay, the fairness of the promotion system, the kind of supervisors and colleagues, the work

environment. Mohammad (2013) mentions many aspects that affect an individual's overall job satisfaction. For instance, satisfaction with the work itself, pay, promotion, supervision, and one's overall satisfaction with his or her job are all factors that he discussed in his study, and that he considers to be of high importance when determining job satisfaction (Mohammad, 2013).

### **Gender Differences and Job Status**

It is important to note, that until now, in general, and in different parts of the world, men and women do not enjoy the same status at work. Women mostly, still occupy lower status jobs than men (Wright, 1995). According to a cross-national study by Wright (1995), there is gender inequality in the workforce due to the inequality in authority. High positions represent authority, and thus are preserved for men. More specifically, "male managers in a male-dominated hierarchy are likely to act in ways that preserve male privileges and advantages" (Wright, 1995, p. 407).

In his cross-national study, Wright examined the workplace authority in the United States, Canada, the United Kingdom, Australia, Sweden, Norway, and Japan. He reports that in all these countries, there is a gap in workplace authority, where managerial positions are mainly held by males. Yet, the pattern of cross-national variation is somehow surprising. He described that, in the United States, for example, the probability of a man occupying a high managerial position is 1.8 times greater than that of a woman, whereas in Sweden, the probability for men is 4.2 greater than that of women. This result was unanticipated, according to the author, since in many respects gender relations are more egalitarian in Sweden than in the United States. The wage difference between males and females in Sweden are lower than the United States, not to mention that husbands perform higher proportion of the housework. Yet, in terms of workplace

authority, there seemed to be greater gender gap in Sweden than the United States. Some of the explanations given in the article about these variations in the occupation of high status jobs were: the difference in aspirations and occupational preferences, active gender discrimination, and gender differences in various kinds of individual attributes. Hence, there is gender discrimination when it comes to attaining high managerial positions, but the reasons seem to be not only due to gender discrimination, but also due to gender preferences and roles.

### **Gender Differences and Job Satisfaction**

In another study by Gratton (2014), the author explained that role importance is an important factor that determines one's life satisfaction. Role importance is the importance that an individual places on family or career role. In other words, this role importance is highly related to the individual's sense of identity (Gratton, 2014). Thus, "high role importance is interrelated with a tendency to invest more time and effort in the respective domain" (Gratton, 2014, p. 79). In other words, if different genders value different roles, then the effort and time spent in each of them would also vary.

The main key for an individual to be satisfied specifically in his/her job however, lies in what he/she expects in return. This draws us to the other main point of this study, which is why women seem to have more job satisfaction than men. Mohammad (2013) reported that there are numerous studies conducted on the difference in terms of job satisfaction between men and women. Some studies have found women to be more satisfied than men, whereas few others found the opposite. He then explained that the reason between the different levels of job satisfaction reported between men and women could be attributed to the difference between genders, or as indicated previously by Gratton, that role importance is the main variable in terms

of a person's satisfaction with that role (Gratton, 2014). Females put a great value on their roles as homemakers, and thus, in their jobs they place high importance on working with pleasant employees whereas men value their roles as breadwinners and thus they value factors, such as, the opportunity to make important and influencing decisions.

Kaiser (2007), in his study about the differences in job satisfaction between genders across Europe, reported that women seem to have higher job satisfaction than men despite their disadvantaged position in the labor market. Yet, he also predicted that gender-job satisfaction differences are diminishing as soon as employment opportunities of women and men are converging" (Kaiser, 2007, p.77). This he explains is due to the fact that currently women have lower job expectations than men, and hence, feel more satisfied in their jobs despite being paid less than men, and receiving fewer opportunities. Yet, with time, when women start receiving better job opportunities, their expectations will rise, and eventually their job satisfaction level will diminish.

In a study by Garcia-Bernal (2005), who was also concerned with the impact of gender differences on job satisfaction, the author reports that women showed more satisfaction with their jobs as long as their work conditions were agreeable to them, whereas men focused more on the interpersonal relations, which were the main source of their job satisfaction. These results are in accordance with Mohammad's (2013) findings concerning the factors that influence job satisfaction in both genders. Therefore, women wanted certain conditions that were probably more flexible, since they had also other roles to fulfill, whereas, men cared more about the job environment since they spent most of their time there (Garcia-Bernal, 2005).

In a study by Magee (2013), women in Canada and the United States showed to be more satisfied in their jobs than men as well, although they were paid less than men. Magee (2013) attributed that to the different expectations that women have, implying that women expect less than men when it comes to their jobs. He also reported that women value intrinsic factors such as interesting work, whereas men focused more on salary and how much they could achieve.

Tlaiss (2011) in her research about women's managerial positions in Lebanon reported similar findings. She said that despite the tremendous changes in society that allowed women to join the workforce in Lebanon, women were found to be still discriminated against, whether in admittance to employment or in receiving the same salaries as men, as well as in progression to management positions. Yet, in spite of all that, women still expressed more favorable attitudes towards their jobs than men (Carleton, 2012; Tlaiss, 2011; Magee, 2013).

As seen through the previous literature, many authors attribute these job satisfaction differences to two main factors. The first factor is that women and men value different aspects of their jobs. Women according to them, value intrinsic rewards, such as, the characteristics of the work itself, while men value extrinsic factors, such as, pay (Magee, 2013; Murray, 1981; Mohammad, 2013). Related to the explanation of intrinsic reward is Carlton's (2012) theory, who explains that women are more satisfied in their jobs due to their "improved position in the labor force relative to their expectations (Carlton, 2012, p.36).

