

The Relationship between Facet Satisfaction and Intention to Quit: The

Indirect Effect of Personality through Perceived Facet Importance

by

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ABSTRACT

The present study investigates the relationship between satisfaction with different facets of the job and the intention to quit from an individual differences perspective. The aim of the study is to understand (a) whether the importance attributed to the facet is influenced by the personality of the individual, and (b) whether the importance attributed to the facet moderates the relationship between facet satisfaction and the intention to quit. A total of 140 white collar employees with different positions, including sales, marketing, research and development, production, human resources, and accounting from 36 different organizations participated in this research. Results revealed that Neuroticism explained significant variance in perceived importance of supervision, fringe benefits, coworkers, nature of work and communication. Agreeableness explained significant variance in perceived importance of supervision, and it had a positive correlation with perceived importance of fringe benefits. Conscientiousness explained significant variance in perceived importance of operating procedures and it had a positive correlation with perceived importance of communication, Openness explained significant variance in perceived importance of communication and had a positive correlation with perceived importance of nature of work, and Extraversion explained significant variance in perceived importance of communication. It was also found that only perceived importance of communication had a moderated effect on the relationship between satisfaction with communication and intention to quit. However, this result was in the opposite direction of the hypothesis.

Keywords: Facet Satisfaction, Intention to quit, Personality, Perceived Facet Importance

ÖZET

Bu çalışma, çalışanların işlerinin farklı yönlerinden duydukları tatmin ile o işi bırakma eğilimleri arasındaki ilişkiyi bireysel farklılıklar perspektifinden incelemektedir. Araştırmanın amacı, (a) işin söz konusu yönüne verilen önemin çalışanın kişilik özelliklerinden etkilenip etkilenmediğinin, ve (b) işin söz konusu yönüne verilen önemin aynı iş yönünden hissedilen tatmin ile işi bırakma eğilimi arasındaki ilişkiyi belirleyici değişken olup olmadığını araştırmaktır. Araştırmaya, 36 farklı kurumun insan kaynakları, satış, pazarlama, teknoloji gibi bölümlerinde görev alan 140 beyaz yaka çalışan katılmıştır. Sonuçlar, Duygusal Dengesizlik'in yönetim, yan haklar, iş arkadaşları, işin doğası ve iletişim faktörlerinin ne kadar önemli algılandığındaki varyansın belirli bir yüzdesini anlamlı olarak açıkladığını, Geçimlilik ile yönetimin ve yan hakların ne kadar önemli algılandığı arasında pozitif bir ilişki olduğunu, Sorumluluk'un iş koşullarının ne kadar önemli algılandığındaki varyansın belirli bir yüzdesini anlamlı olarak açıkladığını ve iletişimin önemi ile pozitif bir ilişkisi olduğunu, Açıklık ve işin doğasının ne kadar önemli algılandığı ile iletişimin önemi arasında pozitif ilişki olduğunu, ve Dışadönüklük ve iletişimin ne kadar önemli algılandığı arasında pozitif bir ilişki ortaya koymuştur. Ek olarak, iş yönlerinden sadece iletişimin ne kadar önemli algılandığı ile iletişimin duyulan tatmin ile işi bırakma eğilimi arasındaki ilişkide belirleyici değişken olmuştur. Bu etki, hipotezin aksi yönünde bulunmuştur.

Anahtar Sözcükler: İşin farklı yönlerinden duyulan tatmin, İş bırakma eğilimi, Kişilik, İşin farklı yönlerine verilen önem

To my family...

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ACRONYMS

| | |
|------------|--|
| <i>JSS</i> | Job Satisfaction Survey |
| <i>JDI</i> | Job Descriptive Index |
| <i>MSQ</i> | Minnesota Satisfaction Questionnaire |
| <i>FFM</i> | Five Factor Model |
| <i>JCM</i> | Job Characteristic Model |
| <i>OAQ</i> | Michigan Organizational Assessment Questionnaire |

Chapter I

INTRODUCTION

The increasing competition between companies within the market has made retaining the employees, especially the talented ones, in the company as an important and necessary issue. This necessity marked the importance of understanding why some employees decide to resign from the company while others decide to stay.

Voluntary turnover, which is the *self-motivated* termination of an individual's employment with a given company (Tett & Meyer, 1993) has different consequences for the companies at different levels. First of all, it is very costly for the company as a whole. The time and money spent to recruit and train the newcomers for the vacant positions should be considered. In addition, individuals who stay in the company would have more work to do in order to compensate for the vacant position. Although the vacant positions create an opportunity for promotions of some employees, it usually increases their workload. Finally, errors or inadequate output by replacing personnel can be quite costly.

All these consequences make voluntary turnover an interesting issue not only for practice, but also for research. Numerous studies have been conducted to understand the reasons that make individuals quit. Different attitudes like organizational commitment

(e.g. Tett & Meyer, 1993), and job satisfaction (e.g. Griffeth, Hom, & Gaertner, 2000) as well as perceptions like compared alternatives (e.g. Hom & Knicki, 2001) were investigated and usually found to be significantly predicting turnover. These studies, however, revealed that the best predictor of turnover is the intentions of individuals to quit (Allen, Weeks, & Moffitt, 2005; Fisher & Locke, 1992; Griffeth et al., 2000). Ajzen and Fishbein (1977) stated that the best predictor of an individual's behavior would be a measure of his intention to display the behavior in question. Agreeing with Ajzen and Fishbein, Steel and Ovalle (1984) claimed that "attitudes are presumed to have a direct impact on behavior operating through their more immediate influence upon behavioral intentions" (p.673).

1.1. Research Questions and Present Study

The purpose of the present study is to predict intention to quit from employees' satisfaction with facets of the job. The specific aim is to understand this relationship through investigating the moderating effects of perceived importance of each individual facet, which, in turn, may be related to enduring individual differences like personality.

In the present study, two major and related questions are investigated for each of the facets of job satisfaction: (a) whether the importance attributed to that facet is influenced by the personality of the individual, and (b) whether the importance attributed to the facet moderates the relationship between facet satisfaction and the intention to quit.

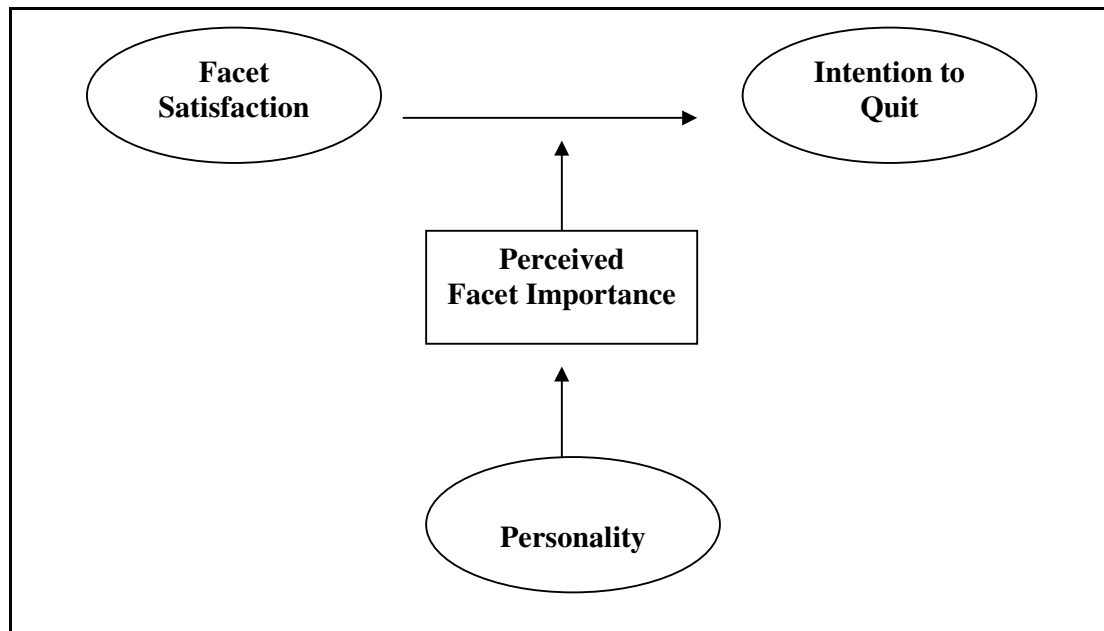


Figure 1.0 Conceptual model of the study

Figure 1 depicts the conceptual model of this study. I argue that some employees would tend to perceive certain facets of a job more important due to their personalities. Moreover, because they perceive these facets as important, the relationship between dissatisfaction with those facets in question and intention to quit the job would be stronger for those employees, compared to others who perceive them as less important.

There are expected implications of the study for both practice and research. In practice, identification of the antecedents of voluntary turnover may help avoid it at the very beginning of employment. For example, if the relationship between facet satisfaction and intention to quit is significant, then companies could especially focus on those facets in order to retain employees in the company. Moreover, companies could

improve facet satisfaction through understanding of facets that are particularly important for employees and if they could predict this from enduring personality factors, then, they would be more informed about the steps to be taken. For research, it would be a study where the relationship between individual facets and intention to quit are investigated in a comprehensive way. Moreover, the difference created by weighting job satisfaction ratings with perceived importance ratings of facets, which has been discussed and revealed contradictory results in the literature, would be tested with a different criterion than overall job satisfaction. In addition, although a few studies exist that have tried to explain the relationship between personality and the importance of individual job facets this study will compel that relationship comprehensively by considering all five personality factors and all job facets that were identified as most common and conceptually meaningful dimensions from the studies of job satisfaction (Spector, 1985).

Chapter II

LITERATURE REVIEW

This chapter introduces the main constructs of the study and reviews the relevant literature for each. Following the detailed introduction of the constructs, theoretical links between these constructs are discussed, followed by the hypotheses.

2.1 Intention to Quit

The intention of an individual to terminate his/her employment with a company is considered as “a conscious and deliberate willfulness to leave the organization” (Tett & Meyer, 1993, p.262). The interest in the intention to turnover in the Industrial-Organizational psychology literature emerged from the argument that it is the primary predictor of turnover. In fact, previous studies revealed results that were supportive of this argument. For instance, Mobley, Griffieth, Hand and Meglino (1979) carried out a meta-analysis to understand voluntary turnover. Their analyses showed that behavioral intentions are related consistently and significantly to turnover behavior. In accordance with their analyses, they illustrated a model of turnover, which include individual values, satisfaction, expected utility of present job, expected utility of alternatives and intentions to quit. In this model, the only variable that was directly related to turnover was the

intention to quit. Michaels and Spector (1982) conducted a study to retest the model suggested by Mobley et al. (1979) and their results supported this model. The intention to quit appeared to be the only variable that was directly related to turnover with a correlation coefficient of .47. Another meta-analysis by Griffeth, Hom and Gaertner (2000) revealed that intention to quit remained the best predictor of turnover ($\rho = .38$) regardless of the other variables that were added to the model such as organizational commitment or job satisfaction. These and other studies yielded similar results strengthening the role of intention to quit as the primary predictor of turnover. That is why this study aims to focus on intention to quit hoping that the results will generate important implications for the actual turnover behavior.

2.2 Job Satisfaction

Spector (1997) defined job satisfaction as “simply how people feel about their jobs and different aspects of their jobs” (p. 2). This definition includes two different approaches in measuring job satisfaction. The first approach has been referred to as the *global approach* and it focuses on an individual's overall job satisfaction. In contrast, the second approach, *facet approach*, focuses on factors related to the job that contribute to overall satisfaction. Some of these factors include salary, promotion, and recognition within the workplace. This approach holds that individuals might feel differently towards each facet of the job, but the aggregate of all facets would comprise the overall satisfaction (Kapoor, 2000).

2.2.1 Overall Job Satisfaction

Global (Overall) job satisfaction is a general feeling about the job. The most popular definition of overall job satisfaction was provided by Locke (1976), who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. It is the overall pleasure the individual derives from the job.

The measures of the overall job satisfaction, such as the Faces scale of Kunin (1955; cited in Brief & Roberson, 1989), Overall Job Satisfaction Scale of Brayfield and Rothe (1951) or the overall job satisfaction part of the Michigan Organizational Assessment Questionnaire (OAQ) developed by Cammann, Fichman, Jenkins and Klesh (1983), measure mostly affects related to the job in general terms (Brief and Roberson, 1989; Schleicher, Watt, & Greguras, 2004). In these measures, in contrast with measures tapping satisfaction with different elements of the job, the respondents are not asked to rate their satisfactions with specific work dimensions. Instead, the aim is to assess general feelings of the respondents toward their jobs.

Overall satisfaction approach suggests that job satisfaction is more than the sum of the satisfaction levels with different aspects of the job, and those individuals can express dissatisfaction with different elements of the job and still indicate a general, global satisfaction (Kapoor, 2000). It is also argued that global approach is more comprehensive. For example, Schneider, Gunnarson and Wheeler (1992) claimed that

“There is additional variance in global measures of satisfaction due to as-yet unidentified components of job satisfaction” (p. 48). In conjunction with this statement, it appears to be difficult to identify all the components of job satisfaction.

2.2.2 Facet Satisfaction

Facet satisfaction theory was developed by Lawler (1994), who was interested in differences between overall job satisfaction and facet satisfaction. His definition of facet satisfaction was “affective reactions to particular job aspects such as pay, supervision and opportunities for promotion” (p.82).

The researchers have been interested in how satisfied employees are with different elements of their job; however, there is not any theory that systematically and comprehensively identifies these elements. For example, facets identified by Vroom (1995) include attitudes toward the company and its management, promotional opportunities, content of the job, supervision, financial rewards, working conditions and coworkers. Lawler (1994) recorded a similar list including the job content, supervision, coworkers, financial rewards, promotion and working conditions. Spector (1997) claimed that “a job facet satisfaction can be concerned with any aspect or part of a job” (p. 3). He measured nine facets that are pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work and communication with his Job Satisfaction Survey (JSS). In addition, two popular measures Job Descriptive Index (JDI;

Smith, Kendall, & Hulin, 1969; cited in Brief, 1998) and Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, Lofquist, & England, 1966; cited in Brief, 1998) capture different facets. While JDI measures satisfaction with coworkers, pay, promotion opportunities, supervision, and the work itself, MSQ includes ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, coworkers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision-human relation, supervision-technical, variety, and working conditions. All these demonstrate that there is a lack of a consensus on what dimensions are critical for employees. Furthermore, facet approach has been mostly criticized on the premise that individuals might not attribute equal importance to each of the facets (Brief, 1998).

Despite the criticism to the facet approach, Spector (1997) claimed that it could provide an extended understanding of an individual's satisfaction. He claimed that facet approach helps companies to recognize job components that cause dissatisfaction; this way, the company could fix the problems. In addition, he found (1985) that satisfaction levels of individuals changed across facets, and the facets he measured were merely moderately correlated with each other. These results supported his argument that individuals have different cognitions and feelings about different aspects of the job. Therefore, it is important to pay attention on the facets of job satisfaction.

