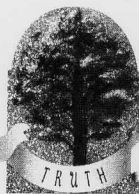


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**The Relation between Job Satisfaction & Psychological
Well-Being among Lebanese Workers**

Mariam Labban

**A Thesis submitted to the Faculty of Social & Behavioral Sciences in partial fulfillment of the requirements
for the Master of Arts degree in Education- Emphasis Counseling at Haigazian University**

Beirut – Lebanon

May 4, 2010

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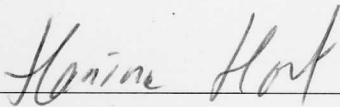
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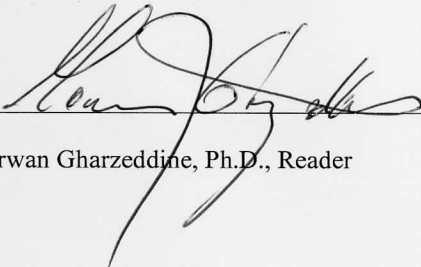
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DEDICATION

To my mother, Noha Labban for her unconditioned love, support and
encouragement

To my dear friend Cliff Jones for his inspiration and unwavering confidence

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I would like to thank my advisor, **Dr. Hanine Hout**, who guided me all the way with patience, encouragement, positive attitude and lots of genuine care.

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I would like to dedicate this thesis to my parents and family for without their love and support I would not be who I am today.

I would like to dedicate this research to my dear friend, **Cliff Jones**, who believed in me and my abilities from the first day we met and without his critical perspective and contribution this thesis could not have come to life.

Grace and gratitude to God who despite everything stood by my side as I am confident will always be there for me.

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ABSTRACT

The present dissertation studied the relationship of job satisfaction and psychological well-being between both men and women in the Lebanese society ($N = 149$). In addition, this study sought to investigate the effect of income, gender, age and education on job satisfaction.

The study relied on self-report measures where participants were asked to provide demographic information and fill two questionnaires: the Job Satisfaction Survey (JSS) and the Ryff Psychological Well-Being Scale (PWS).

This study was quantitative in nature and utilized the correlation, regression and t-test.

The results of the study showed that job satisfaction and psychological well-being are positively correlated ($r = .77$)

There was support for two hypotheses whereas no support was found for the remaining three hypotheses.

“What is the highest of all goods achievable by action?... both the general run of man and people of superior refinement say that it is happiness... but with regard to what happiness is they differ”. (Aristotle)

Background to the Study

Soaring oil and commodity prices accompanied by fierce competition in the labour market mean that the world economy faces important challenges and people world wide are venturing into uncharted grounds. This gloomy prospect along with the uncertainty and surprises the future holds takes its toll on jobs and how people perceive, evaluate and express their satisfaction in this regard. Lebanon is not immune from the economic factors that affect the rest of the World but its own history creates a context that may intensify how people feel about themselves and their jobs.

Ten years ago Lebanon emerged from a civil war lasting thirty years with a shattered economy, a smashed infrastructure and a seriously bruised social makeup. Just when it was believed the country was on the recovery track again, Lebanon had another rendez-vous with tragedy and is still subject to political upheavals, military coups and economical shake ups. Hence, the ordinary Lebanese faces tremendous challenges both on the home front and on the international stage with the fear that either or both may spring out of control and destroy what is left of his or her life. The study seeks to measure how satisfied the Lebanese are with their job and its relationship, if any, with their psychological well being.

Statement of the Problem

“Man cannot live by bread alone.” (Book of Deuteronomy 8:2-3 KJV)

A secular translation of the words attributed to both Moses and Jesus might be that it is not enough to have a job and a secure salary at the end of the month in order to feel good about yourself; what matters is how you feel towards your job, the people with whom you work, your psychological well-being and the gratification you derive from it. In other words how satisfied you are with what you do.

So what is job satisfaction, why is it crucial and how does it affect people's lives? Job satisfaction is a relatively new concept that has gained prominence in several fields. Sociologists are interested in the effect it has on society; while economists study it with regard to productivity; whereas psychologists are after the impact that job satisfaction seems to have on personality traits, career choices and psychological well-being.

It is argued that several factors determine job satisfaction. At the same time, it is equally noted that the latter influences a person's mood. Hence, job satisfaction is the by product of several interplaying factors. It should not be looked upon as a one dimensional entity but rather as a multidimensional entity molded and remolded depending on the above mentioned factors. In fact, according to Fisher (2000), moods are usually a conceptualization of having two dimensions labeled hedonic tone/pleasantness and arousal/activation (Russell, 1980; Larsen and Diener, 1992) or positive affect and negative affect (Watson and Tellegen, 1985). In a different study, Van Katwyk et al. (1995) reported that the pleasant/unpleasant dimension dominated descriptions of job-related affect.

Furthermore, Weiss and Cropanzano (1996) consider the former conceptualization to be most useful in measuring mood state at work. They confirm that mood and emotions are the raw materials that make up the affective element of job satisfaction.

Cranny et al. (1992) estimate that there have been over than 5000 published articles and dissertations which examine and deal with job satisfaction in some way. Most agree that job satisfaction is an attitude. Attitudes are usually described as containing at least two components: an affective (emotional, feeling) component and a cognitive (belief, judgment, comparison) component (Eagly and Chaiken, 1993). Furthermore, job satisfaction is often defined as an affective reaction towards one's job.