Finally, another factor that may contribute to the high job satisfaction for women might be the fact that work frees women slightly of their children's constant demands, and therefore, provide them with an additional external validation of their self-worth (Elliot, 1996). In other words, women take their jobs as an external validation factor that contributes to their job

satisfaction. Based on the above mentioned literature, the current study predicted to find women showing more job satisfaction than men in Lebanon.

### **Gender Differences and Family Satisfaction**

According to different literature, women seem to focus more on their roles as homemakers rather than that of workers, and thus derive satisfaction from that area in their lives. This means that women in general derive their satisfaction mainly from their family, while work tends to be the main focus and gratification for men. More specifically, women are less attached to work and more attached to their families, which is their main source of gratification and, hence, put less weight on job related issues (Magee, 2013; Murray, 1981; Mohammad, 2013).

Research has been conducted on family life satisfaction to verify the components that constitute this contentment. Among these factors are family cohesion, congruent communication with family members, adaptability of rules, and how well this family is functioning (Ward, 2013). It seems that the following factors tend to have a great effect on an individual's satisfaction with his or her family life (Ward, 2013). It is important to note here that the meaning of family in this study refers to whoever the person considers to be his or her family regardless of whether the person is married or single.

May (2003) suggested that there is reciprocal influence between family satisfaction and job satisfaction in both genders but it was family satisfaction that affected job satisfaction more for women and it was job satisfaction that affected life satisfaction more for men. For instance, family demands were of higher priority for women in cases of family and work conflict (May, 2003), whereas job was the main focus for men (Carleton, 2012). In another study by Sinacore-

Guinn (1999), the author reports that family situations affect women's motivations, work abilities and work orientations. Women, according to the author, carry an overload of having to handle both roles at home and at work, and therefore, the phenomenon of "spillover" is known in this context, which is defined "as a type of contagion stress across roles (Sinacore, 1999, p. 189). In other words, if the woman's family life was stressed, then her job performance would be stressed too.

Gratton (2014) reported that the perception of role importance for men and women could be, by itself, a source of stress as both genders attempt to respond to their expected role demands. The author concluded that the negative effects of this stress are stronger depending on the individual's role importance. This means that if there was stress in the family, and if it were that family was the main important role for women as it was previously discussed, then this would eventually affect her job and life satisfaction. Whereas for men, who as discussed before, put a great weight on their job roles, it was job satisfaction that affected their family and life satisfaction whether positively or negatively (Gratton, 2014).

In order to see the effect of the gender role on family satisfaction, and whether the same results apply to Lebanese women and men, this study was conducted. It was thus assumed by the researcher that since the Lebanese society is still patriarchal as seen by previous literature, family satisfaction would be a great contributor to job satisfaction in women, but not for men.

### **Definition of Self Esteem**

The last variable of this study is self-esteem and how it relates to job satisfaction among both genders. First, self-esteem is defined by Morris Rosenberg (1995) as the overall evaluation of one's worthiness. It pertains to how people think and feel about themselves as a whole, therefore it is the "global" rather than the "Specific", and it involves all dimensions of the self (Rosenberg, 1995). High self-esteem refers to the high global evaluation of one's self, whereas a low-self-esteem refers to a low one (Baumeister, 2003).

### **Gender Differences and Self-Esteem**

Baumgardner (1991), in his study about the effects of Self-Esteem and Gender on Goal choice, suggested that "self-esteem operates as a link to goal choice" (Baumgardner, 1991, p. 530). Hence, an individual's self-esteem is affected by his ability to achieve this goal. There are though, gender differences in terms of goals and orientations, as it has been earlier mentioned. Gratton (2014), for example, reported that different genders place high importance on different roles in life, and the role that they value highly, affects their self-esteem (Gratton, 2014). Staples in his research about sources of self-esteem stated that "the male self is rooted in instrumental action whereas the female self is rooted in relationships" (Staples, 1991, p.160). He explained that women value reflected appraisals more than men, while men value aspects of social comparison more than women (Staples, 1991). This is highly relevant to the points discussed earlier in terms of the importance that men place on their jobs, and the importance that women place on their roles as mothers. Thus, it would be expected to find that men's job satisfaction plays an important role in affecting their self-esteem, while family satisfaction plays that role in women.

Both Staples (1991) and Magee (2013) concluded in their research that men's self-esteem is highly related to their job satisfaction. Moreover, in a research by Baumeister (2003), the author confirmed the existence of a positive correlation between job performance and self-esteem among men. Kidd (1986) also wrote that men only view themselves "as responsible adults by attaining job-satisfaction and achieving goals" (p. 663) and it is particularly their job experiences that realizes many of their psychological needs (Kidd, 1986). Hence, men's self esteem, according to many researchers (Kidd, 1986; Staples, 1991; Baumeister, 2003 Magee 2013), is correlated to job satisfaction. Since there is no rationale to assume that men in Lebanon are different than other men in other societies regarding their attitudes towards their jobs and feelings of gratification, the author predicted a similar result as in other studies.

As it has been previously mentioned, there are gender differences in the sources of self-esteem. Research has been conducted to investigate the main sources of self-esteem in women. It has been noted earlier that women, despite having joined the workforce, still value their families more than their jobs, and value their roles in their families more than their role in the workforce. Hence, they gain their satisfaction mainly from their families. Staples (1991), reported that gender roles are quite relevant to self-esteem and that women usually derive their self-esteem from their families and their roles as mothers first (Staples, 1991).

Gratton (2014) also indicated that working women experienced "positive well-being due to developing resource surpluses" (Gratton, 2012, p.79). This takes us back to our original assumption supported by different studies, and that is that women consider their main role to be that of housewives, and mothers, and hence, they view their resources as surpluses. This, in turn, suggests that women's main goal is to be satisfied in their families. Thus, and based on all the

literature provided, it appears that women consider their main role to be their role in the house. This being said, the author predicted in this study that the association between the women's self-esteem and family satisfaction was higher than that of the men's in Lebanon.