2.3 The Relationship between Facet Satisfaction and Intention to Quit

Studies conducted to understand the relationship between job satisfaction and intention to quit showed that, in general, overall job satisfaction measures predict intention to quit better than any individual facet. For example, Hom and Knicki (2001) surveyed managers, salespersons, and auto mechanics from a national automotive retail store chain. To measure satisfaction, Kunin's Faces scale and satisfaction ratings with work hours (weekly hours worked, days worked weekly, and weekends worked), team (coworker performance, teamwork), and duty (work activities, paperwork, workload, and freedom) were used. Faces scale is an overall satisfaction scale, which includes seven faces having different expressions, and asking participants to circle the face that best describes how they feel about their job in general (Brief, 1998). To assess thoughts of quitting, decision to search another job, and intentions to quit they used the scale developed by Hom and Griffeth (1991). The results of the study revealed that the correlation between Faces scale and quitting intentions was $-.48$, the correlation between duty satisfaction and turnover intention was $-.32$, the correlation between team satisfaction and turnover intention was $-.09$ and the correlation between hour satisfaction and turnover intention was $-.31$. From four correlations, all but one (team satisfaction) were found to be significant at $p < .05$. Faces scale, which measured overall job satisfaction, was the one that has the highest correlation with quitting intentions. The second one was duty, which in fact, reflected to a certain extent, the nature of the work.

In their meta-analysis, Griffeth et al. (2000) looked at whether there was a difference between the predictive power of overall job satisfaction and individual job facets on turnover. The results revealed that overall job satisfaction was the best predictor of turnover ($\rho = -.19$) compared to the satisfaction with different job elements. In addition, satisfaction with work, that is the degree to which an individual perceives his/her work meaningful, exciting and important (Campbell & Campbell, 2003), showed the highest relationship with turnover among all the satisfaction facets ($\rho = -.16$). Pay satisfaction, supervisory satisfaction, and coworker satisfaction were not found to be significant. Although the criterion in this meta-analysis is the actual turnover behavior, not the intention, having a similar outcome with intentions is very probable because of the relationship between intention to quit and the actual behavior mentioned previously (Michaels & Spector, 1982).

Finally, Michaels and Spector (1982) utilized Spector's JSS to measure job satisfaction and showed that the correlation between the total JSS score and the total intention to quit score was $-.42$ that was significant. This is an important finding because the researchers supporting the global approach claim that overall satisfaction measures are more comprehensive than the sum of facet satisfaction measures, although in this study, the sum of individual facet scores were as successful as the overall satisfaction measures in accounting for the intention to quit. These studies confirm that overall job satisfaction, even when calculated by the summation of individual facet scores, is a significant predictor of intention to quit.

Although some earlier studies revealed that overall job satisfaction predicted turnover better than individual facets (Griffeth et al., 2000) there was one facet, the work itself, that appeared to be also an important predictor of turnover (e.g. Mobley, Horner & Hollingsworth, 1978). The indicators of this facet reflect the satisfaction the individual gets from the work in general. However, it is different from the overall job satisfaction in the sense that this facet does not mirror how the individual feels in general towards his job. Satisfaction with the work itself is more related to the feeling of meaningful contribution and the importance of the job. While the overall job satisfaction is measured with items like “All in all, I am satisfied with my job” (Cammann et al., 1983), some examples of the items that measure satisfaction with the work itself are “I feel a sense of pride in doing my job” or “I like doing the things I do at work” (Spector, 1997).

In a meta-analysis, Cotton and Tuttle (1986) also mentioned that satisfaction with the work itself is one of the predictors of turnover. In another study, Mobley et al. (1978) found that among the facets of JDI, work itself was the only one having a significant correlation with turnover. Griffeth et al. (2000)’s meta-analysis also demonstrated that work satisfaction displayed the highest relationship with turnover among all facets ($\rho = -.16$). Although the criterion of these three studies is the actual turnover but not turnover intention, it was claimed that the relationship of job satisfaction with turnover, in fact, is mediated by thoughts of withdrawal (Mobley et al., 1978). Therefore, it might not be wrong to expect such a significant relationship between the facet of work itself and the intention to quit.

Indeed, there are studies demonstrating the relationships between satisfaction with work and intention to quit. A study conducted by Campbell and Campbell (2003) investigated the global and facet satisfaction as predictors of intention to quit. They were interested in sub-group analyses in order to test their hypotheses related to differences in a sample of male and female managers and non-managers. Their analyses revealed that for the total sample the relationship between the work facet and the intention to quit was significant ($r = -.36$). In addition, the sub-group analyses yielded that for three of the four groups; the male managers, non-managerial males and non-managerial females, the relationship between the work itself facet and intention to quit is significant. In another study conducted by Hom and Knicki (2001), duty (work activities, paperwork, workload, and freedom) satisfaction was found to be the second strongest predictor ($r = -.32$) of intention to quit after overall job satisfaction ($r = -.48$).

In addition to the work itself facet, there is also another facet, which has been investigated in relation to turnover and turnover intentions. This facet is pay satisfaction. Pay satisfaction is the satisfaction people get from the compensation they obtain (Griffeth et al., 2000). Studies investigating the relationship between pay satisfaction and intention to quit or turnover revealed contradictory results. For example, in the meta-analysis conducted by Griffeth et al. (2000) the relationship between pay satisfaction and turnover was found to be $\rho = -.04$. Moreover, Mobley et al. (1979) found that five of the six studies suggested no relationship between pay satisfaction and turnover. However, other studies revealed significant relationships between these two variables. For example, the

meta-analysis of Cotton and Tuttle (1986) showed that pay satisfaction is one of the significant predictors of turnover. Moreover, studies conducted by Motowidlo (1983) and by Jackofsky and Peters (1983) revealed that the variance explained by pay satisfaction in withdrawal cognitions and turnover was 15%.

Interestingly, the study by Campbell and Campbell (2003) showed that, the relationship between individual facet satisfaction and intention to quit differed for males and females, as well as for managerial and non-managerial groups. In their case, they found pay satisfaction as a significant predictor of intention to quit only for non-managerial females. Therefore, it might be important to consider some characteristics of employees while investigating the relationship between individual facet satisfaction and intention to quit.

2.4 Facet Importance

Facet importance reflects the rank of a particular facet within one's personal hierarchy of values (McFarlin, Coster, Rice, & Cooper, 1995). According to Locke's value-percept model (1976), the importance a person attributes to a facet would determine the variety of affect produced by the facet description, which is the discrepancy in a facet between expectations and perceived allocation produces.

2.4.1 Locke's Model of Facet Satisfaction

As Lawler (1994) claimed, there are a number of theories arguing that job satisfaction is determined by some combination of people's reactions to the various facets of their jobs. One of these theories is the percept-value theory of job satisfaction by Locke (1976). Locke (1976) claimed that job satisfaction, like other emotional responses, is nothing more than the combination of the relationships between what the person expects from a particular job facet, what he perceives as having that facet of the job (i.e., facet description), and the importance he attributes to that facet. Parallel to this argument, he discussed that if satisfaction with each facet could be understood from this combination, then "overall job satisfaction would be the sum of the affect ratings pertaining to the individual job elements. Weighting the individual job satisfaction estimates by importance would, in this view, be redundant since importance is already reflected in these ratings" (p. 1305).

There are studies conducted to test whether weighting the facet satisfaction with facet importance has an incremental effect on explaining a criterion. For example, a study carried out by Rice, Gentile and McFarlin (1991) tested whether facet importance plays a moderating role between facet description and facet satisfaction as well as between facet satisfaction and overall job satisfaction. They hypothesized, in accordance with Locke's argument, that facet importance would moderate the relationship between perceived facet amount (e.g. "my current salary") and facet satisfaction in the sense that

the relationship between those two variables would be stronger for the individuals who perceive the given facet as more important. They also expected that weighting facet satisfaction with facet importance would not have any incremental value on prediction of overall job satisfaction because as Locke (1976) argued, importance would already be taken into consideration to predict facet satisfaction through an interaction with facet description.

Rice et al. (1991) assessed facet importance by using seven alternative measures; four rating methods, two ranking methods and a point distribution method. Rating methods included direct rating of facet importance on a nine-point scale ranging from not important at all to extremely important. An example item was “how important to you is the amount of opportunity for promotion?”. Another method was in reference to how much of the facet the respondent wanted, such as “How important is it for you to have as much opportunity for promotion as you want?”. The third rating method was excluding reference to current experience like “how important is the opportunity for promotion in your job, regardless of the amount of opportunity you currently have in your job?”. As the fourth rating method, participants were asked to rate the importance of having more or less of each facet than they currently have. If they did not want any change, they were asked how important it was to maintain the current amount. First one of the ranking methods was ordering the 12 facets in terms of their general importance and the second ranking method was ordering the facets in terms of the importance of having as much of the facet as the participants wanted. Final method to measure facet importance was the

point-distribution method where the participants distributed a total of 100 points among 12 facets.

They tested the hypotheses that the relationship between facet satisfaction and overall job satisfaction is not related to facet importance. The facets they measured were hourly pay, hours worked per week, commuting times, promotion opportunity, conversation with co-workers, customer or client contact, opportunity to learn skills, decision making, physical effort required, mental effort required, supervisor contact and control over schedule. The results of the study revealed that facet importance did not generally moderate the relationship between facet satisfaction and overall satisfaction. This study yielded results that supported the arguments of Locke (1976) that weighting facet satisfaction with facet importance does not improve the prediction of overall job satisfaction.

McFarlin and Rice (1991) conducted another study and looked at whether facet importance moderates the relationship between facet satisfaction and overall job satisfaction. The facets they tested were pay level, promotion opportunities, conversation with boss, customer/client contact, freedom to work own way, learning opportunities, decision-making amount and mental effort required to do the job. They measured facet satisfaction with the D-T (delighted – terrible) scale, overall satisfaction with a five-item scale, which asks about how one is satisfied with his job in general and they measured facet importance with a direct report asking “how important” each individual job facet is.

One of the hypotheses was that facet importance would moderate the relationship between facet satisfaction and overall job satisfaction. The results of the study failed to support this hypothesis, strengthening the arguments put forth by Locke (1976).

The studies mentioned above supported the argument that weighting facet satisfaction with facet importance did not have an incremental effect on explaining overall job satisfaction. However, the only criterion that has been examined in these studies was overall job satisfaction. It might not be surprising to see that facet importance does not have an incremental effect in explaining overall job satisfaction from facet satisfaction. A number of studies have shown that a strong relationship between overall job satisfaction and facet satisfaction (e.g. Spector, 1987; cited in Spector, 1997) existed. In fact, it was argued that most of the studies on importance weighting of facet type constructs used the global measure of the construct in question in investigating such relationships (Russell & Hubley, 2005). However, it was suggested that the studies on importance weighting needed to use additional criteria that are different from the global construct (Russell, Hubley, Palepu Zumbo, 2006). Therefore, it has important implications for research to investigate a criterion different from overall job satisfaction like intention to quit, for which the studies examining its relationship with facet satisfaction revealed contradictory results (e.g. Hom and Griffeth, 1991).

If there is such a moderating effect of perceived importance of facets on the relationship between facet satisfaction and intention to quit, it would be meaningful to

understand why some employees would tend to perceive certain facets of a job more important than others. This way, the employers could improve especially deficiencies in the facets that are important for employees and avoid some possible resignations. One candidate for the variable that has a role in this difference is the employees' personalities (Furnham, Petrides, Tsaousis, Pappas & Garrod, 2005).

2.5 Personality

Personality may be defined as the “underlying causes within the person of individual behavior and experience” (Cloninger, 2004, p.3). Personality researchers have spent considerable effort to identify the ways that individuals differ from one another. One way to identify individual differences is to portray people by indicating their level on basic personality dimensions, which are usually scores given to individuals ranging from low to high on that dimension (Cloninger, 2004). Trait is one of these quantitative measures, which is defined as “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions” (McCrae & Costa, 2003, p.25). In addition to traits, there are factors that differ from traits by being broader categories; however, like traits, they are quantitative indicators. The factors emerge through statistical computations of correlations of traits (Cloninger, 2004).

The attempt to find the basic, broad dimensions of personality has motivated many researchers to discuss a trait approach of psychology. The basic questions asked by the

trait researchers are: a) how many personality traits there are, b) to what extent the personality traits are genetically determined, c) what the relative effects of situational factors and personality dispositions are in real situations, and d) whether personality dispositions change over time. Two major assumptions underlie the trait approach: 1) personality is stable across time and situations, and 2) there are personality differences among people, which could be measured. According to the trait approach, personality consists of a set of traits, each of which is unique for each person and is stable over time and across situations (Cloninger, 2004).

Traits are studied in different ways. The *many-trait approach* focuses on many dimensions of personality, and correlates these with behavior. The *essential trait approach* attempts to reduce the ‘many traits’ to few traits that are essential to understanding personality. The *single-trait approach* focuses on one particular personality trait to explain a range of important behaviors. The *typological approach* attempts to classify people into categories using certain traits.

One of the theories based on essential trait approach is the Five-Factor Theory (FFT) proposed by McCrae and Costa (2003): “The five-factor model (FFM) of personality is a hierarchical organization of personality traits in terms of five basic dimensions: Neuroticism, Extraversion, and Openness to Experience, Agreeableness, and Conscientiousness” (McCrae & John, 1992, p. 1). One of the origins of the FFM is the lexical approach, which argues that “the most important individual differences in human

transactions will come to be encoded as single terms in some or all of the world's languages” (Goldberg, 1990, p.1). The approach started with summation of terms from a dictionary by Allport and Odbert in 1936 then Cattell in 1946 put them into synonym groups (McCrae & John, 1992). Some researchers like Norman (1963; cited in Goldberg, 1990) and Digman and Takemoto-Chock (1981; cited in McCrae & John, 1992) reanalyzed Cattell’s word clusters and they found that only five factors emerge when the analyses had been reapplied. These common five factors have been named as: 1) Surgency (Extraversion), 2) Agreeableness, 3) Conscientiousness (Dependability), 4) Emotional Stability (vs. Neuroticism), and 5) Culture; the fifth factor has also been labeled as Intellect and as Openness by different researchers (Goldberg, 1990).

Another origin of the FFM is the personality questionnaires (McCrae & John, 1992). The researchers compared the questionnaires developed to measure personality constructs with tools measuring five factors. McCrae and John (1992) argued that “If questionnaire measures of Murray’s needs, Jung’s functions, and Gough’s folk concepts had not already existed, it would have been necessary to invent them” (p. 187). This sentence gives the importance of other personality questionnaires for the development of the FFM.

To measure the five basic factors, Costa and McCrae (1985; cited in McCrae & Costa, 2003) developed their own questionnaire called NEO-PI taking its name from three dimensions of the Big Five: Neuroticism, Extraversion and Openness. In 1992, they

revised the questionnaire and developed NEO PI-R personality survey, which consists of 240 items. The items are summed to yield five basic domain scores for Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness (McCrae & Costa, 2003).