As Freeman (1978) pointed out, "the answers to questions about how people feel toward their job are not meaningless but rather convey useful information about economic life that should not be ignored" (p. 135). Furthermore, there are several compelling reasons why we should care about job satisfaction. First, job satisfaction has been found to be a strong predictor of a worker's behavior and performance and, along with this, of staff turnover. Secondly, job satisfaction is one of the three most important predictors of overall well-being (Argyle 1989, Clark 1997, Sousa-Poza and Sousa-Poza 2001). Hence, the first hypothesis which states that people who score high on job satisfaction tend to score high on the psychological well-being scale.

The determination of job satisfaction has, therefore, become a focus of numerous recent studies. Previous studies have explained job satisfaction as dependent on a number of factors such as gender (Clark 1997, Galdeano 2001), income (Clark and Oswald 1996, Hammermesh 1977, 2001), education (Allen and Van Der Velden 2001) as well as age (Clark, Oswald and Warr 1996).

Further elaborations behind the reason for choosing these factors are due. When it comes to gender, one of the main findings is that "despite their higher levels of reported stress in their life, women consistently report higher job satisfaction scores than do men" (Clark, 1997, p. 342). I do not expect this finding to hold ground in this study. In the West and following a hard struggle, women have come a long way to become active in the work force, occupy key

positions and influence decision and policy making in firms and governments alike. We, in the Arab world, have failed to witness the same scenario and therefore this hypothesis may not be plausible here. More specifically, I expect no differences between both genders in the Lebanese society.

Moving on to the income factor, according to Nguyen (2003) studies conducted by Frey and Stutzer (2002) found that higher income does not simply translate into higher happiness because Nguyen believes that "people compare themselves with others and it is not the absolute level of income that matters most but one's own income relative to other people" (p. 7). Thus, people with high income report lower level of happiness and job satisfaction than those with lower income.

As for education, previous studies suggested an association between high level of education and lower levels of job satisfaction. Such evidence can be found in the works of Clark; and Sloane and Williams who offer an explanation by linking job satisfaction to outcomes and aspirations whereby the latter increases with the level of education. Therefore, it is suggested that highly educated people tend to be less satisfied with their job because of their higher expectations compared with those with lower levels of education. Therefore, lower-educated workers seem to be more satisfied with their job than higher-educated workers.

Finally, when measuring job satisfaction and age; significant variations across age are found with older employees reporting higher satisfaction than younger ones (Doering, Rhodes and Schuster, 1983; Glenn, Taylor and Weaver, 1977; Warr, 1992). However, Clark et al. (1996) describe the relationships as U-shaped; declining in the early years of employment and increasing steadily up to retirement. Hence, older employees report greater job satisfaction than younger ones.

Purpose of the Study

In the context of the above mentioned studies and research, the purpose of this study was to assess and evaluate the relationship between the job satisfaction and the psychological well-being on a range of individuals in the Lebanese society.

Hypotheses

Based on the purpose of this study which is to examine the relation between job satisfaction and psychological well-being, as well as the income, gender, age and education, the following hypotheses were examined.

1. People who score high on job satisfaction tend to score high on the psychological well-being scale.
2. People with high income report lower level of job satisfaction than those with lower income.
3. There are no differences in job satisfaction between Lebanese men and women.
4. Older employees report greater job satisfaction than younger ones.
5. Lower-educated workers seem to be more satisfied with their job than higher-educated workers.

Significance of the Study

This study sheds the light on the working sector of Lebanese society. Its significance lies in the fact that it touches the lives of a great number of people on both the personal and professional levels. It sheds light on how people perceive work, what part of it gives them satisfaction and tries to understand how they digest and incorporate all these factors into their psychological makeup. This, in turn, affects the way they feel about themselves, their actions and behaviors and their interactions with others. In addition, the wide scope of the

implications of such a study makes it an indispensable instrument for any study that deals with job satisfaction and the well being of individuals.

Nature of the Study

The present study is quantitative in nature. For a truly representative survey of this nature the ideal would have been to carry out a census of the complete population of workers and to follow up with interviews. This is clearly beyond the scope of a dissertation of this nature. Instead, a stratified random sample is chosen, comprising males and females across all age groups. This study uses the method of correlation research to examine the relationship between the Job Satisfaction Survey (JSS) and the Psychological Well-being Scale (PWS). In addition it uses regression to analyze which of the JSS subscales (Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Co-worker, Nature of Work and Communication) would predict the PWS. Furthermore, t-test was performed to measure the differences in job satisfaction between gender, income, education and age. This study will also rely on demographic data and self-report measures.

Definition of Terms

Career: An occupation, a way of making a living, especially one with opportunities for adjustment or promotion. (Oxford, 1981)

Income: Money received during a certain period (especially a year) as wages or salary, interest on investments, etc. (Oxford, 1981)

Job Satisfaction: Positive emotional state resulting from the appraisal of one's job. (Locke, p. 1300)

Profession: An occupation, especially one that involves knowledge and training in a branch of advanced learning. (Oxford, 1981)

Psychological Well-Being: Refers to an individual's subjective and global psychological well-being and is the extent of "happiness or satisfaction with life-as-a-whole or in life in general." (Kim, 1998)

Wage: Regular payment to an employee in return for his work or services. (Oxford, 1981)

Delimitations

The delimitations of this study were summarized in the following points.