Based on the discussed above review of literature, the author of the study predicted the following four hypotheses:

1. Women will score higher on job satisfaction than men in Lebanon
2. There will be a higher positive correlation between the scores of the job satisfaction scale and the scores of the family satisfaction scale among women than men in Lebanon
3. There will be a positive correlation between the scores of the self-esteem scale and the scores of the job satisfaction scale among men in Lebanon
4. There will be a higher positive correlation between the scores of the family satisfaction scale and the scores of the self-esteem scale among women than men in Lebanon

## Chapter 3

### Methodology

#### Participants

The sample consisted of 120 working Lebanese adults aged 25 and above. The author decided on 25 as the cut-off to ensure that participants have already started working for some time. Their ages ranged from 25-35 years old ( $n = 93$ , 77.5%), 36-46 years ( $n = 23$ , 19.2%), and 47-55 years of age ( $n = 4$ , 3.3%). There were 69 (57.5%) females and 51 (42.5%) males. Highest educational level attained ranged from a high school diploma (11.9%), technical degree (4.2%), undergraduate college degree (15.3%), and graduate university degree (66.9%), up to a doctoral degree (1.7%). Of the 120 respondents, 58 (48.3%) were single, 11 (9.2%) engaged, 46 (38.3%) married, and 5 (4.2%) were divorced.

#### Materials

##### *Satisfaction with Family Life Scale*

The Satisfaction with Family Life Scale (SWFL) is a modified version of the Satisfaction with Life Scale. In this scale, the words family life replaces the word life in each of the original items. Therefore this scale is originally based on Life Satisfaction and it assesses the overall judgment of family life rather than specific areas. Hence, similar to Life satisfaction Scale, SWFL scale is defined as a Conscious cognitive judgment of one's family life in general. It is made up of 5 items where participants have to agree or disagree with statements about family life, on a 7-point Likert-type scale, ranging from 1= strongly disagree to 7= strongly agree (Ward, 2013). Scores are calculated by adding up all the items and producing a satisfaction with family life score with a possible range of five to 35. The questionnaires are filled either by paper-

and pencil, or online. In a study conducted by Ward (2013), the scale was used and proven to be reliable with a cronbach alpha of .92.

### *Job Satisfaction Scale*

Job satisfaction scale is a scale made up of 36 items that assesses how content the participant is in his/her job. It discusses income, amount of supervision, benefits, relationship with colleagues, work efficiency, amount of work, and overall satisfaction. Participants respond to several statements about their jobs, on a 6-point Likert-type scale ranging from 1-disagree very much to 6-agree very much. The scale thus assesses different aspects of the participant's job satisfaction to come up with a general view of how happy or content the respondent is. The scale is considered a reliable scale as it was used in different studies that pertained to job satisfaction and has shown a Cronbach alpha of at least .84 (Hodson, 1989; Long, 2005; Ward, 2013).

### *Rosenberg Self-Esteem Scale*

Self-esteem scale is a 10 item scale by Rosenberg that measures how a person thinks and feels about himself/herself totally or in a general manner rather and not specific (Rosenberg, 1979). The scale has been widely used in many studies showing a cronbach alpha of at least .85 (Elliott, 1966; Rosenberg, 1979; Baumeister, 2003). Questions range from "on the whole I feel satisfied with myself" to "I take a positive attitude towards myself". Respondents answer to these 10 items on a 4 point Likert-type scale where answers range from 1= strongly agree to 4= strongly disagree. The participants' answers are analyzed to determine how satisfied are they with themselves on the overall level, and how high or low their self-esteem is. The participants include persons from both genders and the questionnaires are filled either by paper-and pencil, or online.

## Procedure

A complete packet with a cover page that explained the study, a section on demographics, and the three scales, was distributed. The section on demographics included the following variables: age, gender, education, relationship status, whether single, married, engaged, divorced, or widowed, and job title. This section also included questions on satisfaction with both income and job, rating of how stressful one's job is and its importance in relation to other variables, and whether having a job would affect one's stress level. This was followed by the Rosenberg self-esteem scale, job satisfaction scale, and the satisfaction with family life scale.

Convenient sampling was used in this study. Oral consent was obtained and anonymity and confidentiality of participants' responses was assured in order to get accurate responses to potentially perceived sensitive issues. The author tried to approach people from different professions and different locations in Beirut and its surroundings. Respondents' age had to be at least 25 and they had to possess a satisfactory knowledge of the English language as the scales were used in their original form.

Initially, a pilot study on a sample of 20 participants was carried out to check for the scales' reliabilities in Lebanon, a different context than where they were originally developed. The internal reliabilities for the different scales and subscales were all acceptable and, based on that, the study was carried out. Data collection extended from May 2014 to July 2014 after which they were entered into SPSS. In order to analyse the results, correlational analysis was performed to examine the different associations, as well as one-way ANOVA and independent samples t-test to detect significant differences across groups.

## CHAPTER 4

### Results

#### Reliability Testing

Cronbach's alpha was calculated to determine the internal consistency of the different scales used. The reliability coefficients were all in the acceptable or good range: Satisfaction with Family Life Scale ( $\alpha = .86$ ), Job Satisfaction Scale ( $\alpha = .88$ ), and Self-Esteem Scale ( $\alpha = .79$ ) (see Table 1).