2.5.1 Descriptions of Five Factors

Neuroticism involves individual differences in tendency to perceive and feel reality as problematic, threatening and difficult and to feel negative emotions like fear or anger often (Rolland, 2002). It has six facets; Anxiety, Angry Hostility, Depression, Self-consciousness, Impulsiveness and Vulnerability and there are eight items per facets (McCrae & Costa, 2003). In general, individuals high in Neuroticism are likely to be high in each of those facets although this is not a necessity, for example, an individual may be anxious but not hostile (McCrae & Costa, 2003).

Extraversion takes into account individual differences in quantity and intensity of social relationships with one's environment and "reflects the tendency to ask for contacts with the environment with enthusiasm, confidence and to live out experiences positively" (Rolland, 2002, p.8). The facets of Extraversion are Warmth, Gregariousness, Assertiveness, Activity, Excitement – seeking and Positive emotions (McCrae & Costa, 2003). Individuals high on Extraversion are full of life; they reflect their active and exciting lives in positive emotions (McCrae & Costa, 2003).

Openness describes cognitive and non-cognitive openness to experience that is exhibited in a wide variety of interests and willingness to live new experiences with pleasure (Rolland, 2002). Like other dimensions, Openness also is measured by six facets, which are Fantasy, Aesthetics, Feelings, Actions, Ideas and Values (McCrae & Costa, 2003).

Agreeableness places information on the nature of the relationship of individuals with others. Differently from Extraversion, Agreeableness refers more to the tone of the relationships like kindness, empathy, cynicism and hostility. “It deals with the quality of interpersonal relationships on a spectrum ranging from compassion to antagonism” (Rolland, 2002, p.8). The original NEO-PI did not contain specific facets of Agreeableness; however, NEO PI-R included six facets of it: Trust, Straightforwardness, Altruism, Compliance, Modesty and Tender-mindedness (McCrae & Costa, 2003).

The final dimension is Conscientiousness, which refers to orientation, persistence of behavior, and control of impulses (Rolland, 2002). This dimension includes dynamic issues like success orientation and task orientation as well as control and inhibition issues like organization, insistence, attention to detail, respect for standards and procedures (Rolland, 2002). The facets of this dimension are Competence, Order, Dutifulness, Achievement Striving, Self-discipline and Deliberation (McCrae & Costa, 2003).

2.6. Dispositional Approach to Job Satisfaction

Studies investigating job satisfaction showed that there are two basic perspectives trying to explain predictors of job satisfaction; the situational and dispositional approaches. The first approach emphasizes situational factors. The theory that is at the center of this perspective is The Job Characteristics Theory suggested by Turner and Lawrence (1965; cited in Hackman & Oldham, 1976). This theory argues that employees' attitudes towards their work such as satisfaction is a function of their task characteristics such as work variety, autonomy, amount of responsibility, skills required for the work and opportunity for interaction with others. They claimed that the higher a job's position on these attributes, the more satisfied the employees would be. As an extension of this theory, Hackman and Oldham (1976) proposed the Job Characteristic Model (JCM), which states that job enrichment is the primary factor that makes individuals satisfied with their jobs. Hackman and Oldham, who had been interested in job design and its possible effect on job attitudes, argued that objective job characteristics are the most important antecedents of job attitudes, and specifically, they argued that job enrichment and enlargement interventions improve job satisfaction (Hackman & Oldham, 1976). In fact, Hackman and Oldham's JCM focuses on five specific job characteristics: a) skill variety – the degree to which a job requires a variety of activities to carry out the work, b) task significance – the degree to which the job has a substantial impact on the lives of other people, c) task identity – the degree to which one can see one's work from beginning to end, d) autonomy – the degree to which employees have control and

discretion regarding the conduct of their job, and e) feedback – the degree to which the work itself provides feedback for how the employee is performing the job . These job characteristics affect the individual's experienced meaningfulness of the work, experienced responsibility for work outcomes, and knowledge about the results of his/her activities (Hackman & Oldham, 1976); in turn, meaning of the work, experienced responsibility and knowledge about the activities are linked to outcome variables such as job satisfaction, absenteeism, turnover and work quality (Ford, 1969; cited in Hackman & Oldham, 1976). According to the theory, jobs that are enriched, i.e., those that provide skill variety, task significance and identity, feedback and autonomy, are more likely to be satisfying than jobs that do not provide these characteristics (Judge & Church, 2000).

Until mid 1980s, almost all research on job satisfaction was based on situational factors (Staw & Ross, 1985). Locke (1976), for example, had investigated the effect of situational variables such as task characteristics, supervision, pay and working conditions on job attitudes and had isolated them as the determinants of such attitudes. Job satisfaction had also been investigated in light of those situational approaches. However, after that time another perspective in job satisfaction has been started to be discussed. This other perspective is the dispositional approach. The existence of individual differences in job satisfaction had been recognized for as long as job satisfaction had been studied. However, the dispositional approach has been the focus of main research efforts since mid 1980s (Ilies & Judge, 2003).

The dispositional approach involves measurement of personal characteristics and dispositions assuming that such measures can help explain individual attitudes and behaviors (Staw & Ross, 1985). According to Staw and Ross (1985), the concepts of personality, individual characteristics, traits, and personal dispositions are distinct concepts, which are used almost interchangeably and which have some common assumptions. Staw and Ross (1985) conducted a study hypothesizing that there is a strong relationship among attitudes over time and across situations. They also hypothesized that prior job satisfaction level of an individual would predict significantly the job satisfaction level of that individual in situational changes. They used data from the National Longitudinal Survey and they chose pay and status as the situational factors. As a result, they did not find significant changes in job satisfaction when pay and/or status of the employee change over the years 1966, 1969 and 1971 (Staw & Ross, 1985). This study has several limitations. The researchers tested the absolute amount of pay and status. The results of the study might have differed considerably if they assessed the *perception* of the amount of pay and status change of the employees. This is because, as previously mentioned, how the employees perceive some job related elements is an important contributor of job satisfaction. It might be directly related to the cognition of the amount of pay but not the absolute amount of it. The limitations of the study, in fact, do not prevent us from concluding that the job satisfaction levels of employees show stability over time.

The dispositional understanding of job satisfaction is not limited to the arguments of Staw and his colleagues. Arvey, Bouchard, Segal and Abraham (1989) carried out a study to investigate the genetic components of job satisfaction. They measured job attitudes of monozygotic twins who had grown up apart. They argued that genetic factors would influence more strongly intrinsic aspects of job satisfaction indicators, for which they gave challenge and achievement as examples. They utilized Minnesota Job Satisfaction Questionnaire and they separated the questionnaire's items as intrinsic satisfaction scale and extrinsic satisfaction scale in accordance with the factor analysis results mentioned by the manual of the questionnaire. They found a correlation of .30 for general job satisfaction and .31 for intrinsic job satisfaction scores of monozygotic twins reared apart. They claimed that these correlations are significant but not high; there must be some other factors that might explain the total variance in job satisfaction.

The researchers interested in dispositional approach of job satisfaction have been investigating different factors as sources. While Staw and Ross (1985) looked at the stability of the job satisfaction level over time and across situations, Arvey et al. (1989) were interested in genes. However, there are also other points of view looking at the dispositional antecedents of job satisfaction. For example, some researchers investigated the dispositional factors at trait level. Judge, Locke, Durham, and Kluger (1998) tested as the source of job satisfaction those traits constituting core self-evaluations, which they defined as fundamental, unconscious conclusions individuals reach about themselves, other people, and the world. Moreover, as demonstrated by a meta-analysis (Judge,

Heller, & Mount, 2002) there are studies inquiring the relationship between the FFM of personality and job satisfaction which take the five personality factors as the potential dispositional antecedents of job satisfaction.

These studies usually interpreted job satisfaction as global and they did not attempt any explanation about the relationship between dispositional factors and facet satisfaction. There are some studies that investigated separately the relationship between some individual characteristics such as gender and job facets (e.g., Campbell & Campbell, 2003); however there are not any studies explaining the relationship between dispositional factors like personality traits and satisfaction with each facet.

2.6.1 Facet Importance as a Function of Personality

Values related to job facets are the perceived *importance* of each facet by the individual. Because these values are personal feelings and evaluations, it is not surprising to expect dispositional effects on them.

It is important to understand whether there are some possible enduring factors that influence individuals' tendencies to put some facets on the primary position within their value hierarchy while putting some other facets on the secondary position. This is because personality might show its effect on the relationships between satisfaction with individual facets and organizational outcome like turnover intention through its direct

effect on perceived importance of the facets. However, only a few have studied work values in relation to personality traits (e.g. Furnham et al., 2005). In addition, there is a lack of a theoretical basis that could explain such a dispositional effect on work values.

In a study conducted by Furnham et al. (2005), the Big Five personality factors were measured as the factors influencing work-related values “that people seek and value in a job” (p.10). They measured values by asking participants to report the extent to which they think each facet in question was important to them. They utilized the Work Values Questionnaire (Mantech, 1983; cited in Furnham et al., 2005) asking participants to report how important 37 work-related items were on a six-point scale. The participants were asked to rate how important each item was for them to feel happy and content with their work. They first conducted a factor analysis on work values and obtained four factors. The first factor was Work Relationships and the items loaded on this factor were relationships with colleagues, relationship with subordinates, harmony, trust, opportunity to meet people, feedback, recognition for doing a good job, esteem, and clarity of work goals, supervisor, and contribution to society and fairness. The second factor was Influence and Advancement including such items as influence within the organization, influence in work group, and participation in decisions, job status, advancement, achievement, responsibility, personal growth, and managerial respect. The third factor was labeled as Financial and Working Conditions on which the loaded items were benefits, work conditions, job security, pay, flexible benefits, human resources, physical safety, resources, fatigue avoidance, company image and training opportunities. The

fourth and final factor was Autonomy and Use of Skills; the items of this factor were independence, autonomy, and chance to use skills, job interest, and use of ability.

In order to test the relationship between personality and values, they regressed four factors onto the Big Five factors, gender and age. For the first factor, Work Relationships, Extraversion, Neuroticism and Agreeableness were found to be significant predictors; however, “the zero-order correlation between Neuroticism and Work Relationships was very low and negative; Neuroticism, therefore, was not a reliable predictor” (p.15). For the second factor, Extraversion, Openness, and Conscientiousness were positive predictors whereas Agreeableness was a negative predictor. For the third factor, which is the Financial and Working Conditions, Neuroticism and Conscientiousness were positive predictors and Openness was a negative predictor. Finally, for the last factor, Openness was the only significant positive predictor for the Autonomy and Use of Skills factor.

Furnham et al. (2005) carried out the same study with a Greek sample to see the robustness of the results of this study. They also used a different type of Big Five personality measure, The Traits Personality Questionnaire 5, which has been developed with Greek samples (Furnham, 2005). For this sample, Agreeableness was the only significant positive predictor of Work Relationship factor. For the second factor, like in the other (British) sample, Extraversion and Conscientiousness were positive predictors and Agreeableness was a negative predictor. An interesting difference between two

samples was that Openness, which was a significant positive predictor for the British sample became a significant negative predictor for the Greek sample. For the third factor, Neuroticism and Conscientiousness were found to be significant positive predictors while Openness was a significant negative predictor. For the Greek sample, the only predictor found for Financial and Working Conditions factor was Openness. The other two factors, Neuroticism and Conscientiousness did not significantly predict this factor. Finally, for the Autonomy and Use of Skills factor, like in the British example, Openness was the only significant (positive) predictor.

Those two studies demonstrate that although there are many similarities among relationships between values and personality factors for two samples coming from different countries, there are also some differences, which calls for further investigations of this issue with different samples from different countries.

Furnham, Forde and Ferrari (1999) examined whether the personality dimensions identified by Eysenck, Barrett, Wilson and Jackson (1992) as Extraversion, Neuroticism and Psychoticism have a relationship with the importance perceptions of factors that are specified by Herzberg, Mausner and Snyderman (1993) as motivator factors and hygiene factors. Motivators include factors like achievement, rewards, recognition, work itself, responsibility and advancement (chances for promotion). Hygiene includes factors like supervision, interpersonal relationships, physical working conditions, pay, company policies and administrative practices, fringe benefits and job security. The analyses of the

study revealed that participants high in Extraversion rate motivator factors as highly important while people high in Neuroticism rate hygiene factors as more important.

Furnham, Petrides, Jackson and Cotter (2002) repeated the study of Furnham et al. (1999). The first part of the study was the replication of the Furnham et al.'s (1999) study comprising 250 participants. In the second part of the study, they used the Big Five model instead of Eysenck et al.'s (1992) classification. The first study revealed results partially in line with those attributed in Furnham et al. (1999). People high in Extraversion reported more importance to motivator factors. However, a low positive correlation between Extraversion and the hygiene factors indicated that people high in Extraversion might have also perceived hygiene factors as important. In contrast with the study of Furnham et al. (1999) Stability was not negatively related to the hygiene factors which Neuroticism related positively in Furnham et al.'s (1999) study. Stability was found to be related also to the motivator factors like Extraversion. In the second part of the study Furnham et al. (2002) used the Big Five model of personality and explained the importance ratings for motivator factors and hygiene factors. The results of the study revealed that Conscientiousness and Openness were significant predictors of importance of both motivator factors and hygiene factors. Neither Extraversion nor Neuroticism predicted importance ratings of motivator and hygiene factors.

Another study conducted by Furnham (2003) investigated people's thoughts about the efficacy of some incentive schemes. This study tested whether there is a relationship

between Big Five personality factors and the belief about the efficacy of some incentive schemes. Furnham hypothesized that people high in Extraversion would find incentives that provide rewards as more efficient while people high in Introversion would perceive incentives that avoid punishment as more efficient. In addition, he claimed that if the reward or punishment is a controlling element, then the less neurotic individuals might prefer the use of inflexible control and disciplinary measures. Finally, he expected that Conscientiousness would relate to incentive schemes in the way that individuals high in Conscientiousness would be more sensitive to equity. Therefore, he hypothesized that “Conscientiousness would be related to tangible rather than less tangible benefits like monetary rewards or time off” (p. 327). Furnham used a vignette to measure perceived efficacy of incentive schemes. Participants were asked to read the vignette and decide which one of the twenty incentive schemes would be successful in such a situation. The participants responded on an eight-point scale ranging from 0-not at all effective to 8-extremely effective. The personality factors were assessed with NEO PI-R.

In order to regress the incentive schemes on personality factors, he conducted a factor analysis. The first factor was labeled as Time/Benefits and the items loaded on this factor were like time off work/extra holidays and private healthcare insurance scheme. The second factor labeled as Status was loaded by items like selected for high status employee group and awarded high status title. The third factor, Money, had only one indicator, which was the cash/money (salary/bonus) item. Finally, the fourth factor,

Long-term Offers had three indicators that were education, extra curricular training, life insurance schemes and membership of clubs.