As previously mentioned, we did not cover all the professions available in the Lebanese work market. For a truly representative survey of this nature the ideal would have been to carry out a census of the complete population of workers and to follow up with interviews. This was clearly beyond the scope of a dissertation of this nature which also affected the sample size.

Furthermore, some participants spoke or understood little English and had to be helped when completing the questionnaire.

Finally, I believe cultural reasons may have hindered some respondents, both male and female from giving true and complete answers as well as the scales developed in the West may not be appropriate to use in other societies.

CHAPTER 2

Review of Literature

This chapter seeks to give an overview of what has been studied and discussed so far in the literature about job satisfaction, psychological well being in addition to income, gender, age and education and how they relate to job satisfaction.

Background of Job Satisfaction and Psychological Well-Being

Argyle (1989) claims job satisfaction to be among the three most important predictors of overall well-being (the other two being marriage and family satisfaction). Locke (1969) states “overall job satisfaction is the sum of the evaluations of the discrete elements of which the job satisfaction is composed” (p. 330). This statement has been the accepted definition for the content sampled by job satisfaction instruments (Scarpello & Campbell, 1983).

Furthermore, job satisfaction functions as a balance between work-role input such as, education, time, and effort in comparison with work-role outcomes such as, pay, status, working conditions, intrinsic factors (Hulin et al, 1985). In other words, job satisfaction has an impact on the personal life of employees. As a result, research in the field of organizational psychology has shown that job satisfaction and employee’s health and psychological well-being are related (Rathi and Rastogi, 2008; Gechman and Weiner, 1975; Koen and McDonald, 1982; Chandraiak et al., 2003; Ho and Au, 2006; and Oliver et al., 2006). Hence, it can be assumed that job satisfaction is a predictor of psychological well-being of employees.

Robbins (2003) defines job satisfaction as the general attitude of an individual towards his/her job. Locke (1969) goes further by providing a more comprehensive definition of job satisfaction comprising cognitive, affective and evaluative reactions towards the job.

Luthans (2005) speaks of three dimensions of job satisfaction. The first being an emotional response to a job situation, the second is the extent to which the expectations are fulfilled while the third dimension represents several attitudes.

Psychological well-being, on the other hand, presents a more complex definition. It is one of the primary concerns of social science (Argyle, 1989; Judge and Watanabe, 1993). Various scholars tried to tackle this issue and defined psychological well-being as the “perception of engagement with the existential challenges of life” (Keyes et al, 2000 p. 1008).

Job satisfaction turns out to be correlated, in the expected direction, with worker behavior. Akerlof et al. (1988), McEvoy and Cascio (1985) all find that job satisfaction predicts future quits, while Clegg (1983) shows that job satisfaction responses are correlated with absenteeism (negatively) and worker productivity (positively), respectively. According to Sousa-Poza (2000) job satisfaction is one of the three most important predictions of overall well-being. Rathi and Rastogi (2008) state several studies established a positive association between job satisfaction and psychological well-being. It is widely accepted that a person’s job satisfaction or dissatisfaction from his/her job has important implications on his/her health and well-being (Caplan et al., 1975; Rahman and Sen, 1987). Having a job is part of the identity of the individual and part of his or her life. As such job satisfaction contributes towards enhancing the feeling of an overall well-being (Judge and Locke, 1993).

Income and Psychological Well-Being

The statement “more is better” can sometimes be confusing. According to Frank (2002) for most economists, more income is better and by better is greater utility or in other words happiness. It is a manner that evidences a significant correlation between a sense of satisfaction and the size of one’s paycheck. Freeman (1978) claims “the answers to questions

about how people feel toward their job are not meaningless but rather convey useful information about economic life that should not be ignored” (p. 135).

Why should social scientists care about job satisfaction? A number of studies have established that job satisfaction is found to be a strong predictor of a worker’s behavior and performance. Clark (1997) and Shields and Price (2002) report income is important for the worker’s “satisfaction with pay” and “overall job satisfaction.”

Income is believed to influence individual workers’ job satisfaction; although studies offer mixed and inconclusive results. According to Frey and Stutzer (2002), higher income does not simply translate into higher happiness. People compare their own income with that of other people. Furthermore, once workers are in the labour market they will compare their current income with their prior expected income. The higher the discrepancy between the two the more likely they are going to be dissatisfied with their current pay.

It is hard to believe, however, that for most individuals more isn’t better. As Scitovsky (1992) observes “we value income not only for the goods it will buy, but also as the proof of our usefulness to society” (p. 207). Easterlin (2001) concludes [A]t a point in time, differences in aspirations by socio-economic status are limited by and less than differences in income. Those with higher incomes thus come closer to realizing their aspirations and are happier... [but] as income rises over the life-cycle so too do aspirations, negating the positive effect of income on well-being (p. 54).

Men and women at work

Clark (1997) claims the large and significant difference between men and women’s pay to be the “most consistent findings in empirical labor economics.” Despite the higher level of reported stress in their life (Argyle, 1989 and Oswald and Clark, 1994), women still report higher job satisfaction score than do men. The reason behind this paradox is suggested

to lie in the importance of expectations in well-being in other words, those who expect less from working will be more satisfied with any given job.