#### Table 1

*Cronbach's Alpha for the Rosenberg Self-Esteem Scale, Satisfaction with Family Life Scale, and Job Satisfaction Scale*

	Previous Cronbach's alpha	Current Cronbach's alpha
Satisfaction with Family Life Scale	.92	.86
Rosenberg Self-Esteem Scale	.85	.79
Job Satisfaction Scale	.84	.88

## **Hypothesis Testing**

Hypothesis 1: Women will score higher on job satisfaction than men in Lebanon

An independent samples t-test was conducted to compare whether job satisfaction levels differed by gender. There was a significant difference in the scores of job satisfaction whereby women ( $M = 131.8$ ,  $SD = 23.6$ ) scored significantly higher than men ( $M = 123.8$ ,  $SD = 18.2$ );  $t(118) = -2.013$ ,  $p = .046$  (see table 2). These results indicate that gender does play a role and that women in Lebanon are more satisfied in their jobs than men. Therefore, this hypothesis was confirmed.

Table 2*Independent Samples T test for Job Satisfaction Scores (JSS) by Gender*

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JSS	Male	51	123.80	18.174	2.545
	Female	69	131.78	23.588	2.840

	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	
JSS	Equal variances assumed	3.741	.055	-2.013	118	.046	-7.979	3.963
	Equal variances not assumed			-2.092	117.774	.039	-7.979	3.813

Hypothesis 2: There will be a higher positive correlation between the scores of the job satisfaction scale and the scores of the family satisfaction scale among women than men in Lebanon

Using the Pearson correlation coefficient, the results showed that there is no significant correlation between job satisfaction and family satisfaction whether among men ( $r = .06, p = .67$ ) or among women ( $r = .10, p = .43$ ) (see table 3). This hypothesis was therefore not confirmed. Even among the whole sample ( $N = 120$ ), there was no significant correlation between job and family satisfaction ( $r = .06, p = .51$ ) (see table 3).

Table 3

*Correlation Matrix for the Job Satisfaction Scale, Family Satisfaction Scale, and Self-Esteem Scale among Women and Men*

		Family Satisfaction Scale	Self-Esteem Scale
Job Satisfaction Scale (among Women)	Pearson Correlation	.10	.30
	Sig. (2-tailed)	.43	.01
	N (females)	69	68
Job Satisfaction Scale (among Men)	Pearson Correlation	.06	.14
	Sig. (2-tailed)	.67	.33
	N (males)	51	51
Job Satisfaction Scale (among all participants)	Pearson Correlation	.06	
	Sig. (2-tailed)	.51	
	N (all)	120	
Family Satisfaction Scale (among Women)	Pearson Correlation		.41
	Sig. (2-tailed)		.00
	N (females)		68
Family Satisfaction Scale (among Men)	Pearson Correlation		.45
	Sig. (2-tailed)		.00
	N (males)		51

Hypothesis 3: There will be a positive correlation between the scores of the self-esteem scale and the scores of the job satisfaction scale among men in Lebanon

There was no significant correlation between self-esteem and job satisfaction among men ( $r = .14, p = .33$ ) (see table 3). This hypothesis was therefore not confirmed. On the other hand, the scatter plot between self-esteem and job satisfaction among women showed an association and after removing an outlier, it became significant. Thus, a moderate significant positive correlation was found between self-esteem scores and job satisfaction ( $r = .30, p = .01$ ) among women.

Hypothesis 4: There will be a higher positive correlation between the scores of the family satisfaction scale and the scores of the self-esteem scale among women than men in Lebanon

The scatter plot between the family satisfaction scale and the self-esteem scale among women revealed an outlier and so the latter was removed. A Pearson Correlation showed a strong significant positive correlation between family satisfaction and self-esteem among women ( $r = .41, p = .00$ ) (see table 3). Similarly, among men, a strong positive correlation between family satisfaction and self-esteem was found ( $r = .45, p = .00$ ) (see table 3). Accordingly, the hypothesis was not supported since the Pearson correlation coefficients among men and women were almost the same. The correlation coefficient between family satisfaction and self-esteem among women was not significantly different than that among men ( $p = .79$ ).

### Further Analysis

When asked if participants were satisfied with their income, 3 (2.5%) were very satisfied, 34 (28.3%) satisfied, 43 (35.8%) neutral, 29 (24.2%) slightly dissatisfied, and 11 (9.2%) reported being very dissatisfied. There was a significant effect of income satisfaction level on job satisfaction scores,  $F(4, 115) = 5.94, p < .01$ . Table 4 shows the mean job satisfaction scores by income satisfaction level. As can be seen, the highest job satisfaction mean was for the group whose respondents were very satisfied with their income and the lowest job satisfaction mean belonged to those who were very dissatisfied with their income. Bonferroni post-hoc comparisons (table 5) showed that there were significant differences between job satisfaction scores among those who were very satisfied with their income against all the remaining income groups. However, only 3 participants constituted the very satisfied group so these results need to be interpreted with caution. There was also a significant difference in the mean job satisfaction score between the satisfied income group and the very dissatisfied group whereby the former had a significantly higher job satisfaction mean.

Table 4*Mean Job Satisfaction Scores by Income Satisfaction Level*

Income Satisfaction	N	Mean	Std. Deviation
Very Satisfied	3	171.00	11.269
Satisfied	34	132.62	20.409
Neutral	43	128.93	19.454
Slightly dissatisfied	29	124.66	22.873
Very Dissatisfied	11	111.45	14.306
Total	120	128.39	21.735