The regression analysis of the first factor, time/benefit, on five personality dimensions showed that stable, agreeable, less open and less conscientious participants rated the effectiveness of the Time/Benefit factor as more important than neurotic, less agreeable, open and conscientious participants. This finding is interesting in the sense that Neuroticism has a negative relationship with time/benefit incentives because people high in Neuroticism have worries about their lives, worries about how to perpetuate their lives. Therefore, benefits would be expected to be important for them. Furnham argued that the reason for this result might be that people high in Neuroticism might think that other hard-working successful colleagues might be more qualified to get those benefits. Therefore, they may reflect as if these benefits are not important for them. For the second factor, Status, the only significant predictor was Extraversion. Participants high in Extraversion thought that incentive schemes related to status were more effective than people high in Introversion. For the other two factors, Money and Lifetime Offers, the regressions did not yield any significant predictors.

These studies demonstrate that perceived importance of a job element is not independent from dispositional tendencies of perceivers. In addition, the rarity of studies investigating the relationship between perceived importance and personality as well as the

confusing results of the studies compels a comprehensive study of the relationships between the five personality factors and the importance of individual job facets.

2.7 Hypotheses

The possible relationships between personality and facet satisfaction, which are pay (satisfaction with pay and pay raises), promotion (satisfaction with promotion opportunities), supervision (satisfaction with the person's immediate supervisor), fringe benefits (satisfaction with fringe benefits), contingent rewards (satisfaction with rewards, not necessarily monetary, given for performance), operating conditions (satisfaction with rules and procedures), coworkers (satisfaction with coworkers), nature of work (satisfaction with the type of work done), and communication (satisfaction with communication within the organization), was examined in the present study. The focus is on whether the dispositional factors influence the perceived importance of each facet by the participants and whether the perceived importance of each facet moderates the relationship between satisfaction with each facet and intention to quit. The hypotheses regarding the relationship between perceived facet importance and personality factors and moderating effect of the perceived importance are presented below.

Hypothesis 1a - Pay: Neuroticism, Conscientiousness and Extraversion will be positively related to perceived importance of pay, while Openness will be negatively related to it.

Individuals high in Neuroticism will perceive pay as an important facet because people high in Neuroticism are anxious about how to continue their lives (Costa & McCrae, 1992). In addition, Neuroticism was found to be related to Financial and Working Conditions (Furnham et al., 2005) as well as to factors that could be identified as hygiene including pay (Furnham et al., 1999). Moreover, Furnham et al. (2002) found that individuals high in Extraversion also perceived hygiene factors as important. Individuals high in Conscientiousness are ambitious and industrious (Costa & McCrae, 1992), therefore they might perceive money as the sign of achievement. Moreover, Furnham et al. (2002) showed that people high in Conscientiousness are sensitive to hygiene factors including money. Finally, Openness will be negatively related to pay satisfaction because people high in Openness are liberal, insightful and imaginative (McCrae & Costa, 2003); therefore they will give less importance to materialistic issues like pay. The study of Furnham et al. (2005) revealed that people high in Openness gave low importance to Financial and Working Conditions. There is not any study that revealed a relationship between Agreeableness and importance of pay. Moreover, the sub-dimensions of Agreeableness (Trust, Straightforwardness, Altruism, Compliance, Modesty and Tender-mindedness) are more related to the human relations than financial issues (Rolland, 2002). Therefore, this relationship was not hypothesized.

Hypothesis 1b - Pay: Perceived importance of pay will moderate the relationship between pay satisfaction and intention to quit.

For individuals, who perceive pay as important, the relationship between pay satisfaction and intention to quit will be stronger. There is not a strong theoretical justification for this statement in the literature because the researchers, who were interested in the moderating effect of perceive importance of facets, conducted studies with the Overall Job Satisfaction as the criterion (e.g. McFarlin and Rice, 1991). However, the main assumption under this argument is that “areas that are more important to a person will have a larger influence, either positive or negative, on that person’s overall level of the construct of interest” (Russell & Hubley, 2005, p.107).

Hypothesis 2a - Promotion: Conscientiousness and Extraversion will be positively related to perceived importance of promotion, while Agreeableness will be negatively related to it.

Individuals high in Conscientiousness are striving for achievement; they are ambitious, industrious, and confident (McCrae & Costa, 2003). Therefore, like in the case of pay, they might perceive promotion as a sign of achievement. Moreover, Furnham et al. (2002) showed that people high in Conscientiousness are sensitive to motivator factors. Those factors include advancement at work, which means chances for promotion. Another study (Furnham et al., 2005) also demonstrated that people high in Conscientiousness perceived Influence and Advancement factors as important. Extraversion will be also positively related to the Promotion facet because of the fact that as Gray argued (1970; cited in Lucas, Diener, Grob, Suh & Shao, 2000) people high in

Extraversion are sensitive to rewards. Therefore they might perceive promotion as a reward. In addition, studies showed that people high in Extraversion are sensitive to motivator factors including chances for promotion (Furnham et al., 1999; Furnham et al., 2002). Moreover, the results of the Furnham et al. study (2005) yielded that people high in Extraversion rated Influence and Advancement as important. On the other hand, individuals high in Agreeableness perceive it as a sign of competition but in fact, they value cooperativeness over competition (Furnham et al., 2005). The quality of interpersonal relationships is an important sign of Agreeableness (Rolland, 2002) therefore highly agreeable people might think that competition might decrease the quality. Therefore, they will express promotion as a less important facet. The study of Furnham et al. (2005) supports this in the sense that people high in Agreeableness perceived Influence and Advancement as less important. Neuroticism does not have a significant perception for promotion because in Neuroticism, there is a negative feeling of reality (Roland, 2002) and a change in any situation including the status would not alter the facts about the negativity of the current situation. In addition, people high in Openness would not be interested in the level of status; the relevance and interestingness of what they do and the usage of their skills is more important for them (Furnham et al., 2005).

Hypothesis 2b - Promotion: Perceived importance of promotion will moderate the relationship between satisfaction with promotion opportunities and intention to quit.

For individuals, who will perceive promotion opportunities as important, the relationship between satisfaction with promotion opportunities and intention to quit will be stronger, as was the case with pay.

Hypothesis 3a - Supervision: Extraversion, Agreeableness, Neuroticism and Openness will be positively related to perceived importance of supervision.

For individuals high in Extraversion and Agreeableness interpersonal relationships are very important (Costa & McCrae, 1992). Therefore, they will perceive supervision as an important element of job. Supporting this argument Furnham et al. (2005) found that people high in Extraversion and Agreeableness perceived Work and Relationships factor as important. For people high in Neuroticism, supervision is also important because they might feel some relationships threatening for themselves and give importance to people they have as the superior. The findings of Furnham et al. (1999) study that Neuroticism perceived hygiene factors as important support this argument because Herzberg et al. (1993) claimed that hygiene factors include also supervision. Openness would be also related to the importance of supervision, because Openness is related to aspects of intelligence like divergent thinking (Costa & McCrae, 1992) and individuals high in Openness are want to work with people, who have also this intellectual capacity. Conscientiousness would not have a significant relationship with importance of supervision because conscientious people purposeful, strong-willed and determined

(Costa & McCrae, 1992), therefore they will work without paying any attention to people with whom they work at both supervision and colleague level.

Hypothesis 3b - Supervision: Perceived importance of supervision will moderate the relationship between satisfaction with supervision and intention to quit.

For individuals, who will perceive supervision as important, the relationship between satisfaction with supervision and intention to quit will be stronger.

Hypothesis 4a – Fringe Benefits: Extraversion, Neuroticism and Conscientiousness will be positively related to perceived importance of fringe benefits, while Openness will be negatively related to it.

Like in the case of pay, Neuroticism and Conscientiousness were found to be related to Financial and Working Conditions including benefits (Furnham et al., 2005) as well as to factors that could be identified as hygiene including fringe benefits (Furnham et al., 1999); therefore they perceive fringe benefits as an important element. In addition, Furnham et al. (2002) also found that people high in Extraversion perceived hygiene factors as important. Finally, Openness will be negatively related to importance of fringe benefits because as mentioned previously people high in Openness are liberal and insightful (McCrae & Costa, 2003); therefore they will give less importance to materialistic issues. The study of Furnham et al. (2005) also revealed that people high in

Openness gave significantly low importance to Financial and Working Conditions. Therefore, there will be a significant negative relationship between Openness and perceived importance of fringe benefits. There is not any study that revealed a relationship between Agreeableness and importance of fringe benefits. Therefore, that relationship is not hypothesized.

Hypothesis 4b – Fringe Benefits: Perceived importance of fringe benefits will moderate the relationship between satisfaction with fringe benefits and intention to quit.

For individuals, who will perceive fringe benefits as important, the relationship between satisfaction with fringe benefits and intention to quit will be stronger.

Hypothesis 5a - Contingent Rewards: Extraversion and Conscientiousness will be positively related to perceived importance of contingent rewards, while Agreeableness will be negatively related to it.

As mentioned previously, Gray argued that people high in Extraversion are sensitive to rewards (1970; cited in Lucas et al., 2000); therefore, they will perceive contingent rewards as important. Individuals high in Conscientiousness are ambitious (McCrae & Costa, 2003). Therefore, like in the case of promotion, they will perceive rewards as important. In contrast, individuals high in Agreeableness might think that

these rewards are harmful for the harmony which is important for them (Rolland, 2002); therefore they will perceive it as a less important element. The study of Furnham et al. (1999) demonstrated that Neuroticism was found to be unrelated to the motivator factors including reward and recognition. In addition, there is not any study mentioning a significant relationship between Openness. Therefore, those relationships are not hypothesized.

Hypothesis 5b – Contingent Rewards: Perceived importance of contingent rewards will moderate the relationship between satisfaction with contingent rewards and intention to quit.

For individuals, who will perceive contingent rewards as important, the relationship between satisfaction with contingent rewards and intention to quit will be stronger.

Hypothesis 6a – Operating Procedures: Openness will be negatively related to perceived importance of operating procedures while Conscientiousness and Neuroticism will be positively related to it.

Individuals low in Openness dislike novelty (Costa & McCrae, 1992); therefore they prefer to have some procedures that regulate the operations, which will prevent strange and novel things from happening. In addition, Furnham et al. (2005) found that people high in Openness perceive Autonomy and Use of Skills as important. Therefore,

they might perceive procedures as barriers to use their autonomy and give low importance to the operating procedures. Moreover, people high in Conscientiousness have respect for standards and procedures (Rolland, 2002), therefore they will perceive operating procedures as an important element. In addition, Neuroticism will be positively related to importance of operating procedures because they might perceive that the policies and procedures make the threatening environment more predictable, which, in turn, could make it less threatening. There is not any study revealing any significant relationship between importance of operating procedures and Extraversion and Agreeableness. Therefore, those relationships are not hypothesized.

Hypothesis 6b – Operating Procedures: Perceived importance of operating procedures will moderate the relationship between satisfaction with operating procedures and intention to quit.

For individuals, who will perceive operating procedures as important, the relationship between satisfaction with operating procedures and intention to quit will be stronger.

Hypothesis 7a – Coworkers: Extraversion, Agreeableness, Neuroticism and Openness will be positively related to perceived importance of coworkers.

Like in the case of the supervision facet, individuals high in Extraversion and Agreeableness would prefer people to work, with whom they could establish a relationship and for those people interpersonal relationships are very important (Costa & McCrae, 1992). Therefore, they will perceive coworker as an important element of job. Supporting this argument Furnham et al. (2005) found that for people high in Extraversion and Agreeableness perceived Work and Relationships factor as important. For people high in Neuroticism, coworkers are also important because they might feel the relationships threatening for themselves and give importance to people they work with. Like for supervision, the findings of Furnham et al. (1999) study support this argument because hygiene factors also include interpersonal relationships (Herzberg et al., 1993). Openness would be also related to the importance of coworkers, because like in the case of supervision, Openness is related to aspects of intelligence (Costa & McCrae, 1992) and individuals high in Openness want to work with people, who have also this intellectual capacity. Conscientiousness would not have a significant relationship with importance of coworkers because, as mentioned previously, conscientious people purposeful and determined (Costa & McCrae, 1992), therefore they will work without paying any intention to who with they work at both supervision and colleague level.

Hypothesis 7b – Coworkers: Perceived importance of coworkers will moderate the relationship between satisfaction with coworkers and intention to quit.

For individuals, who will perceive coworkers as important, the relationship between satisfaction with coworkers and intention to quit will be stronger.

Hypothesis 8a – Nature of Work: Extraversion, Conscientiousness and Openness will be positively related to the perceived importance of nature of work.

Furnham et al. (1999) showed that people high in Extraversion rated motivator factors that include the work itself as important. Like Extraverts people high in Conscientiousness were found to be rating motivator factors as important (Furnham et al., 2002). Finally, Openness is a measure of need for change and variety (Rolland, 2002). Therefore, individuals high in Openness will be seeking work that has variety, change in its nature, and also they want to do works they have interest in them. The study of Furnham et al. (2005) supports this in the sense that people high in Openness perceived Autonomy and Use of Skills factor that captures job interest as important. Therefore, they will perceive nature of work as an important element. The studies (Furnham et al., 1999; Furnham et al., 2002) revealed that Neuroticism was not related to motivator factors and Agreeableness is more related to interpersonal relationships (Rolland, 2002), therefore people high in Agreeableness are interested more in with whom they work than with what they are occupied. Therefore, those relationships are not hypothesized.

Hypothesis 8b – Nature of Work: Perceived importance of nature of work will moderate the relationship between satisfaction with nature of work and intention to quit.

For individuals, who will perceive nature of work as important, the relationship between satisfaction with nature of work and intention to quit will be stronger.

Hypothesis 9a – Communication: Extraversion, Neuroticism and Openness will be positively related to perceived importance of communication facet.

Individuals high in Extraversion want to know what is going on in their environment (Rolland, 2002). This will also be valid for the work environment. Therefore, they will perceive communication as an important job element. In addition, individuals high in Neuroticism are suspicious about what is going on around them because they perceive things as threatening and frightening (Rolland, 2002). Therefore, they will perceive communication within the organization as an important element. Moreover, people high in Openness are curious about both inner and outer worlds (Costa & McCrae, 1992). Therefore, they will also perceive having idea about what is going on in the organization as important. There is not any study yielded a significant relationship between importance of communication and Conscientiousness and a relationship between importance of communication and Agreeableness. Therefore, those relationships are not hypothesized.

Hypothesis 9b – Communication: Perceived importance of communication will moderate the relationship between satisfaction with communication and intention to quit.

For individuals, who will perceive communication as important, the relationship between satisfaction with communication and intention to quit will be stronger.

Chapter III

METHOD

3.1 Participants

Research was conducted in 36 different organizations representing various sectors with the participation of 140 white-collar employees from different departments. Forty-two percent of the sample was male, the mean age for the sample was 29.71 and the mean tenure in the organization was 4.11.

Organizations that participated in this research came from various sectors; banking and finance, textiles, telecommunication, fmcg (fast-moving consumer goods), energy, pharmaceutical, information technologies, media, consultancy, tourism and also one nongovernmental organization. The number of participants from each company ranged between 1 and 20. A total number of 210 questionnaires were sent to the companies and 140 of them were returned, with a response rate of 66.66%.