Here are some explanations of why responses to survey measures of well-being may differ by gender: because individuals and their jobs are different; because men and women want different things from a job; because sample selection is at work and because job outcomes are evaluated relative to expectations. The latter (expectations) will cover for three measures of job satisfaction: satisfaction with pay, satisfaction with the work itself and overall job satisfaction.

Work values as well also differ significantly by gender. Men rank promotion prospects, pay and job security more highly than do women but women are significantly more likely to mention good relations with managers, the actual work itself and the hours of work (Clark, 1997). These results are consistent with the view that men are more concerned with the extrinsic aspects of work (such as pay and promotion) whereas women are more likely to value the intrinsic returns to work.

Clark (1997) focused on women's satisfaction with pay, satisfaction with work itself and overall job satisfaction for analysis. He concluded that women report significantly higher levels of most kind of job satisfaction than do men, even when a large number of individual and job characteristics are controlled for: "Women's higher job satisfaction does not reflect that their jobs are unobservedly better than men's, but rather that, perhaps because their jobs have been so much worse in the past, they have lower expectations" (p. 365).

On the other hand Sousa-Poza & Sousa-Poza (2000) claim that having an interesting job and having good relations with one's boss have the largest effect on job satisfaction. The latter have the same ranking in both the male and female samples. Women, however, do appear to value good relations with management more than men. The third in the male's ranking is perceived income, that is, whether the respondent considers his income to be high or not.

High income ranks fifth in the female sample. They conclude that this is an exceptional result in the psychology and management literature, which proposes that women value “soft” aspects of a job such as, good relationships, whereas men value “hard” aspects such as, pay and job security.

Employment and age

It is generally believed that job satisfaction increases linearly with age. However, there are persuasive arguments and some empirical evidence that the relationship is U-shaped, declining from a moderate level in the early years of employment and then increasing steadily up to retirement. Significant variations across age are commonly found, with older employees tending to report higher satisfaction than younger ones (Doering, Rhodes & Schuster 1983; Glenn, Taylor & Weaver 1977; Warr 1992)

Why do older employees report greater job satisfaction than younger ones?

Many older people move into jobs which have more desirable characteristics, as a result of which they might be expected to be more satisfied (Janson & Martin 1982; Kalleberg & Loscocco 1983; Wright & Hamilton 1978)

For Clark et al. (1996) they believe that as individuals learn more about the costs and rewards of paid work, so they come to expect less and therefore feel more positive about what they have. Finally, Clark et al. (1996) managed to demonstrate that overall job satisfaction is U-shaped in relation to age. With no other control variables, it declines on average until the age of approximately thirty one and rises thereafter.

Employment and education

As for education, previous studies suggested an association between high level of education and lower levels of job satisfaction, such evidence can be found in the works of

Clark; Sloane and Williams who offer an explanation by linking job satisfaction to outcomes and aspirations whereby the latter increases with the level of education. As a result, highly educated people tend to be less satisfied with their job due to their higher expectations than those with lower levels of education who don't have higher expectations as far as their work is concerned.

According to Glenn & Weaver (1982) there are reasons to believe that education does tend to enhance job satisfaction. Education can have important negative as well as positive effects on job satisfaction, to the extent that it increases job expectations and aspirations more than it increases the ability to attain, it is more likely to contribute to dissatisfaction with work.

In their study Lydon & Chevalier (2002) found out that individuals, who do well in their studies, (obtain first class qualifications) turn out to be more satisfied with their jobs. Therefore, having a high degree is likely to be positively correlated with job match quality. Furthermore, the relationship between job match and job satisfaction is well documented in the literature, see Battu et al. (1999), and it does not seem unreasonable to assume that those graduates with a high degree are also more likely to have a better quality job match.

Yet, on the other hand, the longer a graduate searches for a job and doesn't find one, the more likely he is to settle for a job that does not exactly match his skills, thereby affecting job satisfaction. However, graduates who spend much longer searching for a job- i.e. those who are very particular about choosing a career that matches their skills- have a high quality job match and thus higher job satisfaction.

In another study, Blauner (1964) explains the absence of a need for self-fulfilling work as a consequence of low levels of education and unchallenging work: "One factor which is most important in influencing a man's aspiration in the work process is education. The more education a person has received, the greater the need for control and creativity. For those with little education, the need for sheer activity and for association is more important

than control, challenge, and creativity... besides education, other important factors are intelligence, personality, and occupation itself" (p. 29).

Finally, Allen and Van der Velden (2001) claim that although higher education raises productivity yet the latter relies on the match between educational level and job level. Hence, "overeducation –working in a job that requires a lower level of education than one's own- has a negative effect on the job occupant's satisfaction, but the effect is not significant. Undereducation has no significant effect on job satisfaction. The same applies to working in a job that does not match the respondent's field of education" (p. 445). Are the critics of the "higher education complex" correct when they claim that, beyond a certain point, the extension of education tends to lower people's satisfaction and diminish, rather than augment the general welfare?

Purpose of the study and hypotheses

The objective of the present study was to investigate the relation between job satisfaction and psychological well-being in Lebanon.

The study aimed to show that job satisfaction is positively correlated with the psychological well-being.