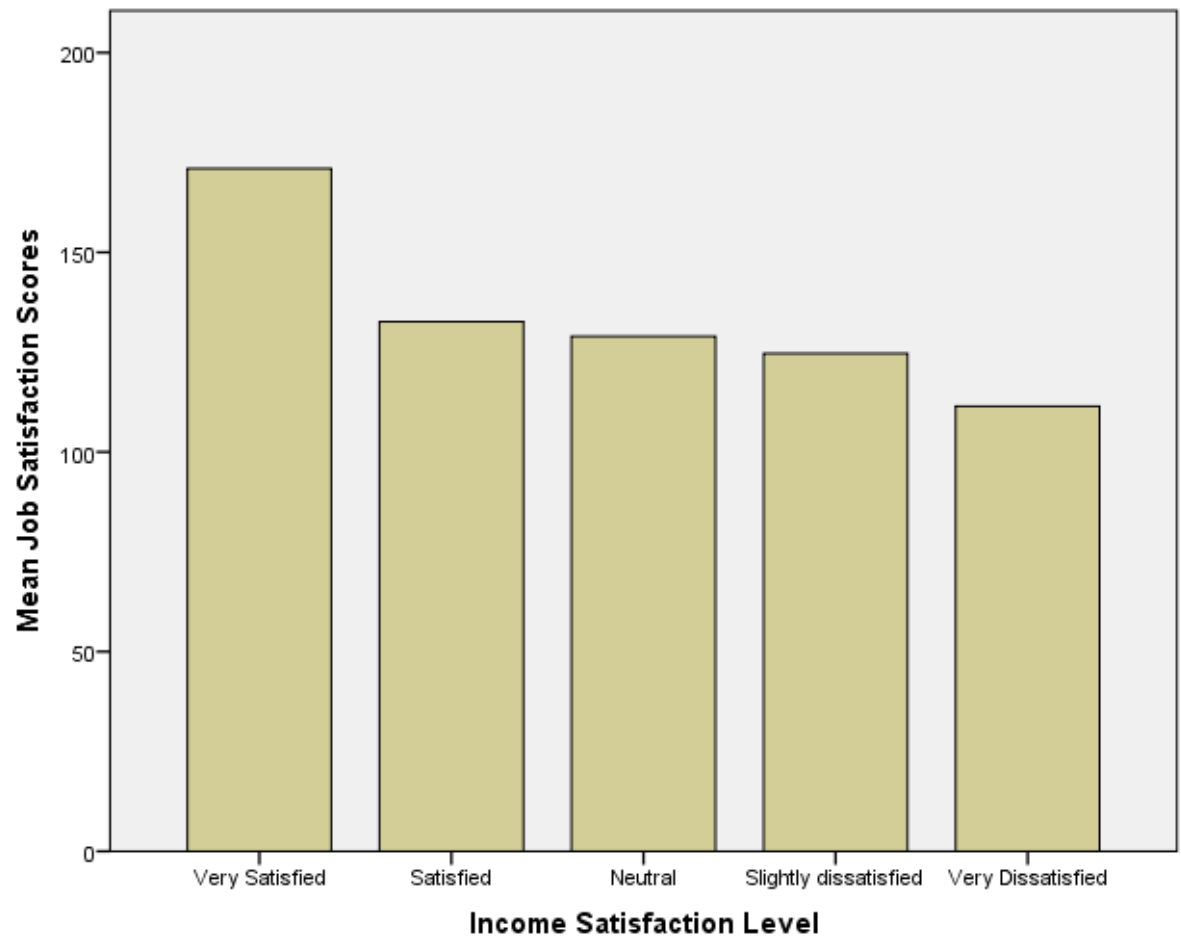
Table 5

*Post-hoc Bonferroni Comparisons of Mean Job Satisfaction by Income Satisfaction Level*

(I) Income Satisfaction	(J) Income Satisfaction	Mean Difference (I-J)	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
Very Satisfied	Satisfied	38.382*	.020	3.68	73.08
	Neutral	42.070*	.007	7.67	76.47
	Slightly dissatisfied	46.345*	.002	11.41	81.28
	Very Dissatisfied	59.545*	.000	22.02	97.07
Satisfied	Neutral	3.687	1.000	-9.53	16.91
	Slightly dissatisfied	7.962	1.000	-6.60	22.52
	Very Dissatisfied	21.163*	.030	1.18	41.15
Neutral	Slightly dissatisfied	4.275	1.000	-9.57	18.12
	Very Dissatisfied	17.476	.115	-1.99	36.94
Slightly dissatisfied	Very Dissatisfied	13.201	.666	-7.20	33.60

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

*Mean Job Satisfaction Scores by Income Satisfaction Level*



Moreover, participants rated how stressful their jobs are, 15 (12.5%) reported that it is not stressful, 51 (42.5%) considered it slightly stressful, 44 (36.7%) said it's stressful, and 10 (8.3%) rated it as very stressful. There was a significant effect of job stress level on job satisfaction scores,  $F(3, 116) = 4.669, p = .004$ . Table 6 shows the mean job satisfaction scores by stress level. Post-hoc bonferroni comparisons (table 7) showed that participants who considered their job as very stressful had significantly lower job satisfaction than those who considered their job not stressful ( $p = .003$ ), slightly stressful ( $p = .01$ ), or stressful ( $p = .008$ ).

Table 6

*Mean Job Satisfaction Scores by Job Stress Level*

Stress level	N	Mean	Std. Deviation
Not stressful	15	136.33	21.908
Slightly stressful	51	129.12	21.576
Stressful	44	129.93	20.878
Very stressful	10	106.00	12.419
Total	120	128.39	21.735

Table 7*Post-hoc Bonferroni Comparisons of Mean Job Satisfaction by Stress Level*

(I) Stress Level	(J) Stress Level	Mean Difference (I-J)	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
Not stressful	Slightly stressful	7.216	1.000	-9.17	23.61
	Stressful	6.402	1.000	-10.28	23.08
	very stressful	30.333*	.003	7.55	53.11
Slightly stressful	Stressful	-.814	1.000	-12.30	10.67
	very stressful	23.118*	.010	3.82	42.42
Stressful	very stressful	23.932*	.008	4.38	43.48

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

## CHAPTER 5

### Discussion

This chapter discusses the findings of the study in relation to previous literature and the situation in Lebanon. Results showed that women were significantly more satisfied in their jobs than men in Lebanon. Other studies around the world have also suggested that women were more satisfied in their jobs. Kaiser pointed out that women had higher levels of job satisfaction than men, despite their disadvantaged position in the labour market (Kaiser, 2007, p.77). Kaiser's study was carried across Europe, and he reported that the factor contributing most to this paradox was the lower expectations that women had. He stated that this hypothesis of his had been confirmed for the U.K. as well with an exception in the analysis of Souza-Poza (2000, p.150), who stated that "higher overall job satisfaction for women occurred in liberal welfare states" (Kaiser, 2007, p. 77).