3.2 Procedure

A convenience sampling method was used to collect data. First, a contact person was found from the organizations. Questionnaires were sent via cargo to the contact person in each organization for distribution to various employees. After employees filled the questionnaires, they were requested to send them back to the contact person. All subjects were informed that their participation was voluntary and that their answers would be held in strict confidence. Participants' names were not asked in the questionnaires. Participants were asked to identify a code for themselves that includes digits and letters like N03T09. They were asked not to choose common letters and digits like FENER1907 in order to prevent having the same codes from different participants. The matching between personality inventories and the questionnaires was done through this special identification code.

The study findings were not shared with the companies; however, the participants were sent their personality inventory reports to their personal addresses if they chose that option.

3.2.1 Measures

Personality: To measure the Big Five Personality factors, the Turkish version of NEO PI-R (Costa & McCrae, 1992) adapted by Gülgöz (2002) was used.

NEO-PI-R (Costa & McCrae, 1992) is the revised version of the original NEO-PI personality survey, which consists of 240 items. The items are summed to deliver five basic domain scores for Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness (McCrae & Costa, 2003).

The Turkish version of NEO-PI-R's psychometric properties and its normative data was gathered from a sample consisting of 804 participants (Gülgöz, 2002). The factor structure was found to be congruent to the original factor structure. One of the facets of Neuroticism, impulsiveness, was found to be loading more on Conscientiousness than Neuroticism; except for this facet, all facets were under the dimensions as in the original structure. In order to ensure the validity of the adapted inventory, congruence of the factor analysis with the factor analysis of the original American data was calculated by a procrustes analysis. The congruence coefficients were .96, .96, .97, .98 and .96 for Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness, respectively. These coefficients demonstrate that the factor structure found in Turkish sample is almost identical to the original factor structure (Gülgöz, 2002). Age, gender, and group differences were similar to the results obtained in other studies conducted across different countries (Gülgöz, 2002).

To test whether the present sample is a representative sample in accordance to NEO PI-R norms in Turkey, five different t scores were calculated through the formula:

$t = \frac{\mu - \text{Population } \mu}{S_{\mu}}$ (Aron & Aron, 2002) where the population μ was 50 for all five dimensions (Gulgoz, 2002). The t-scores revealed that the μ 's of the present sample was not significantly different from the population μ ; therefore the present sample was a representative sample in accordance with the norms of Turkey.

Facet Satisfaction: To measure satisfaction with different facets, Job Satisfaction Survey (JSS) developed by Spector (1985) was translated into Turkish. JSS assesses nine facets of job satisfaction, as well as overall job satisfaction. Those nine facets are pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. The scale contains 36 items. Each of the nine subscales contains four items, scores for each of the nine JSS subscales are calculated by summing responses to those four items. A total job satisfaction score can be computed by combining the nine scores calculated from the four items of each subscale (Spector, 1997).

In the JSS, participants were asked to report their responses on a six-point Likert-type scale ranging from "6" agree to "1" disagree. A high score on any individual item indicates a high degree of *satisfaction*, whereas a low score indicates a high degree of *dissatisfaction*.

As the reliability estimates, the coefficient Alpha for the overall scale was found to be .91 from a sample of 3,607 individuals (Sierpe, 1999; Spector, 1985). All facets except the operating procedures and coworker facets had an Alpha above .70.

As validity confirmation, five of the JSS subscales (pay, promotion, supervision, coworkers, and nature of work) were found to be correlated with corresponding subscales of JDI (Smith et al., 1969; cited in Spector, 1985), which is probably the most carefully validated scale of job satisfaction. These correlations ranged from .61 for coworker facet to .80 for supervision facet (Spector, 1985).

The development of the JSS was not operated through factor analysis; Spector (1985) first listed the nine most common and conceptually meaningful dimensions from the studies of job satisfaction. To determine the items under those nine dimensions, part-whole correlations were calculated and those items that have at least a correlation coefficient of .45 included in the scale. The factor analysis was conducted afterwards in order to check the structure of the scale and it revealed that Contingent Reward items were split between Supervision and Pay factors. Because the JSS is not a factor-analytically developed scale (Spector, 1985), in the present study, the factor analysis was not run for the whole scale. In addition, the current study does not meet the minimum sample requirement for a CFA and results based on smaller samples may be misleading. Therefore, it was assumed that dimension-based factor analysis results and internal consistency coefficients may suffice to support its congruence to the original scale and the

original items with their original construct were used to measure the facet satisfaction. (Appendix A, Part 1). However, to check whether there is a problem with the items under each dimension, the Explanatory Factor Analyses (EFA) with Principal Component Analysis extraction conducted for each dimension separately and the analysis revealed that the four items of each dimension appeared to be loading to one factor.

For the present sample, Cronbach's Alpha for the overall scale was found to be .93. For all facets except operating procedures, the coefficients were found to be higher than .70. Table 3.1 presents the results of the internal consistency analyses.

Table 3.1

Internal consistency coefficients for JSS and its facets (Cronbach's alpha)

| | Spector's Original Data | Present Data |
|----------------------|--------------------------------|---------------------|
| Total JSS | .91 | .93 |
| Pay | .75 | .71 |
| Promotion | .73 | .86 |
| Supervision | .82 | .86 |
| Fringe Benefits | .73 | .82 |
| Contingent Rewards | .76 | .82 |
| Operating Procedures | .62 | .64 |
| Coworkers | .60 | .77 |
| Nature of Work | .78 | .88 |
| Communication | .71 | .84 |
| Sample Size | 2,870 | 140 |

Intention to Quit: In order to measure the employees' level of intention to quit, the intention to quit part of the Michigan Organizational Assessment Questionnaire (OAQ) developed by Cammann et al. (1983) was translated into Turkish. This is a three-item short and simple scale. Participants were asked to report their responses on a five-point scale as (1) "strongly disagree" and (5) "strongly agree". The responses given to three items were summed to get an overall intention to quit score. The Cronbach's alpha found in this study was .93 while it was .83 for the original form. Moreover, the EFA with Principle Component Analysis extraction revealed one factor that explained 88% of the variance. (Appendix A, Part 3, items 1, 3 & 5)

Perceived Facet Importance: Facet importance was measured with the direct rating of facet importance because Rice et al. (1991) argued that direct ratings of importance is sufficient to measure importance. A sample item is: "How important to you is the amount of opportunity for promotion?". The participants respond on a six-point scale ranging from (1) "not important at all" to (6) "very important" (Appendix A, Part 2).

Although it was not included among hypotheses, in order to compare with total facet satisfaction, overall job satisfaction part of the OAQ (Cammann et al., 1983) was also given to the participants. This is a three-item short and simple scale. Participants are asked to report their responses on a seven-point scale as (1) being "strongly disagree" and (5) being "strongly agree". The responses given to three items are summed to get an overall satisfaction score. The coefficient alpha for the scale was reported by the

developers to be .77. This scale was translated into Turkish, and the coefficient alpha was found to be .89. (Appendix A, Part 3, items 2, 4 & 6)

Chapter IV

RESULTS

4.1 Descriptive Statistics

The demographic and study variables were age, tenure in that company, sex, satisfaction with nine job facets, perceived importance of those nine facets, intention to quit the present job, and five personality dimensions; Neuroticism, Extraversion, Agreeableness, Conscientiousness and Openness. Table 4.1 provides descriptive statistics for these variables and Table 4.2 demonstrates intercorrelations among study variables.

Table 4.1*Descriptive statistics for individual variables*

| Variables | N | Min. | Max. | M | SD |
|--|----------|-------------|-------------|----------|-----------|
| Age | 140 | 22 | 59 | 29.71 | 6.56 |
| Organizational tenure (in years) | 132 | 0 | 29 | 4.11 | 4.43 |
| Satisfaction with pay | 140 | 4 | 23 | 11.32 | 3.94 |
| Satisfaction with promotion | 140 | 4 | 23 | 12.57 | 4.72 |
| Satisfaction with supervision | 140 | 4 | 24 | 17.73 | 4.61 |
| Satisfaction with fringe benefits | 140 | 4 | 24 | 14.07 | 4.70 |
| Satisfaction with contingent rewards | 140 | 4 | 22 | 13.41 | 4.34 |
| Satisfaction with operating procedures | 140 | 5 | 24 | 13.79 | 3.76 |
| Satisfaction with coworkers | 140 | 7 | 24 | 18.55 | 3.45 |
| Satisfaction with nature of work | 140 | 4 | 24 | 16.80 | 4.63 |
| Satisfaction with communication | 140 | 4 | 24 | 13.67 | 4.67 |
| Perceived importance of pay | 140 | 2 | 6 | 4.96 | .80 |
| Perceived importance of promotion | 140 | 2 | 6 | 5.03 | .82 |
| Perceived importance of supervision | 140 | 4 | 6 | 5.38 | .64 |
| Perceived importance of fringe benefits | 140 | 2 | 6 | 4.82 | .80 |
| Perceived importance of contingent rewards | 140 | 2 | 6 | 4.92 | .80 |
| Perceived importance of operating procedures | 140 | 2 | 6 | 4.34 | .92 |
| Perceived importance of coworkers | 140 | 2 | 6 | 5.03 | .85 |
| Perceived importance of nature of work | 140 | 3 | 6 | 5.32 | .64 |
| Perceived importance of communication | 140 | 3 | 6 | 5.15 | .80 |
| Intention to quit | 140 | 3 | 15 | 8.34 | 3.52 |
| Neuroticism | 140 | 20 | 74 | 44.55 | 10.26 |
| Extraversion | 140 | 28 | 75 | 51.41 | 8.89 |
| Openness | 140 | 26 | 79 | 52.48 | 8.73 |
| Agreeableness | 140 | 26 | 74 | 49.35 | 8.72 |
| Conscientiousness | 140 | 22 | 69 | 48.40 | 8.57 |

Table 4.2*Intercorrelations among the study variables*

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|
| 1. Satisfaction with Pay | | .54* | .35* | .35* | .65* | .26* | .24* | .29* | .48* | -.20** | -.19** | -.10 | -.12 |
| 2. Satisfaction with Promotion | | | .51* | .30* | .68* | .26* | .22* | .40* | .61* | -.17** | -.08 | -.07 | -.17** |
| 3. Satisfaction with Supervision | | | | .33* | .55* | .43* | .44* | .53* | .63* | -.13 | -.12 | .02 | -.12 |
| 4. Satisfaction with Fringe Benefits | | | | | .36* | .13 | .25* | .22* | .34* | -.02 | -.03 | -.16 | -.16 |
| 5. Satisfaction with Reward System | | | | | | .45* | .27* | .43* | .70* | -.17** | -.15 | -.09 | -.18** |
| 6. Satisfaction with Operating Procedures | | | | | | | .27* | .38* | .50* | -.08 | -.11 | -.08 | -.09 |
| 7. Satisfaction with Coworkers | | | | | | | | .37* | .44* | .00 | -.08 | .09 | .05 |
| 8. Satisfaction with Nature of Work | | | | | | | | | .51* | -.01 | -.10 | -.07 | -.04 |
| 9. Satisfaction with Communication | | | | | | | | | | -.08 | -.11 | .03 | -.15 |
| 10. Perceived Importance of Pay | | | | | | | | | | | .40* | .05 | .28* |
| 11. Perceived Importance of Promotion | | | | | | | | | | | | .04 | .12 |
| 12. Perceived Importance of Supervision | | | | | | | | | | | | | .38* |
| 13. Perceived Importance of Fringe Benefits | | | | | | | | | | | | | |
| 14. Perceived Importance of Reward System | | | | | | | | | | | | | |
| 15. Perceived Importance of Operating Procedures | | | | | | | | | | | | | |
| 16. Perceived Importance of Coworkers | | | | | | | | | | | | | |
| 17. Perceived Importance of Nature of Work | | | | | | | | | | | | | |
| 18. Perceived Importance of Communication | | | | | | | | | | | | | |
| 19. Overall Job Satisfaction | | | | | | | | | | | | | |
| 20. Intention to Quit | | | | | | | | | | | | | |
| 21. Neuroticism | | | | | | | | | | | | | |
| 22. Extraversion | | | | | | | | | | | | | |
| 23. Openness | | | | | | | | | | | | | |
| 24. Agreeableness | | | | | | | | | | | | | |
| 25. Conscientiousness | | | | | | | | | | | | | |

Note **p< .05; *p< .01

Table 4.2

Continued

| Variables | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
|--|--------|-------|-------|-------|--------|--------|-------|-------|------|-------|-------|-------|
| 1. Satisfaction with Pay | -.12 | .04 | -.04 | .03 | -.05 | .45* | -.45* | .03 | .01 | -.03 | -.06 | -.10 |
| 2. Satisfaction with Promotion | -.25* | -.02 | -.12 | .01 | -.18** | .57* | -.50* | .02 | .09 | -.02 | .03 | -.04 |
| 3. Satisfaction with Supervision | -.25* | -.15 | -.00 | .09 | -.10 | .56* | -.45* | -.06 | -.06 | .10 | .06 | -.10 |
| 4. Satisfaction with Fringe Benefits | -.19** | -.22* | -.12 | -.13 | -.17** | .32* | -.32* | -.20 | .00 | .02 | .03 | -.07 |
| 5. Satisfaction with Reward System | -.25* | -.06 | -.02 | .05 | -.06 | .56* | -.56* | -.01 | .00 | -.05 | .06 | -.14 |
| 6. Satisfaction with Operating Procedures | -.16 | -.15 | -.02 | .03 | -.01 | .52* | -.57* | .06 | .00 | .01 | .02 | -.06 |
| 7. Satisfaction with Coworkers | -.05 | -.15 | .18** | .17** | -.04 | .43* | -.34* | .02 | .00 | -.05 | .21** | -.14 |
| 8. Satisfaction with Nature of Work | -.14 | -.01 | -.03 | .12 | -.02 | .72* | -.54* | .04 | .00 | .06 | .10 | -.02 |
| 9. Satisfaction with Communication | -.27* | -.02 | -.06 | .05 | -.10 | .62* | -.62* | .07 | .10 | -.02 | .16 | .00 |
| 10. Perceived Importance of Pay | .32* | .01 | -.03 | -.04 | -.08 | -.15 | .16** | .00 | .05 | .01 | .10 | .15 |
| 11. Perceived Importance of Promotion | .31* | .11 | .02 | .14 | .05 | -.06 | .12 | -.06 | .04 | -.10 | .11 | .16 |
| 12. Perceived Importance of Supervision | .27* | .28* | .37* | .26* | .36* | -.17** | .18** | .20** | .12 | .15 | .19** | .07 |
| 13. Perceived Importance of Fringe Benefits | .50* | .32* | .23* | .26* | .40* | -.15 | .12 | .20** | .06 | -.05 | .17** | .13 |
| 14. Perceived Importance of Reward System | | .32* | .30* | .28* | .25* | -.17** | .17** | .07 | .15 | -.06 | .13 | .07 |
| 15. Perceived Importance of Operating Procedures | | | .13 | .18** | .30* | -.13 | .05 | .14 | -.06 | .06 | .11 | .17** |
| 16. Perceived Importance of Coworkers | | | | .34* | .32* | -.05 | .03 | .20** | .12 | .12 | .09 | .02 |
| 17. Perceived Importance of Nature of Work | | | | | .36* | .15 | -.05 | .25* | .14 | .16** | .06 | .00 |
| 18. Perceived Importance of Communication | | | | | | -.04 | .00 | .23* | .22* | .20* | .12 | .17** |
| 19. Overall Job Satisfaction | | | | | | | -.72* | .06 | .07 | .02 | .05 | .04 |
| 20. Intention to Quit | | | | | | | | -.16 | -.04 | .00 | -.09 | -.04 |
| 21. Neuroticism | | | | | | | | | -.03 | .13 | .05 | .29* |
| 22. Extraversion | | | | | | | | | | -.06 | .12 | .06 |
| 23. Openness | | | | | | | | | | | .06 | .09 |
| 24. Agreeableness | | | | | | | | | | | | .05 |
| 25. Conscientiousness | | | | | | | | | | | | |

Note **p< .05; *p< .01

To test whether age and tenure of the participants are related to the study variables correlational analyses were conducted. Table 4.3 presents these correlations.