In addition, this study aimed to show that people with high income report lower level of and job satisfaction than those with lower income. In the third hypothesis, the aim was to show that women and men do not differ in their job satisfaction level. The fourth hypothesis was to show that older employees report greater job satisfaction than younger ones. Finally, the fifth hypothesis was aimed to show that lower-educated workers seem to be more satisfied with their job than higher-educated workers.

CHAPTER 3

Method

Participants

One hundred and forty nine Lebanese men and women (single or married) from different social and religious background were chosen randomly from low, middle and high socioeconomic status.

There were sixty one men and eighty eight women. The age range was between twenty five and fifty five years old.

Instruments

A questionnaire was filled by both men and women. It included both research questions as well as some demographic data.

The Job Satisfaction Survey (1985) was used to score the job satisfaction. The survey is a 36 item, nine facet scale to assess employee attitudes about the job and aspects of the job. It is made up of nine facets, all of which had adequate internal reliability. Following are the reliability coefficients of each of the following facets: Pay .75, Promotion .73, Supervision .82, Fringe Benefits .73, Contingent Rewards .76, Operating Procedures .62, Coworkers .60, Nature of Work .78, and Communication .71

The Ryff's Scale of Psychological Well-Being (1982) was used as a tool to measure the difference in psychological well-being of both men and women.

Materials

The participants were given the booklet which included the demographic data and the two questionnaires. They were asked to fill the three forms with as much precision as possible.

On the demographic data participants were asked to indicate their age, gender, and educational level.

One questionnaire consumed a range of 10-15 minutes to be filled. The instructions were given equally to all participants as they were printed at the top. The participants were asked to fill in the papers anonymously, so that they would feel more at ease in expressing their reactions and thoughts.

Job Satisfaction Survey

Procedure

In total, 149 questionnaires were handed out. After the participants had completed the questionnaires, the researcher scored them and fed the data into to the computer.

A correlation was used to sample means of job satisfaction, as well as psychological well-being among both men and women.

A regression was used to compare scores of the different facets of the Job Satisfaction Survey with the Psychological Well-Being's total score.

Furthermore, an independent t-test was also used to measure differences in job satisfaction between males and females as well as different levels of income and education as well as various age groups.

Job Satisfaction	Internal Reliability	Internal reliability
Work	0.806	0.83
Communication	0.745	0.71
Total	0.803	0.81

Due to low internal reliability for certain subscales (Fringe Benefits, Operating Conditions and Coworkers) they had to be eliminated from the scale.

CHAPTER 4

Results

The sample constituted of 149 participants, 61 males and 88 females ranging between 25 and 55. I tested five hypotheses; only two hypotheses were supported while there was no support for the remaining three hypotheses.

An Internal Reliability test was carried out for both scales being used.

Job Satisfaction Survey:

Job Satisfaction	Internal Reliability of current study	Internal reliability of Job Satisfaction Survey
Pay	0.78	0.75
Promotion	0.781	0.73
Supervision	0.806	0.82
Fringe Benefits	0.437	0.73
Contingent Rewards	0.654	0.76
Operating Conditions	0.411	0.62
Coworkers	0.582	0.60
Nature of Work	0.753	0.78
Communication	0.745	0.71
Total	0.902	0.91

Due to low internal reliability for certain subscales (Fringe Benefits, Operating Conditions and Coworkers) they had to be eliminated from the scale.

Psychological Well-Being Scale:

Psychological Well-Being	Internal Reliability of current study
Total score	0.889

Hypothesis 1: People who score high on job satisfaction tend to score high on the psychological well-being scale.

This hypothesis was tested on the basis of correlation.

Job satisfaction and psychological well-being are positively correlated (0.77).

There are significant results, hence; we can confirm Hypothesis 1.

Furthermore, a regression was carried out to analyze which of the JSS subscales (Pay, Promotion, Supervision, Contingent Rewards, Nature of Work and Communication) would predict the PWS.

The results show Supervision to be the most important facet in job satisfaction that affects psychological well-being. (see table 1)

Table 1. Regression between JSS facets and psychological well-being

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Model						
1	(Constant)	49.347	6.138		8.040	.000
	Pay	.879	.202	.277	4.355	.000
	Promotion	.964	.237	.259	4.069	.000
	Supervision	.862	.190	.291	4.540	.000
	Contingent rewards	.771	.200	.245	3.847	.000
	Nature of work	.897	.220	.260	4.071	.000
	Communications	.935	.246	.242	3.802	.000

a. Dependent Variable: wb

Table 3. T-test between gender and job satisfaction

Hypothesis 2: People with high income report lower level of job satisfaction than those with lower income.

This hypothesis used an independent t-test to compare the job satisfaction level between groups of different income. (see table 2)

There was no support for this hypothesis; hence, we reject Hypothesis 2.

Table 2. T-test between income and job satisfaction

Independent Samples Test										
		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	95% Confidence Interval of the Difference	
									Lower	Upper
jss	Equal variances assumed	.868	.353	-.840	148	.402	-.960	1.143	-3.218	1.299
	Equal variances not assumed			-.855	136.885	.394	-.960	1.122	-3.179	1.259

Table 4. T-test between gender and job satisfaction

Hypothesis 3: There are no differences in job satisfaction between Lebanese men and women.