In another study done in Bangladesh, the authors also reported that females were found to be more satisfied in their jobs than men. They attributed this to several factors. One factor was the fact that women had lower job expectations than men, and that women viewed the fact that they held a job as rewarding by itself. Another factor was the fact that for males, career is of central importance, which is not the case for women. A third factor was that women and men valued different criteria in their assessment of work. Men placed more value on self-expression and the opportunity to influence others, while women placed more value on the opportunities to work with pleasant employees (Mohammad, 2013).

Another research that was done also in Bangladesh by Zaman and Rahman (Zaman, 2013) stated that women were more satisfied in their jobs than men. The reasons for that were the lower ambitions and lesser financial needs that women had in comparison to men. Halpern in

his study reported that jobs for women weren't of much value and that they viewed them as a source of money and not more, and hence it didn't affect them much (Halpern, 1977) which explains why they are more satisfied in their jobs than men.

The second hypothesis in this study was not supported as there was no significant correlation between job satisfaction and family satisfaction among men nor among women in Lebanon. Previous studies have shown that there is a relationship between job satisfaction and family satisfaction. According to Frone (1994), the spill over hypothesis suggested that family and job satisfaction are positively correlated with each other. This suggestion was supported by a number of studies in the beginning and hence reinforcing the spillover hypothesis by Frone (1994). Yet, a second hypothesis by the same author, labelled as the segmentation hypothesis, proposed later that job and family satisfaction are not related. Eventually a third hypothesis, again by Frone (1994) and called the congruence hypothesis, predicted that job and family satisfaction were positively related because of a set of third variables, and, therefore, both variables do not affect each other directly. Frone in his study gathered evidence to support the congruence hypothesis and stressed the fact that there was no direct spillover between family and job satisfaction despite the huge amount of literature that supported the spillover hypothesis. Frone suggested that there could be a lot of other factors like family involvement, work involvement, and job and family stressors as well as other variables that affected both job and family satisfaction, and hence made them seem to correlate (Frone, 1994).

Relating Frone's explanation to our study, it might be the fact that most of the participants were single and hadn't formed a family of their own to be a reason why there wasn't any correlation between the two. Since as Frone said, it is these outside factors that make the two

correlate, the fact that most of the participants were of young age and weren't married might have had a big influence on the study (Frone, 1994). Hence, another study needs to be carried out to see if the findings would differ among older and married participants since they would have dependents that they have to provide for, which could cause stress in both areas (family and job).

Higher job satisfaction correlated with increases in self-esteem scores among women and not among men. No significant correlation between self-esteem and job satisfaction appeared among men. These findings could be due to the fact that a big percentage of female participants (55%) were single and 77% were young (25-35 years old). This could have shaped the findings since women feel more independent after being employed and this will affect their self esteem. Miller (1991) pointed out in his study about women having multiple roles that women who were restricted to full-time homemaking were highly dissatisfied due to its low prestige, low level of skill, and lack of structure. Housewives and mothers in this case relied on their family roles for a sense of fulfillment and gratification, which raised their dissatisfaction level in comparison to men who had their jobs as well as their families as sources of gratification (Miller, 1991). Hence, based on the previous rationale, it could be that the female participants who were single considered their jobs as an important source of gratification and this reflected on their self-esteem and those who were married and working had a second source of gratification which raised their level of self-esteem.

On the other hand, males' self esteem didn't seem to be affected by their job. This could be mainly due to the fact that the majority of the males were of a young age. Hence, they didn't have to provide for their families and didn't feel much stressed about it. Another explanation might be the fact that the economic status of Lebanon is stagnant at the time being, and thus all

males are facing the same difficulties in finding good jobs. Thus, job satisfaction did not correlate with self-esteem because even if they are not satisfied with their jobs, this does not reflect their own competencies or inadequacies but relate to the country's current economical status. And since this study was carried only in Lebanon, the sample is restricted to the male figures who currently reside in Lebanon and are subject to the country's economy. A lot of males who are not satisfied with the job opportunities found in Lebanon have taken jobs abroad, and another study might discuss the correlation between self-esteem and job satisfaction in males both in Lebanon and abroad to check for any different results.

There was a strong significant positive correlation between family satisfaction scores and self-esteem scores, whereby the Pearson correlation coefficients among men and among women were almost the same. Previous studies have shown that there was a strong correlation between family satisfaction and self-esteem in women since they were found to place a great value on their family roles and which constituted their main source of gratification (Staples, 1991). Men on the other hand, seemed to place a great value on their work and consider it to be a main source of gratification and self-esteem. Hence, men's self-esteem, according to many researchers (Kidd, 1986; Staples, 1991; Baumeister, 2003; Magee 2013), is correlated to job satisfaction. However, this study showed a strong positive correlation between family satisfaction and self-esteem in both men and women and not higher in women as expected.

This could be due to the fact that society norms have changed. Women nowadays have dual-roles, and value their roles both in the family and outside it, and so do men. Previously, men used to be considered as breadwinners of the family and considered that to be their major role. Nowadays however, both parents place a high value on the family and help each other in both

roles. Fathers tend to be attached to their children and do a lot more with them than fathers used to do previously. Their role has been changing, and they are expected to be more involved in the family than before.