Age and tenure were not related to satisfaction with the nine facets except satisfaction with coworkers. These correlations were negative and were of rather small magnitude accounting for only about 4% of the variance. Age was found to be also significantly and negatively related to perceived importance of promotion. Despite the fact that these are significant correlations they do not share significant variance to warrant using these as covariates in further analyses.

Table 4.3

Correlations of study variables with age and tenure

| Variables | Age | Tenure |
|--|------------|---------------|
| Organizational tenure | .67* | |
| Satisfaction with pay | -.04 | -.13 |
| Satisfaction with promotion | .00 | -.09 |
| Satisfaction with supervision | -.09 | -.08 |
| Satisfaction with fringe benefits | -.13 | -.07 |
| Satisfaction with contingent rewards | -.04 | -.08 |
| Satisfaction with operating procedures | -.01 | -.10 |
| Satisfaction with coworkers | -.22* | -.20** |
| Satisfaction with nature of work | .10 | .01 |
| Satisfaction with communication | -.05 | -.06 |
| Perceived importance of pay | -.13 | .16 |
| Perceived importance of promotion | -.32* | -.12 |
| Perceived importance of supervision | -.03 | -.03 |
| Perceived importance of fringe benefits | -.01 | .10 |
| Perceived importance of contingent rewards | -.15 | .03 |
| Perceived importance of operating procedures | .04 | .03 |
| Perceived importance of coworkers | -.02 | -.02 |
| Perceived importance of nature of work | -.12 | -.03 |

Note: * $p < .01$.

** $p < .05$.

Table 4.3

Continued

| Variables | Age | Tenure |
|---------------------------------------|------------|---------------|
| Perceived importance of communication | .02 | .01 |
| Intention to quit | -.08 | .04 |
| Neuroticism | .23 | .04 |
| Extraversion | -.01 | .07 |
| Openness | -.07 | -.15 |
| Agreeableness | .06 | .18** |
| Conscientiousness | .09 | -.08 |

Note: * $p < .01$.** $p < .05$.

In order to investigate whether sex differences existed in satisfaction with facets, perceived importance of facets and intention to quit, two MANOVAs and one ANOVA were conducted. The first MANOVA on facet satisfaction yielded no significant effect of sex on satisfaction scores with any of the nine facets, $F(9,130) = 0.58, p > .05$. The second MANOVA on perceived importance revealed that sex had an effect on overall perceived importance scores, $F(9,130) = 2.01, p < .05$ and females had higher scores than males. Specifically, there was a significant difference between males and females in perceived importance of coworkers, perceived importance of nature of work and perceived importance of communication scores. Univariate analysis for perceived importance of coworker revealed that the mean score for males was 4.82 with an SD of .92, and the mean score for females was 5.18 with an SD of .77; $F(1,138) = 6.13, p < .05, MSE, 4.289$. Univariate analysis for perceived importance of nature of work yielded that the mean score for the males was 5.12 with an SD of .67 and the mean score for the females was 5.45 with an SD of .59;

$F(1,138) = 7.62, p < .01, MSE, 2.977$. Finally, the univariate analysis for perceived importance of communication yielded that the mean score for males was 4.87 with an SD of .88 and the mean score for the females was 5.34 with an SD of .68; $F(1,138) = 12.12, p < .01, MSE, 7.256$. The one-way ANOVA revealed that there is not a significant difference between intention to quit scores across genders, $F(1,138) = 0.02, p > .05, MSE, .245$.

Testing the Hypotheses

To test the group of hypotheses regarding the relationship between personality and importance of job facets, stepwise multiple regression analyses were conducted, whereby the perceived importance of each facets were the dependent variable and the five personality dimensions were the independent variables. The stepwise regression analysis was preferred in order to reveal the only dimensions that have a significant effect on intention to quit as well as to avoid any multi-collinearity problem. To test the group of hypotheses regarding the moderating effect of importance of job facets on the relationship between facet satisfaction and intention to quit, moderated multiple regression analyses were used. In the first block, satisfaction with each facet and perceived importance of each facet were regressed on the intention to quit, and in the second block, the cross-product of satisfaction score and the perceived importance score was added to the analyses.

For Hypothesis 1a, the stepwise regression analysis entered none of the dimensions to the model as explaining significant variance in the perceived importance of pay. Therefore, the present data did not support Hypothesis 1a.

For Hypothesis 1b, Table 4.4 presents the results of the multiple regression analysis. The results showed that the model including pay satisfaction and perceived importance of pay explained 20% of the total variance in intention to quit significantly, however importance of pay was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance. Therefore, Hypothesis 1b was not supported.

Table 4.4

Multiple regression analysis for intention to quit with pay satisfaction as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .208 | | 18.005* | |
| Satisfaction with pay | -.434* | .070 | | | | | |
| Perceived Importance of pay | .078 | .343 | | | | | |
| Block 2 | | | (3,136) | .216 | .008 | 12.487* | 1.357 |
| Satisfaction with pay x Perceived importance of pay | -.537 | .081 | | | | | |

Note: * $p < .05$

For Hypothesis 2a, the stepwise regression analysis showed that none of the dimensions explained significant variance in the perceived importance of promotion. Thus, Hypothesis 2a was not supported.

For Hypothesis 2b, the results (Table 4.5) yielded that the model including satisfaction with promotion and perceived importance of promotion explained 25% of the

total variance in intention to quit significantly, however perceived importance of promotion was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance. Therefore, Hypothesis 2b was not supported.

Table 4.5

Multiple regression analysis for intention to quit with satisfaction with promotion as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .249 | | 22.692* | |
| Satisfaction with promotion | -.485* | .055 | | | | | |
| Perceived Importance of promotion | .084 | .317 | | | | | |
| Block 2 | | | (3,136) | .258 | .009 | 15.739* | 1.625 |
| Satisfaction with promotion x Perceived importance of promotion | -.605 | .065 | | | | | |

Note: * $p < .05$

For Hypothesis 3a, the stepwise regression analysis revealed that Neuroticism explained 3% of the variance in the perceived importance of supervision significantly and Agreeableness created a significant R² change in the explained variance (Table 4.6). Therefore, Hypothesis 3a was partially supported.

Table 4.6

Stepwise regression analysis for perceived importance of supervision with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of supervision | | | | | | | |
| Step 1 | | | (1,138) | .038* | | 5.444* | |
| Neuroticism | .195* | .005 | | | | | |
| Step 2 | | | (2,137) | .070* | .032* | 5.139* | 4.689* |
| Neuroticism | .185* | .005 | | | | | |
| Agreeableness | .179* | .006 | | | | | |

Note: * $p < .05$

For Hypothesis 3b, the multiple regression analysis showed that the model including satisfaction with supervision and perceived importance of supervision explained 20% of the total variance in intention to quit significantly, however perceived importance of supervision was found to be non-significant, and weighting the satisfaction scores with perceived importance did not create a significant change in the explained variance. Therefore, Hypothesis 3b was not supported. Table 4.7 shows the results of the multiple regression analysis.

Table 4.7

Multiple regression analysis for intention to quit with satisfaction with supervision as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .239 | | 21.461* | |
| Satisfaction with supervision | -.454* | .057 | | | | | |
| Perceived Importance of supervision | .192 | .410 | | | | | |
| Block 2 | | | (3,136) | .242 | .003 | 14.459* | .586 |
| Satisfaction with supervision x Perceived importance of supervision | .551 | .091 | | | | | |

Note: * $p < .05$

For Hypothesis 4a, the stepwise regression analysis revealed that Neuroticism explained 4% of the variance in the perceived importance of fringe benefits significantly (Table 4.8). Although the regression analysis did not report Agreeableness as a significant predictor, Table 4.2 demonstrated that there was a significant correlation between Agreeableness and perceived importance of fringe benefits, $r(140) = .17, p < .05$. Therefore, Hypothesis 4a was partially supported, in addition, one non-hypothesized

dimension, Agreeableness, was found to be significantly related to the importance of fringe benefits.

Table 4.8

Stepwise regression analysis for perceived importance of fringe benefits with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of fringe benefits | | | | | | | |
| Step 1 | | | (1,138) | .041* | | 5.839* | |
| Neuroticism | .201* | .007 | | | | | |

Note: * $p < .05$

For Hypothesis 4b, the multiple regression analysis showed that the model including satisfaction with fringe benefits and perceived importance of fringe benefits explained 10% of the total variance in intention to quit significantly, however perceived importance of fringe benefits was found to be non-significant, and weighting the satisfaction scores with perceived importance did not create a significant change in the explained variance. Therefore, Hypothesis 4b was not supported. Table 4.9 shows the results of the multiple regression analysis.

Table 4.9

Multiple regression analysis for intention to quit with satisfaction with fringe benefits as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .109 | | 8.355* | |
| Satisfaction with fringe benefits | -.311* | .061 | | | | | |
| Perceived Importance of fringe benefits | .069 | .359 | | | | | |
| Block 2 | | | (3,136) | .110 | .001 | 5.602* | .193 |
| Satisfaction with fringe benefits x Perceived importance of fringe benefits | .270 | .086 | | | | | |

Note: * $p < .05$

For Hypothesis 5a, the stepwise regression analysis showed that none of the dimensions were entered to the model by the analysis as explaining significant variance in the perceived importance of contingent rewards. Therefore, the present data did not support Hypothesis 5a.

For Hypothesis 5b, multiple regression analysis demonstrated that the model including satisfaction with contingent rewards and perceived importance of contingent rewards explained 31% of the total variance in intention to quit significantly, however perceived importance of contingent rewards was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance. Therefore, as seen in Table 4.10, Hypothesis 4b was not supported.

Table 4.10

Multiple regression analysis for intention to quit with satisfaction with contingent rewards as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .313 | | 31.211* | |
| Satisfaction with contingent rewards | -.548* | .059 | | | | | |
| Perceived Importance of contingent rewards | .040 | .322 | | | | | |
| Block 2 | | | (3,136) | .316 | .003 | 20.952* | .610 |
| Satisfaction with contingent rewards x Perceived importance of contingent rewards | -.360 | .073 | | | | | |

Note: * $p < .05$

For Hypothesis 6a, the stepwise regression analysis revealed that Conscientiousness explained 3% of the variance in the perceived importance of operating procedures significantly (Table 4.11). Therefore, Hypothesis 6a was partially supported.

Table 4.11

Stepwise regression analysis for perceived importance of operating procedures with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of operating procedures | | | | | | | |
| Step 1 | | | (1,138) | .031* | | 4.359* | |
| Conscientiousness | .175* | .009 | | | | | |

Note: * $p < .05$

For Hypothesis 6b, the hierarchical regression analysis demonstrated that the model including satisfaction with operating procedures and perceived importance of operating procedure explained 32% of the total variance in intention to quit significantly, however perceived importance of operating procedures was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance. Therefore, Hypothesis 6b was not supported. Table 4.12 displays the results of the analysis.

Table 4.12

Multiple regression analysis for intention to quit with satisfaction with operating procedures as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .321 | | 32.377* | |
| Satisfaction with operating procedures | -.570* | .067 | | | | | |
| Perceived Importance of operating procedures | -.030 | .271 | | | | | |
| Block 2 | | | (3,136) | .326 | .005 | 21.947* | 1.059 |
| Satisfaction with operating procedures x Perceived importance of operating procedures | -.399 | .071 | | | | | |

Note: * $p < .05$

For Hypothesis 7a, the stepwise regression analysis revealed that Neuroticism explained 4% of the variance in the perceived importance of coworkers significantly (Table 4.13). Therefore, Hypothesis 7a was partially supported.

Table 4.13

Stepwise regression analysis for perceived importance of coworkers with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of coworkers | | | | | | | |
| Step 1 | | | (1,138) | .041* | | 5.908* | |
| Neuroticism | .203* | .007 | | | | | |

Note: * $p < .05$

For Hypothesis 7b, the multiple regression analysis showed that the model including satisfaction with coworkers and perceived importance of coworkers explained 11% of the total variance in intention to quit significantly, however perceived importance of coworkers was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance

although it approached the level of significance ($p=.08$). Therefore, Hypothesis 6b was not supported. Table 4.14 provides the results of the analysis.

Table 4.14

Multiple regression analysis for intention to quit with satisfaction with coworkers as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .124 | | 9.684* | |
| Satisfaction with coworkers | -.356* | .083 | | | | | |
| Perceived Importance of coworkers | .096 | .337 | | | | | |
| Block 2 | | | (3,136) | .143 | .019 | 7.577* | 3.070 |
| Satisfaction with coworkers x Perceived importance of coworkers | .964 | .078 | | | | | |

Note: * $p<.05$

For Hypothesis 8a, the stepwise regression analysis revealed that Neuroticism explained 6% of the variance in the perceived importance of nature of work significantly (Table 4.15). Although the regression analysis did not report Openness as a significant predictor, Table 4.2 demonstrated that there was a significant correlation between Openness and perceived importance of nature of work, $r(140) = .16, p<.05$. Therefore, Hypothesis 8a was partially supported, in addition, one non-hypothesized dimension was found to be significantly related to the importance of nature of work.

Table 4.15

Stepwise regression analysis for perceived importance of nature of work with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of nature of work | | | | | | | |
| Step 1 | | | (1,138) | .062* | | 9.069* | |
| Neuroticism | .248* | .005 | | | | | |

Note: * $p<.05$

For Hypothesis 8b, the multiple regression analysis yielded that the model including satisfaction with nature of work and perceived importance of nature of work explained 30% of the total variance in intention to quit significantly, however perceived importance of nature of work was found to be non-significant, and weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance. Therefore, Hypothesis 7b was not supported. Table 4.16 shows the results.