To test this hypothesis, an independent t-test was used to compare job satisfaction between both genders. (see table 3)

We accept the Hypothesis 3 since there was no significant difference between both groups.

Table 5. T-test between gender and job satisfaction

Table 3. T-test between gender and job satisfaction

Group Statistics					
gender		N	Mean	Std. Deviation	Std. Error Mean
Jss	1	61	105.77	6.471	.829
	2	89	106.73	7.138	.757
Wb	1	61	111.80	7.449	.954
	2	89	112.81	8.529	.904

Hypothesis 4: Older employees report greater job satisfaction than younger ones.

This hypothesis used an independent t-test to compare job satisfaction between different age groups. (see table 4)

There was no support for this hypothesis; hence, we reject Hypothesis 4.

Table 4. T-test between age and job satisfaction

Multiple Comparisons						
Jss						
Bonferroni						
(I) age	(J) age	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
		(I-J)			Lower Bound	Upper Bound
1	2	1.550	1.698	1.000	-2.99	6.09
	3	-.750	1.485	1.000	-4.72	3.22
	4	1.750	2.540	1.000	-5.04	8.54
2	1	-1.550	1.698	1.000	-6.09	2.99
	3	-2.300	2.019	1.000	-7.70	3.10
	4	.200	2.885	1.000	-7.52	7.92
3	1	.750	1.485	1.000	-3.22	4.72
	2	2.300	2.019	1.000	-3.10	7.70
	4	2.500	2.765	1.000	-4.90	9.90
4	1	-1.750	2.540	1.000	-8.54	5.04
	2	-.200	2.885	1.000	-7.92	7.52
	3	-2.500	2.765	1.000	-9.90	4.90

Hypothesis 5: Lower-educated workers seem to be more satisfied with their job than higher-educated workers.

This hypothesis used an independent t-test to compare individuals of different levels of education regarding their job satisfaction. (see table 6)

There was no support for this hypothesis; hence, we reject Hypothesis 5.

Table 5. T-test between education and job satisfaction

Multiple Comparisons						
Jss						
Bonferroni						
(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	1.439	1.338	1.000	-2.14	5.02
	3	1.887	1.680	1.000	-2.61	6.38
	4	3.206	2.170	.850	-2.60	9.01
2	1	-1.439	1.338	1.000	-5.02	2.14
	3	.448	1.570	1.000	-3.75	4.65
	4	1.767	2.086	1.000	-3.81	7.35
3	1	-1.887	1.680	1.000	-6.38	2.61
	2	-.448	1.570	1.000	-4.65	3.75
	4	1.319	2.320	1.000	-4.89	7.53
4	1	-3.206	2.170	.850	-9.01	2.60
	2	-1.767	2.086	1.000	-7.35	3.81
	3	-1.319	2.320	1.000	-7.53	4.89

CHAPTER 5

Discussion

Job satisfaction and well-being

The first hypothesis claiming job satisfaction and psychological well-being to be positively correlated was supported ($r = .77$). In fact, job satisfaction is considered to be one of the three most important predictors of overall well-being (Argyle 1989, Clark 1997, Sousa-Poza and Sousa-Poza 2001).

Supervision

Furthermore, when a regression was used to explain scores of the facets of the Job Satisfaction Survey with the Psychological Well-Being, supervision ($t = 4.5$) had the most impact closely followed by pay ($t = 4.35$) and nature of work ($t = 4.07$).

Supervision is included among the principal measures in which an organization meets its responsibility to ensure that staff is well-supported. It is a structured relationship between a supervisor and a worker.

I believe the reason that the Lebanese worker places greater value on supervision more than any other aspect of the JSS might lie in the following factors.

To begin with, supervision maybe translated into three forms: poor, over and adequate supervision. While the latter to foster and encourage employee morale and host a healthy work environment, the previous two to hinder, delay and at times even prevent amiable and effective work atmosphere as well as company loyalty.

When used equitably, supervision affects job satisfaction, in fact according to Argyle (1989) job satisfaction depends on the relationship in the supervision, notably consideration and the encouragement of participation in decisions. As for poor supervision it opens the door

for unethical behaviors within the company; bribery, payoffs and laziness become the custom. Employees commonly feel that their work is not valued by the administration and loyalty is difficult to form, if it forms at all. Of course when there is too much supervision, employees feel as though they are being too heavily watched and policed. They get the feeling they are neither trusted nor respected. This increases tension in the workplace and decreases overall employee morale hence negatively affecting productivity and the quality of work.

In my opinion, seeking to escape accountability or even sharing the slightest of responsibility, while sometimes a lack in training, credentials, or talents the Lebanese worker by default welcomes supervision as a safety net, a guarantee against potential future inquiries, audit or any action that might be a source threatening his livelihood and income.

Furthermore, another explanation that could be plausible is that supervision for the Lebanese worker is embodied in the form of George Orwell's "Big Brother" notion describing an overly-inquisitive, overly-controlling, and omnipresent authority figure; as well as attempts by government to increase surveillance. Bred and raised in such an atmosphere the Lebanese naturally express the need to have a certain "Big Brother" looking over their shoulder. Soon this "feeling" turns into second nature, a shadow they carry everywhere they go at home, work, and social gatherings and among friends.