There was a significant effect of income satisfaction level on job satisfaction scores, whereby those who were very satisfied with their income had the highest job satisfaction and the opposite for those very dissatisfied with their income. Different studies have tackled how different factors such as job level, income, amount of supervision, autonomy and other factors affect job satisfaction. For instance, the higher the job level, the better the pay, and the more satisfaction a person experiences. Robie (1998) reported that there was a linear relation between job level, which indicated higher salaries, with job satisfaction (Robie, 1998). Magee (2013) stressed in his study on the effect of extrinsic rewards such as salary on job satisfaction, especially to men.

In addition, there was a significant effect of job stress level on job satisfaction scores, whereby participants who considered their job as very stressful had significantly lower job satisfaction than those who considered their job not stressful, slightly stressful, or stressful. A study revealed that when sensitive practices, such as flexibility in time, were implemented, females showed a significantly less amount of stress and were more inclined to stay in the company and not leave, which indicated higher job satisfaction (Verma, 2013). In a study conducted by Lloyd (1994) on physicians, the latter reported that despite the sense of achievement that they had, yet the high level of stress correlated with the decreased amount of job satisfaction (Lloyd, 1994).

## **Clinical Implications**

Clinically, this study has shown that women were more satisfied in their jobs than men. This information is valuable because it helps clinicians know what aspects to tackle when dealing with women since it implies that women still value their roles as mothers and second supporters to the family and not as the main breadwinners. As for the second hypothesis, the results indicated no relationship between job satisfaction and family satisfaction implying that these two factors didn't have direct effect on each other, which could help clinicians when dealing with patients to look for exterior factors that might have contributed to the individual's work or family dissatisfaction. The results of the third hypothesis which indicated that higher job satisfaction correlated with increases in self-esteem scores among women and not among men could be important to clinicians since it indicates how much women's jobs are contributing to their self-esteem. A very important result in this study was also the fact that men's self-esteem is strongly affected by their families. Hence, all these findings will contribute to the clinicians' understanding as to how such factors negatively or positively affect each of the sexes and give a better look at psychological interventions. School counsellors, career counsellors and clinicians will know what to focus on in counselling and therapy when dealing with clients from different genders when it comes to the factors that could affect their well-being in terms of family and job relationship.

**Limitations**

The limitations of this study are the following: participants were selected based on convenience sampling and were a relatively small sample size. Further research should incorporate a higher number of married individuals and study potential differences between married and single individuals with respect to job satisfaction and self-esteem. Furthermore, the majority of the sample (77.5%) was between 25-35 years old and only 3.3% between 47-55 years of age. This might have affected our findings and future research should include individuals of the higher age category as their priorities in life might be different than those of the younger age group. As well, it would be interesting to see whether the hypotheses studied here would differ among Lebanese working abroad where the job and living conditions are different.

## References

- Ada L. Sinacore-Guinn, F. O. (1999). Employed Women: Family and Work- Reciprocity and Satisfaction. *Journal of Career Development*, 187.
- Baumgardner, P. E. (1991). Effects of Self-Esteem and Gender on Goal Choice. *Journal of Organizational Behavior*, Vol. 12, No. 6, 529-541.
- Cheryl J. Carelton, S. H. (2012). Women, Men, and Job Satisfaction. *Eastern Economic Journal*, 331-355.
- Chet Robie, A. M. (1998). The Relations Between Job Level and Job Satisfaction. *Group and Organizational Management*, Vol. 23, No. 4 , 470-495.
- Dima Jamali, Y. S. (2005). Constraints facing working women in Lebanon: an insider view. *Women in Management Review*, 581-594.
- Elliot, M. (1996). Impact of Work, Family, and Welfare Receipt on Women's Self-Esteem in Young Adulthood. *Social Psychology Quarterly*, Vol.59,No. 1, 80-95.
- Erik Olin Wright, J. B. (1995). The Gender Gap in Workplace Authority: A Cross-National Study. *American Sociological Review*, Vol. 60, No. 3, 407-435.
- Gratton, H.-J. W. (2014). Spillover Between Work and Home, Role Importance and Life Satisfaction. *British Journal of Management*, Vol 25, 77-90.
- Halpern, M. J. (1977). The Impact of Job Level and Sex Differences on the Relationship between Life and Job . *The Academy of management Journal*, 66-73.
- Hayfaa Tlaiss, S. K. (2011). The impact of gender, family, and work on the career advancement of Lebanese women managers. *Gender in Management: An International Journal*, 8-36.
- Hodson, r. (1989). Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied? *The Sociological Quarterly*, 385-399.
- Javier Garcia-Bernal, A. g.-C.-N.-T. (2005). Job Satisfaction: empirical evidence of gender differences. *Women in Management Review*, 279-288.
- Kaiser, L. C. (2007). Gender-job satisfaction differences across Europe. *International Journal of Manpower* Vol. 28, No. 1, 75-94.