Table 4.16

Multiple regression analysis for intention to quit with satisfaction with nature of work as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .295 | | 28.693* | |
| Satisfaction with nature of work | -.545* | .055 | | | | | |
| Perceived Importance of nature of work | .014 | .399 | | | | | |
| Block 2 | | | (3,136) | .302 | .006 | 19.569* | 1.226 |
| Satisfaction with nature of work x Perceived importance of nature of work | .847 | .094 | | | | | |

Note: * $p < .05$

Finally, for Hypothesis 9a, the stepwise regression analysis revealed that Neuroticism, Extraversion and Openness explained significant variance in perceived importance of communication (Table 4.17). Therefore, Hypothesis 9a was supported. Table 4.2 also demonstrated that there is also a significant correlation between Conscientiousness and perceived importance of communication, $r(140) = .17, p > .05$, however, the regression analysis did not reveal it as a significant predictor of perceived importance of communication.

Table 4.17

Stepwise regression analysis for perceived importance of communication with personality dimensions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|-------|------|---------|----------------|-----------------------|--------|----------|
| Criterion: Importance of communication | | | | | | | |
| Step 1 | | | (1,138) | .054* | | 7.805* | |
| Neuroticism | .231* | .006 | | | | | |
| Step 2 | | | (2,137) | .107* | .053* | 8.195* | 8.179* |
| Neuroticism | .239* | .006 | | | | | |
| Extraversion | .231* | .007 | | | | | |
| Step 3 | | | (3,136) | .143* | .036* | 7.561* | 5.726* |
| Neuroticism | .214* | .006 | | | | | |
| Extraversion | .242* | .007 | | | | | |
| Openness | .192* | .007 | | | | | |

Note: * $p < .05$

For Hypothesis 9b, the results of the multiple regression analysis yielded that the model including satisfaction with communication and perceived importance of communication explained 40% of the total variance in intention to quit significantly, however perceived importance of communication was found to be non-significant, and weighting the satisfaction scores with perceived importance increased the explained variance to 44%. Therefore, Hypothesis 9b was supported. Table 4.18 presents the results.

Table 4.18

Multiple regression analysis for intention to quit with satisfaction with communication as predictor, and perceived facet importance as moderator

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|---|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Block 1 | | | (2,137) | .396* | | 44.879* | |
| Satisfaction with communication | -.633* | .050 | | | | | |
| Perceived Importance of communication | -.059 | .293 | | | | | |
| Block 2 | | | (3,136) | .435* | .040 | 34.956* | 9.524* |
| Satisfaction with communication x Perceived importance of communication | 1.468 | .064 | | | | | |

Note: * $p < .05$

Further analyses investigated this moderator effect and demonstrated that this effect was in the opposite direction of the hypothesis (Figure 4.1). The correlation between satisfaction with communication and intention to quit was reduced in magnitude as the level of importance attributed to communication increased. For the first group who rated the importance of communication as “3” on the 6-point scale, the correlation between intention to quit and satisfaction with communication was found to be -.92; for the second group, who rated the importance of communication as “4”, the correlation between intention to quit and satisfaction with communication was found to be -.90; for the third group, who rated the importance of communication as “5”, the correlation between intention to quit and satisfaction with communication was found to be -.64; and for the final group, who rated the importance of communication as “6”, the correlation between intention to quit and satisfaction with communication was found to be -.53.

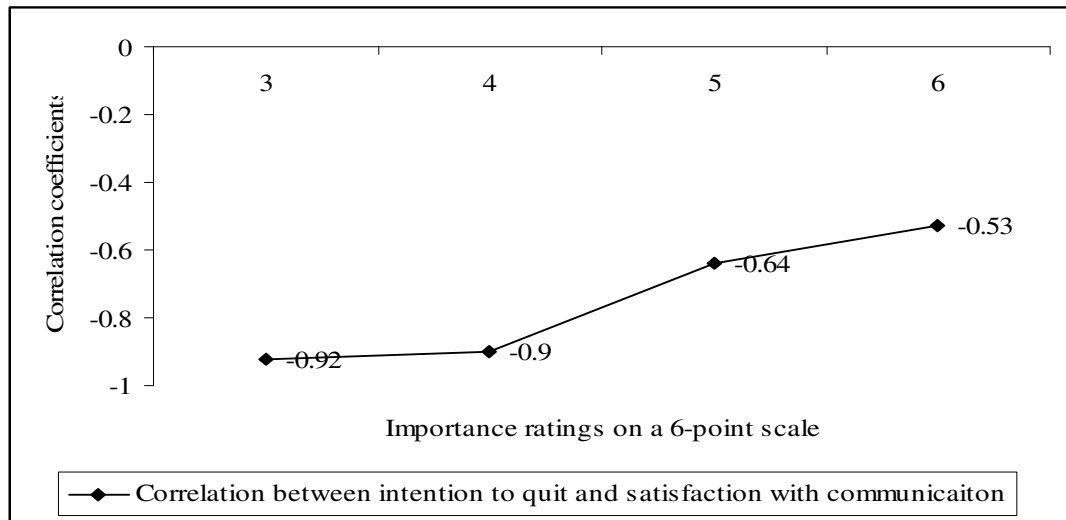


Figure 4.1 Correlation between intention to quit and satisfaction with communication according to the four perceived importance of communication score group

4.3 Post-hoc Analyses

4.3.1 Sex Differences

Because of sex differences in perceived importance of coworkers, perceived importance of nature of work and perceived importance of communication scores, three multiple regression analyses were repeated separately for males and females.

First, a moderated multiple regression analysis was conducted to test whether the moderation effect of perceived importance of coworker on the relationship between satisfaction with coworkers and intention to quit exists for both sexes. In the first block, satisfaction with coworker and perceived importance of coworker were regressed on the intention to quit, and in the second block, the cross-product of satisfaction score and the perceived importance score was added to the analysis for males, and then this analysis

was repeated for females. The results showed that for males, coworker satisfaction explained 12% of the total variance in intention to quit significantly, however weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance; and for females, coworker satisfaction explained 15% of the total variance in intention to quit significantly, however weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance.

Second, a moderated multiple regression analysis was conducted to test whether the moderation effect perceived importance of nature of work on the relationship between satisfaction with nature of work and intention to quit exists for both sexes. The results showed that for males, satisfaction with nature of work explained 31% of the total variance in intention to quit significantly, however weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance; and for females, satisfaction with nature of work explained 30% of the total variance in intention to quit significantly, however weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance.

Finally, a moderated multiple regression analysis was conducted to test whether the moderation effect perceived importance of communication on the relationship between satisfaction with communication and intention to quit exists for both sexes. The results showed that for males, satisfaction with communication explained 60% of the total variance in intention to quit significantly, and weighting the satisfaction scores with perceived importance created a significant change in the explained variance; on the other

hand, for females, satisfaction with communication explained 27% of the total variance in intention to quit significantly, however weighting the satisfaction scores with perceived importance did not make a significant change in the explained variance.

4.3.2 Explaining Intention to Quit

In the previous analyses, parallel to the hypotheses, the effects of pay satisfaction (page 54), satisfaction with promotion (page 55), satisfaction with supervision (page 57), satisfaction with contingent rewards (page 58), satisfaction with operating procedures (page 60), satisfaction with coworkers (page 61), satisfaction with nature of work (page 62) and satisfaction with communication (page 64) on intention to quit have been observed. In this section, because there are some correlations among these satisfaction scores, it was investigated whether which facets explain the variance in intention to quit.

A stepwise multiple regression analysis was conducted with all facets on intention to quit. The stepwise regression analysis was used in order to prevent any multicollinearity problem. The regression analysis included four facets in the model as predictors and these four facets explained 54% of the total variance in intention to quit. First, satisfaction with communication explained 39% of the total variance in intention to quit. Second, satisfaction with operating procedures created a significant change in the explained. Next, satisfaction with nature of work was incorporated in the model by the analysis. Finally, satisfaction with pay was included by the analysis as a predictor. The other facets were excluded (Table 4.19).

Table 4.19

Stepwise multiple regression analysis for intention to quit with unweighted facet satisfactions as predictor

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Model 1 | | | (1,138) | .392* | | 89.138* | |
| Satisfaction with communication | -.626* | .050 | | | | | |
| Model 2 | | | (2,137) | .477* | .084* | 62.396* | 22.055* |
| Satisfaction with communication | -.458* | .054 | | | | | |
| Satisfaction with operating procedures | -.315* | .067 | | | | | |
| Model 3 | | | (3,136) | .521* | .045* | 49.362* | 12.666* |
| Satisfaction with communication | -.350* | .057 | | | | | |
| Satisfaction with operating procedures | -.249* | .065 | | | | | |
| Satisfaction with nature of work | -.250* | .053 | | | | | |
| Model 4 | | | (4,135) | .543* | .022* | 40.067* | 6.353* |
| Satisfaction with communication | -.273* | .060 | | | | | |
| Satisfaction with operating procedures | -.293* | .064 | | | | | |
| Satisfaction with nature of work | -.240* | .053 | | | | | |
| Satisfaction with pay | -.169* | .060 | | | | | |

Note: * $p < .05$

4.3.3 Facet Satisfaction, Overall Job Satisfaction, and Intention to Quit

Spector (1997) claimed that facet approach could provide an extended understanding of an individual's satisfaction. On the other hand, Scarpello and Campbell (1983) showed that the sum of facet scores is not the same with the assessment of overall

job satisfaction. In this section, these arguments are investigated through testing whether the facets can explain additional variance beyond overall job satisfaction in intention to quit. In addition, the facets that can explain overall job satisfaction are examined.

First of all, the correlation between the total score of nine facet satisfactions and the overall job satisfaction was calculated. The Pearson correlation coefficient was significant ($r(140) = .77, p < .01$). A similar analysis by Spector found a correlation coefficient of .53 (1987; cited in Spector, 1997).

In order to investigate whether the facets can explain additional variance beyond overall job satisfaction in intention to quit, a hierarchical stepwise multiple regression analysis was conducted. First, overall job satisfaction explained 52% of the total variance in intention to quit by itself. The stepwise multiple regression analysis first included satisfaction with communication, and then, satisfaction with operating procedures (Table 4.20).

Table 4.20

Stepwise multiple regression analysis for intention to quit with overall job satisfaction and unweighted facet satisfactions as predictors

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|--------|------|---------|----------------|-----------------------|----------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Model 1 | | | (1,138) | .524* | | 154.024* | |
| Overall Job Satisfaction | -.726* | .079 | | | | | |
| Model 2 | | | (2,137) | .576* | .048* | 93.019* | 15.656* |
| Overall Job Satisfaction | -.549* | .096 | | | | | |
| Satisfaction with communication | -.282* | .054 | | | | | |
| Model 3 | | | (3,136) | .603* | .027* | 68.874* | 9.330* |
| Overall Job Satisfaction | -.480* | .098 | | | | | |
| Satisfaction with communication | -.225* | .054 | | | | | |
| Satisfaction with operating procedures | -.201* | .062 | | | | | |

Note: * $p < .05$

A further analysis was conducted in order to examine the facets that can explain overall job satisfaction. A stepwise regression analysis revealed that in the first step, satisfaction with nature of work explained 52% of the total variance in overall job satisfaction. Next, satisfaction with promotion was included by the analysis. Thirdly, satisfaction with operating procedures was added to the model by the analysis. Finally, satisfaction with coworkers was integrated by the analysis to the model. Overall, these four facets explained 68% of the total variance in overall job satisfaction (Table 4.18).

Table 4.21

Stepwise multiple regression analysis for overall job satisfaction with unweighted facet satisfactions as predictors

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|-------|------|---------|----------------|-----------------------|----------|----------|
| Criterion: Overall Job Satisfaction | | | | | | | |
| Model 1 | | | (1,138) | .520* | | 149.316* | |
| Satisfaction with nature of work | .721* | .050 | | | | | |
| Model 2 | | | (2,137) | .613* | .093* | 108.580* | 33.105* |
| Satisfaction with nature of work | .588* | .033 | | | | | |
| Satisfaction with promotion | .333* | .032 | | | | | |
| Model 3 | | | (3,136) | .667* | .054* | 90.792* | 21.972* |
| Satisfaction with nature of work | .504* | .032 | | | | | |
| Satisfaction with promotion | .301* | .030 | | | | | |
| Satisfaction with operating procedures | .253* | .038 | | | | | |
| Model 4 | | | (4,135) | .682* | .015* | 72.494* | 6.529* |
| Satisfaction with nature of work | .465* | .033 | | | | | |
| Satisfaction with promotion | .291* | .030 | | | | | |
| Satisfaction with operating procedures | .233* | .037 | | | | | |
| Satisfaction with coworkers | .196* | .040 | | | | | |

Note: * $p < .05$

4.3.4 Weighted Facet Satisfaction Scores and Overall Job Satisfaction

Previous studies (e.g., Rice & McFarlin, 1991) showed that weighting satisfaction scores with perceived importance scores did not create a significant change in the explanation of overall job satisfaction. To test in a different way, whether this is also relevant for the present sample, a stepwise regression analysis was conducted, whereby the overall job satisfaction was the dependent variable and the cross-products of each facet satisfaction and perceived importance of that facet were independent variables. Like in the case of unweighted satisfaction scores, the weighted nature of work explained the greatest percentage of the total variance in overall job satisfaction. Second, the weighted score of promotion was included by the analysis as a significant predictor and finally unlike in the case of unweighted scores, the weighted communication score was added by the analysis as a significant predictor. Overall, the three weighted scores explained .60 of the total variance in overall job satisfaction (Table 4.22).

Table 4.22

Stepwise multiple regression analysis for overall job satisfaction with weighted facet satisfactions as predictors

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|-------|------|---------|----------------|-----------------------|----------|----------|
| Criterion: Overall Job Satisfaction | | | | | | | |
| Model 1 | | | (1,138) | .472* | | 123.663* | |
| Weighted score of satisfaction with nature of work | .687* | .006 | | | | | |
| Model 2 | | | (2,137) | .568* | .095* | 89.968* | 30.170* |
| Weighted score of satisfaction with nature of work | .578* | .005 | | | | | |
| Weighted score of satisfaction with promotion | .327* | .006 | | | | | |
| Model 3 | | | (3,136) | .597* | .030* | 67.263* | 10.015* |
| Weighted score of satisfaction with nature of work | .496* | .006 | | | | | |
| Weighted score of satisfaction with promotion | .269* | .006 | | | | | |
| Weighted score of satisfaction with communication | .207* | .007 | | | | | |

Note: * $p < .05$

4.3.5 Weighted Facet Satisfaction Scores and Intention to Quit

To test whether there is difference between the amounts of variance explained in intention to quit by unweighted facet satisfaction scores and by weighted satisfaction score, a stepwise regression analysis conducted where intention to quit was the dependent variable and the cross-products of satisfaction scores and perceived importance scores are the independent variables. Table 4.23 summarizes the results of the analyses.