Moving to the pays' facet of JSS, it seems like worker demands still focus primarily on such traditional "bread and butter" items as higher wages and better pay checks. In a number of studies people have been asked to rank various sources of job satisfaction, and pay has usually come out among the first three. (Lawler, 1971)

Unlike the West, Lebanese Women do not seem to be more satisfied with their job than

Lebanese men

As previously stated, I expected to find no differences in job satisfaction between Lebanese men and women. The results supported this hypothesis.

Until the beginning of the 20th century, women in Arab countries were largely prohibited from securing an education or participating in the work force. This long held position of women in society undermined their status in holding key positions in various professional sectors and as a consequence came the non acceptance of the woman as a supervisor or as a coworker by their male counterpart. Furthermore, it is accounting for the individual differences in work expectations and the assumption of responsibilities each woman may hold with regard to the job.

We can assume that both social and religious traditions as well as personal preferences had a serious impact in shaping the role of Lebanese women in society. Therefore, one can expect Lebanese women to show similar level of job satisfaction and not higher as it is the case in the West.

Today's society has witnessed many economic changes and most families are dual income, whereby both partners work to provide for the family, hence work is no longer a luxury as much as it is a necessity.

Having based all my hypotheses on an extensive review of literature about job satisfaction and psychological well-being carried out in the West, I discovered a lack of support for three of them, specifically:

- People with high income report lower level of job satisfaction than those with lower income.
- Older employees report greater job satisfaction than younger ones.

- Lower-educated workers seem to be more satisfied with their job than higher-educated workers.

This raises problems to be considered leading to the preliminary conclusion that Lebanon does not seem to share the characteristics prevailing in the West.

It will be beneficial before attempting to explain why I ended up with these results, to provide a brief description of the historical setting in which the region has been through since I believe the latter holds the key for understanding and predicting the unfolding of events.

Historical view

In the mid eighteenth century, Europe and the Middle East parted ways and each embarked on diverging paths which later came to define their identity in the cultural, social, political and economical spheres of life. (Saadeh, 1993) Hence, what holds true in the West doesn't necessarily translate similarly in this part of the world and more especially so in Lebanon the context of my study. To understand this we should look more closely at the dynamics, the make up and the nature of the Lebanese society in an endeavor to explain why these hypotheses failed to produce the same results.

Lebanon is an Arab country, but it has always been more open to and tolerant of Western ideals and lifestyles (Barakat, 1977). Furthermore, in describing the Lebanese people, a Lebanese executive indicated, "The Lebanese are schizophrenic. They have one foot in the Mediterranean and one foot in the desert." (Gardner, 2000) The "foot in the desert" refers to the traditions Lebanon shares with the other Arab countries, while the "foot in the Mediterranean" relates to Lebanon's openness to Europe and the West in general.

Income and job satisfaction

Previously economists saw satisfaction with work solely in terms of income. Hence the term "More is better" was promoted and better here refers to greater utility or in other words happiness. Nowadays a changing in work ethic is emerging and income is no longer considered the only criterion by which satisfaction with work is measured and evaluated. In fact an individual's character and personality bear an impact on the relation to this outcome. Therefore, employees with an extrinsic value orientation view work mainly in terms of its instrumental character, a means to an end. In other words, work contributes very little values in and of itself but rather it serves as a central means to certain aspects that are not work related.

As mentioned above, the fundamental differences in meaning that individuals ascribe to work underlie individual differences in preferences for various types of work rewards and gratification derived from it.

Age and job satisfaction

I believe that the reason that this hypothesis failed to find support lies not only in the nature of work shared by a great number of Lebanese firms but also in the nature of the regime itself. In the West, when approaching retirement, most employees can look forward to a pension provided by the state. Medical care is generally available free of charge and citizens have such rights constitutionally guaranteed by law. Senior citizens can usually count upon a regular income, insurance and medical benefits; and in addition they often receive free or discounted public transport.

In Lebanon it is different. When approaching retirement age the Lebanese worker is presented with a set of anxieties. The government does not provide such services and facilities for its senior citizens. Legislation that might help to alleviate the position of people

of retirement age not only dates back to the early days of independence but is disregarded and not implemented. Furthermore, the National Social Security Fund ((NSSF) for senior citizens is not only optional but fails to reach the standards that we might expect today. Private medical insurance is available but extremely costly.

It is not surprising that the Lebanese worker does not look forward to retirement.

Education and job satisfaction

The sample size at hand may be partially at fault for not finding enough evidence to support the above stated hypothesis.

I divided the participants' educational background into four categories: high school diploma, BA or BS degree (Bachelor of Arts, or Bachelor of Science), MA or MS degree (Master of Arts, or Master of Science) and finally the PHD (Doctor of Philosophy)

From the one hundred forty nine participants, only seventy had a high school diploma while sixty one hold a university degree whereas fifteen had a postgraduate degree. There were only three participants with a PhD degree.

Delimitation and future research

A number of delimitations affected the study at different levels. To begin with of course was the sample with respect to its size since it covered one hundred forty nine participants only; then there was the selection of the professional spheres whereby additional spheres can be included in further studies.

Though most importantly was the cultural element which proved to be the most significant factor that deserves further attention due to its impact not just on Lebanon but also the repercussions it can bear on the region as a whole.