- Kidd, S. D. (1986). Relationship Between Job Satisfaction And Self-Esteem In Women. *Psychological Reports*, 663-668.
- Long, A. (2005). Happily Ever After? A Study of Job Satisfaction in Australia. *The Economic Record*, 303-321.
- Magee, W. (2013). Anxiety, Demoralization, and the Gender Difference in Job Satisfaction. *Sex Roles*, 308-322.
- Mason, e. S. (1995). Gender differences in job satisfaction. *The Journal of Social psychology*, 143-51.
- May, S. J. (2003). Spillover between Marital quality and Job Satisfaction: Long Term patterns and Gender. *Journal of Marriage and Family*, 482-495.
- Michael A. Murray, T. A. (1981). Gender differences in correlates of job satisfaction. *Canadian Journal of Behavioral Sciences*, 44-52.
- Melody L. Miller, P. M.-M. (1991). Motherhood, Multiple Roles, and Maternal Well-Being: Womwn in the 1950s. *Gender and Society*, Vol.5 No. 4, 565-582.
- Michael R. Frone, M. R. (1994). Relationship between job and family satisfaction: Causal or Noncausal Covariation? *Journal of Management*, Vol.20, No.3 , 565-579.
- Moghadam, V. M. (1993). *Gender and Social Change in The Middle East*. Colorado: Lynne Rienner Publishers.
- Mohammad, T. M. (2013). Gender, Marital Status and Job Satisfaction An Empirical Study. *International Review of Management and Business Research*, 488-498.
- Moore, H. A. (1985). Job Satisfaction and Women's Sphere of Work. *Sex Roles*, vol. 13, nos. 11/12, 663-678.
- Monica Verma, K. T. ( 2013). Impact of Gender Sensitive Practices on Job Satisfaction and Stress Level. *The Indian Journal of Industrial Relations*, Vol 49, No. 2 , 286-297.
- Morris Rosenberg, C. S. (1995). Global Self-Esteem and Specific Self-Esteem: Different Concepts, Different Outcomes. *American Sociological Review*, 141-156.

- Muro, J. J. (1995). *Guidance and Counseling in the Elementary and Middle Schools*. Wisconsin: Brown and Benchmark.
- Raymond Lee, E. R. (1985). Age, Education, Job Tenure, Salary, Job Characteristics, and Job Satisfaction: A Multivariate Analysis. *Human Relations* , 781-791.
- Roy F. Baumeister, J. D. (2003). Does High Self Esteem Cause Better Performance, Interpersonal Success, Happiness, or Healthier Lifestyles? . *Psychological Science in the Public Interest*, 1-44.
- Sousa-Poza, A., &Sousa-Poza, A. A. (2000). Taking another look at the gender/job-satisfaction paradox. *kyklos*, 53, 135-152.
- Staples, M. L. (1991). Gender Differences in Sources of Self-Esteem. *Social Psychology Quarterly*, Vol.54, No. 2, 158-168.
- Stephen Lloyd, D. S. (1994). Burnout, Depression, Life And Job satisfaction Among Canadian Emergency Physicians. *The Journal of Emergency Medicine*, 559-565.
- Ward, R. B. (2013). Satisfaction With Family Life Scale. *Marriage and Family Review*, 446-463.
- Zaman, F.-T.-Z. B., & Rahman, M. s. (2013). Job satisfaction of women in the corporate world. *Journal of Contemporary Research in Business*, 9-22.

## **Appendices**

## Appendix A

### Demographics

- Age: A. 25-35 B. 36-46 C. 47-55
- Gender: A. Male B. Female
- Education: A. High School Diploma B. Technical Degree C. Undergraduate College Degree D. Graduate College Degree E. Other: Specify \_\_\_\_\_
- Status: A. Single B. Engaged C. Married D. Divorced E. Widowed
- Do you currently hold a job? A. Yes B. No  
If yes, what is your job? \_\_\_\_\_
- How satisfied are you with your income? A. Very Satisfied B. Satisfied C. Neutral D. Slightly dissatisfied E. Very Dissatisfied
- How satisfied do you consider yourself to be in your job? A. Very Happy B. happy C. Neutral D. Unhappy E. Very Unhappy
- How stressful is your job? A. Not stressful B. Slightly Stressful C. Stressful D. Very stressful
- What comes first in terms of importance? A. Family B. Job, C. Partner D. Priority depends on circumstance.
- If you were not holding a job at the moment, do you think that having one could make you: A. Less stressed B. More stressed C. Doesn't make a difference

## Appendix B

### Rosenberg Self-Esteem Scale

**Instructions:** Below is a list of statements dealing with your general feelings about yourself. If you strongly agree, circle SA. If you agree with the statement, circle A. If you disagree, circle D. If you strongly disagree, circle SD.

1.	On the whole, I am satisfied with myself.	SA	A	D	SD
2.	At times, I think I am no good at all.	SA	A	D	SD
3.	I feel that I have a number of good qualities.	SA	A	D	SD
4.	I am able to do things as well as most other people.	SA	A	D	SD
5.	I feel I do not have much to be proud of.	SA	A	D	SD
6.	I certainly feel useless at times.	SA	A	D	SD
7.	I feel that I'm a person of worth, at least on an equal plane with others.	SA	A	D	SD
8.	I wish I could have more respect for myself.	SA	A	D	SD
9.	All in all, I am inclined to feel that I am a failure.	SA	A	D	SD
10.	I take a positive attitude toward myself.	SA	A	D	SD

## Appendix C

### Job Satisfaction Scale

**Instructions:** Please circle the one number for each question that comes closest to reflecting your opinion about it. **1. Disagree very much 2. Disagree moderately 3. Disagree slightly 4. Agree slightly 5. Agree moderately 6. Agree very much**

1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

## Appendix D

### Family Satisfaction Scale

**Instructions:** Below are five statements with which you may agree or disagree. Using 1-7 scale below, indicate your agreement with each item by circling the appropriate number on the line following the item. Please be open and honest in responding.

- 1. Strongly disagree    2. Disagree    3. Slightly disagree    4. Neither agree nor disagree**  
**5. Slightly agree    6. Agree    7. Strongly agree**

1.	In most ways my family is close to ideal.	1	2	3	4	5	6	7
2.	The conditions of my family life are excellent.	1	2	3	4	5	6	7
3.	I am satisfied with my family life.	1	2	3	4	5	6	7
4.	So far I have gotten the important things I want in my family life.	1	2	3	4	5	6	7
5.	If I could live my family life over, I would change almost nothing.	1	2	3	4	5	6	7