Practical implications and future directions

Despite these delimitations, I believe this dissertation has opened the door to a much broader study both in scope and dimensions.

The Middle East is a region famous for being the cradle of the three monotheistic religions (Judaism, Christianity and Islam). According to Gardner (2000) "Individuals from fatalistic cultures seemed to score high on the externality of their locus of control." Thus the impact on such individuals may translate in their profession in the realms of selection, promotion, appraisals and compensations. These uncontrollable variables (to name a few like fate, events or powerful others) will eventually lead to negative consequences among the latter is bound to figure job dissatisfaction its repercussions on the individual's well-being.

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Appendix A

Demographic Data

I wish to solicit your support to provide empirical assistance in Master’s thesis on job satisfaction and Psychological Well-Being in Lebanon.

While I would be the primary beneficiary from the efforts of those participating in the survey (as it is part of any research) the added knowledge that should come of the research may be of benefit to our society.

Should you choose to cooperate in completing this survey, I would be very appreciative.

You can be assured that your identity will not be known to anyone. Therefore, your frank and honest responses to questions cannot be traced back.

There is no obligation placed on you to complete the survey. Your time, effort and cooperation are greatly appreciated.

Thank you for taking an interest in this survey.

Sincerely,

Part A

A- PERSONAL HISTORY

Please complete each question by either writing the information asked or by circling the number on the RIGHT.

- 1.1

Age

25 – 34

35 – 44

45 – 54

55 – 64

1

2

3

4
- 1.2

Sex

Male

Female

1

2
- 1.3

Educational background

High School

BA/BS

MA/MS

PHD

1

2

3

4
- 1.4

Are you currently taking any course of study or training?

Yes

No

1

2
- 1.5

How many hours a week do you work in your main job?

Between: 20 – 39

40 – 59

1

2
- 1.6

Is your work classified as being:

Full time

Part time

Casual

1

2

3

B- EMPLOYMENT

- 2.1

Are you the main income earner in your household?

Yes

1

No

2
- 2.2

What is your annual income?

6 000\$ - 10 000\$

1

10 000\$ - 15 000\$

2

15 000\$ - UP

3
- 2.3

How many other members of your household are in paid employment?

Nil

1

One

2

Two

3

Three or more

4
- 2.4

Do you use any drugs such as tranquilizers or antidepressants when you are under stress?

Yes

1

No

2
- 2.5

What is the occupation (if any) of your spouse/partner?
- 2.6

What is your current job title?
- 2.7

How long have you had your current job? (the above named)
- 2.8

What is the most satisfying feature of your job?
- 2.9

What is the least satisfying feature of your job?

Appendix B

Job Satisfaction Survey (JSS)

Please circle the one number for each question that comes closest to reflecting your opinion about it.

- 1 = Disagree very much
- 4 = Agree slightly
- 2 = Disagree moderately
- 5 = Agree moderately
- 3 = Disagree slightly
- 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 increase.	1	2	3	4	5	6
29. There are benefits which 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 C

Psychological Well-being Scale

Below is list of statements dealing with your general feelings about yourself. Scale your opinion from 1 (strongly disagree) to 6 (strongly agree).

Item	1	2	3	4	5	6
I tend to be influenced by people with strong opinions.						
In general, I feel I am in charge of the situation in which I live.						
I think it is important to have new experiences that challenge how you think about yourself and the world.						
Maintaining close relationships has been difficult and frustrating for me.						
I live life one day at a time and don't really think about the future.						
When I look at the story of my life, I am pleased with how things have turned out.						
I have confidence in my own opinions, even if they are contrary to the general consensus.						
The demands of everyday life often get me down.						
For me, life has been a continuous process of learning, changing, and growth.						
People would describe me as a giving person, willing to share my time with others.						
Some people wander aimlessly through life, but I am not one of them.						
I like most aspects of my personality.						
I judge myself by what I think is important, not by the values of what others think is important.						
I am quite good at managing the many responsibilities of my daily life.						
I gave up trying to make big improvements or changes in my life a long time ago.						
I have not experienced many warm and trusting relationships with others.						
I sometimes feel as if I've done all there is to do in life.						
In many ways, I feel disappointed about my achievements in life.						
My decisions are not usually influenced by what everyone else is doing.						
If I were unhappy with my living situation, I would take effective steps to change it.						
I am not interested in activities that will expand my horizons.						
Most people see me as loving and affectionate.						

Item	1	2	3	4	5	6
I feel good when I think of what I've done in the past and what I hope to do in the future.						
I feel like many of the people I know have gotten more out of life than I have.						
I tend to worry about what other people think of me.						
I am good at juggling my time so that I can fit everything in that needs to get done.						
I don't want to try new ways of doing things, my life is fine the way it is.						
I enjoy personal and mutual conversations with family members or friends.						
I don't have a good sense of what it is I'm trying to accomplish in life.						
The past had its ups and downs, but in general, I wouldn't want to change it.						
It's difficult for me to voice my own opinions on controversial matters.						
I have difficulty arranging my life in a way that is satisfying to me.						
I do not enjoy being in new situations that require me to change my old familiar ways of doing things.						
I feel like I get a lot out of my friendships.						
I enjoy making plans for the future and working to make them a reality.						
Everyone has their weaknesses, but I seem to have more than my share.						