Table 4.23

Stepwise multiple regression analysis for intention to quit with weighted facet satisfactions as predictors

| | Beta | SE | Df | R ² | R ² Change | F | F Change |
|--|--------|------|---------|----------------|-----------------------|---------|----------|
| Criterion: Intention to Quit | | | | | | | |
| Model 1 | | | (1,138) | .315* | | 63.510* | |
| Weighted score of satisfaction with communication | -.561* | .010 | | | | | |
| Model 2 | | | (2,137) | .374* | .059* | 40.939* | 12.894* |
| Weighted score of satisfaction with communication | -.425* | .010 | | | | | |
| Weighted score of satisfaction with nature of work | .279* | .010 | | | | | |
| Model 3 | | | (3,136) | .418* | .044* | 35.529* | 10.204* |
| Weighted score of satisfaction with communication | -.331* | .011 | | | | | |
| Weighted score of satisfaction with nature of work | -.256* | .009 | | | | | |
| Weighted score of satisfaction with operating procedures | -.235* | .013 | | | | | |
| Model 4 | | | (4,135) | .446* | .028* | 27.186* | 6.914* |
| Weighted score of satisfaction with communication | -.270* | .011 | | | | | |
| Weighted score of satisfaction with nature of work | -.224* | .009 | | | | | |
| Weighted score of satisfaction with operating procedures | -.234* | .013 | | | | | |
| Weighted score of satisfaction with promotion | -.188* | .010 | | | | | |

Note: * $p < .05$

Table 4.24*Summary Table of Hypotheses*

| | Hypotheses | | Explanation |
|----|---|----|---|
| 1a | Neuroticism, Conscientiousness and Extraversion will be positively related to perceived importance of pay, while Openness will be negatively related to it. | NS | |
| 1b | Perceived importance of pay will moderate the relationship between pay satisfaction and intention to quit. | NS | |
| 2a | Conscientiousness and Extraversion will be positively related to perceived importance of promotion, while Agreeableness will be negatively related to it. | NS | |
| 2b | Perceived importance of promotion will moderate the relationship between satisfaction with promotion opportunities and intention to quit. | NS | |
| 3a | Extraversion, Agreeableness, Neuroticism and Openness will be positively related to perceived importance of supervision. | PS | Neuroticism explained 3% of the variance in the perceived importance of supervision significantly and Agreeableness created a significant R^2 change in the explained variance. |
| 3b | Perceived importance of supervision will moderate the relationship between satisfaction with supervision and intention to quit. | NS | |

Table 4.24*Continued*

| | Hypotheses | | Explanation |
|----|---|----|--|
| 4a | Extraversion, Neuroticism and Conscientiousness will be positively related to perceived importance of fringe benefits, while Openness will be negatively related to it. | PS | Neuroticism explained 4% of the variance in the perceived importance of fringe benefits significantly; Agreeableness had a significant positive correlation with it. |
| 4b | Perceived importance of fringe benefits will moderate the relationship between satisfaction with fringe benefits and intention to quit | NS | |
| 5a | Extraversion and Conscientiousness will be positively related to perceived importance of contingent rewards, while Agreeableness will be negatively related to it. | NS | |
| 5b | Perceived importance of contingent rewards will moderate the relationship between satisfaction with contingent rewards and intention to quit. | NS | |
| 6a | Openness will be negatively related to perceived importance of operating procedures while Conscientiousness and Neuroticism will be positively related to it. | PS | Conscientiousness explained 3% of the variance in the perceived importance of operating procedures significantly. |
| 6b | Perceived importance of operating procedures will moderate the relationship between satisfaction with Operating procedures and intention to quit. | NS | |

Table 4.24*Continued*

| | Hypotheses | | Explanation |
|----|---|----|---|
| 7a | Extraversion, Agreeableness, Neuroticism and Openness will be positively related to perceived importance of coworkers. | PS | Neuroticism explained 4% of the variance in the perceived importance of coworkers significantly. |
| 7b | Perceived importance of coworkers will moderate the relationship between satisfaction with coworkers and intention to quit. | NS | |
| 8a | Extraversion, Conscientiousness and Openness will be positively related to the perceived importance of nature of work. | PS | Neuroticism explained 6% of the variance in the perceived importance of nature of work significantly and Openness had a significant positive correlation with it. |
| 8b | Perceived importance of nature of work will moderate the relationship between satisfaction with nature of work and intention to quit. | NS | |
| 9a | Extraversion, Neuroticism and Openness will be positively related to perceived importance of communication facet. | S | Conscientiousness had a significant positive correlation with it. |
| 9b | Perceived importance of communication will moderate the relationship between satisfaction with communication and intention to quit. | NS | |

Notes: NS denotes not supported, S denotes supported, PS denotes partially supported.

Chapter V

DISCUSSION

The purpose of the present study was to understand the relationship between facet satisfaction and the intention to quit through moderating effects of perceived importance of each individual facet, which, in turn, may be related to personality. Two major and related questions were investigated for each of the facets of job satisfaction: (a) whether the importance attributed to the facet is influenced by the personality of the individual, and (b) whether the importance attributed to the facet moderates the relationship between facet satisfaction and the intention to quit. There were eight hypotheses with two parts capturing those two questions, respectively. In order to test these hypotheses, stepwise regression analyses and multiple regression analyses were used.

For the hypotheses tapping the relationships between personality dimensions and importance perceptions, the stepwise multiple regression analyses and correlation coefficients revealed that Neuroticism explained significant variance in perceived importance of supervision, in perceived importance of fringe benefits, in perceived importance of coworkers, in perceived importance of nature of work and in perceived importance of communication. Agreeableness explained significant variance in perceived

importance of supervision, and it had a positive correlation with perceived importance of fringe benefits. Conscientiousness explained significant variance in perceived importance of operating procedures and it had a positive correlation with perceived importance of communication, Openness explained significant variance in perceived importance of communication and had a positive correlation with perceived importance of nature of work, and Extraversion explained significant variance in perceived importance of communication.

The relationships that Neuroticism had with importance perceptions is consistent with the argument that because those individuals high in Neuroticism are anxious and they perceive their environment as threatening (Costa & McCrae, 1992), they give importance, first of all, to people whom they work with at both supervisory and peer level. They also perceive the communication within the organization as important, because any type of uncertainty could be threatening for them. The relationship between fringe benefits and Neuroticism also makes sense because people high in Neuroticism perceive financial elements important because they have worries about life (Rolland, 2002). Parallel to this argument, it was expected that Neuroticism would have a significant correlation with perceived importance of pay; however, the present data did not support this argument. Neuroticism has not been expected to explain significant variance in perceived importance of nature of work because, as Furnham et al. (1999) suggested, people high in Neuroticism are more interested in hygiene factors that could be grouped as more materialistic or relational factors but not among the motivator factors

which are more related to inner perceptions like interest in work, recognition or promotion. However, the present data revealed that there was indeed such a relationship. This could be explained in accordance with the worrying and anxious characteristics of Neuroticism. Having an interest in what they do and feeling that the work they do is valuable might make them feel more comfortable with their work life.

The findings related to Agreeableness dimension is parallel to the limited literature examining personality traits and perceived importance (Furnham et al., 2005). For the Agreeable people, interpersonal relationships are very important (Costa & McCrae, 1992). Therefore, they perceive manager as an important element of job. However, it has been also expected that Agreeableness would also have a significant relationship with perceived importance of coworkers, but the present data did not support this expectation. Moreover, although the stepwise regression analysis did not include it as a significant predictor in the model, the correlation analysis revealed that Agreeableness had a significant positive relationship with perceived importance of fringe benefits. This is an interesting finding because Agreeableness is a dimension that is more related to interpersonal relationships (Costa & McCrae, 1992). Therefore, there is not a clear and obvious account for this relationship.

Although the stepwise regression analysis did not reveal Openness as a significant predictor of perceived importance of nature of work, zero-order correlations (Table 4.2) showed that there is a positive significant relationship between them. This relationship

supports the argument that for people high in Openness, it is important to work on things that they have interest in (Furnham et al., 2005). Openness has also explained significant variance in the perceived importance of communication because, as mentioned previously people high in Openness want to know inner and outer worlds (Costa & McCrae, 1992), therefore they perceive the communication facet as important.

The analyses regarding Conscientiousness revealed that Conscientiousness accounted for significant variance in the perceived importance of operating procedures. This result supports the claim that people high in Conscientiousness have respect for standards and procedures (Rolland, 2002); therefore they perceive it as important. Moreover, although the stepwise regression analysis did not indicate it to be a significant predictor, zero-order correlations demonstrated that there is a significant positive correlation between Conscientiousness and perceived importance of communication. There was not any study in the literature arguing and supporting this relationship, however, the present data revealed that people high in Conscientiousness perceived communication of the organization and within the organization as an important element. This might be because of the fact that, as mentioned in the case of operating procedures, people high in Conscientiousness respect (Rolland, 2002) and perceive procedures as important, and maybe they perceive communication also important in order to understand written and also de-facto procedures more clearly.

Finally, Extraversion was found to be related to importance of communication. Extravert people are interested in human dimension of the environment; therefore they perceive communication as an important job element. It was interesting not to find any relationship between Extraversion and importance of supervision and importance of coworkers because one of the primary attributes of Extraversion is the emphasis on relationships (Costa & McCrae, 1992). Such a result may stem from the fact that Extraversion is more related to the quantity of the relationships than its quality which is more relevant for Agreeableness and the items in the present questionnaire might be related more to the quality than the quantity of the relationship. Therefore Extraversion did not emerge as related to the perceived importance of those facets.

The relationships yielded by the analyses of the present data are consistent with the limited literature. However, there were expected relationships that could not be demonstrated with the present data, such as the relationship between Extraversion and contingent rewards. Gray (1970; cited in Lucas et al., 2000) argued that people high in Extraversion are sensitive to rewards. Therefore they would perceive contingent rewards as important. Although there is a theoretical deficiency in explaining the effect of personality on perceptions of importance, there might be some ways to explain why some relationships were not significant. First of all, there may be some extraneous factors that have an impact on importance perceptions. For example, people might perceive the meaning of “importance” differently. Russell and Hubley (2005) claimed that

although the question “how important is this domain to you?” may appear straightforward at first glance, it can, in fact, be interpreted in various ways. For

example, some respondents might treat this as a question about preferences (i.e., “In which of these domains would you most like to see change?”), whereas others might take it as a question about influences (i.e., “how much do these domains affect your quality of job satisfaction”) (p.121).

Such inconsistencies between participants’ perceptions and researchers’ intentions might have had a significant effect on measurement. The participants might have perceived “How important to you?” as a “need” question and responded in accordance with their needs but not in accordance with their perception of influence which, in turn, would be more related to their personalities. Thus, for example, a person with a high status might not have perceived promotion as an important element because he/she was already highly promoted and does not need to have any promotion activity anymore. This may be, for instance, measured by looking at the relationship between position level and the perceived importance scores of promotion. Unfortunately, the position level information of the participants was not available in the present study; therefore this question remains to be investigated in future research.

Another factor that may be influential in the perception of importance of different facets may be occupational differences. For instance, blue-color workers might perceive working conditions or job security as more important facet while office workers or white-color workers might perceive advancement or recognition as more important. Although the effect of occupational differences on perception of importance has been studied before but no such a relationship was observed (e.g., Lahiri & Choudhuri, 1966), it may be worth

to be investigated. Unfortunately, the effect of occupation could not be investigated with the present data because the sample consisted of white-collar employees only.

Besides these issues, there is an important measurement issue that may have affected the outcomes. The descriptive statistics revealed that there is a truncated range in the perceived importance scores. For all the perceived importance scores except perceived importance of operating procedures the median was found to be five. On a scale of 1 to 6, this indicates a serious range limitation preventing adequate measurement. This could have been overcome by using another measurement method like Q-sort or point distribution. However such methods also entail problems because such ranking procedures impose differences between facets that may not reflect reality of the perception by the employees. A facet regarded as highly important may be ranked as not important, which would misguide the results. However, this truncated range in the importance perceptions might not be the result of the measurement style mentioned above. Some researchers have suggested that importance ratings are susceptible to various types of response bias (Russell & Hubley, 2005). For example, the importance ratings might be influenced by acquiescence bias, which is the tendency to respond positively to all items independent of the item contents (Friborg, Martinussen & Rosenvinge, 2006). Hofstede (1984) suggested that ratings of work related importance may be affected by the tendency of participants to rate all elements as important on the measure. He claimed that especially participants coming from collectivistic cultures are more prone to this bias (1984).

Another point is that there might be the problem of common-method variance. Both personality and importance perceptions were assessed via self-reports. Common-method variance could base on the fact that the variables are obtained from the same source and it can either raise or reduce observed relationships between variables hence leading to both Type I and Type II error (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). For the present research, because it was necessitated self-report responses it was not possible to use different sources, however, the personality inventory, the satisfaction and perceived importance part of the questionnaire could be applied at different times in order to prevent possible common variance method error.

For the second set of hypotheses regarding the moderating effect of perceived importance on the relationship between facet satisfaction and intention to quit, multiple regression analyses yielded only that perceived importance of communication moderated the relationship between satisfaction with communication and intention to quit. As mentioned previously, for the first group who rated the importance of communication as “3” on the 6-point scale, the correlation between intention to quit and satisfaction with communication was found to be -.92; for the second group, who rated the importance of communication as “4”, the correlation between intention to quit and satisfaction with communication was found to be -.90; for the third group, who rated the importance of communication as “5”, the correlation between intention to quit and satisfaction with communication was found to be -.64; and for the final group, who rated the importance of communication as “6”, the correlation between intention to quit and satisfaction with communication was found to be -.54. However, the low sample size in those selecting

average or above average ratings (i.e., 6 and 18 ratings as 3 and 4 on a 6-point scale) and the low difference between larger groups rating importance as high and very high (i.e., 5 and 6) alleviates the possibility of a real relationship.

Theoretically, those results seem to be supporting the arguments of Locke's model of facet satisfaction (1976). According to Locke, job satisfaction, like other emotional responses, is nothing more than the combination of the relationships between what the person expects from a particular job facet, what he/she perceives as having that facet of the job (i.e., facet description), and the importance he/she put on that facet. Therefore, Locke believed that "Weighting the individual job satisfaction estimates by importance would, in this view be redundant since importance is already reflected in these ratings" (p. 1305). Although there were studies supporting this argument (e.g., McFarlin & Rice, 1991), these studies examined the overall job satisfaction as the criterion, and because there is an already supported relationship between facet satisfaction and overall job satisfaction, it was thought that weighting the satisfaction scores with importance might not have any incremental effect. Parallel to this, it was proposed in the present study that this picture might be different for another criterion like the intention to quit. The results of the study might be demonstrating that the picture is not different for another criterion and as Locke (1976) argued weighting the scores had been redundant and the effect of perceived importance might have been found by chance. However, if, as Locke (1976) argued, satisfaction scores already capture importance perceptions, then there should be high significant positive correlations between those two constructs. However, as demonstrated in Table 4.2, for promotion, supervision, fringe benefits, operating

procedures, nature of work and communication facets this was not the case. The relationships between the satisfaction and importance rating of those facets were found to be non-significant. Therefore, the results of the study neither support nor refute the arguments of Locke (1976).

Finally, it might be possible that for employees, the relationship between satisfaction and the intention to quit might be affected by other factors like perceived job opportunities that dispose of the effect of perceived importance of the facet in question. For example, an employee might perceive reward system important, and he/she might have satisfaction problems with the system, however, the relationship between his/her satisfaction with the present reward system and his/her intention to quit the job might be moderate because he does not have any perception of the availability of alternative jobs, which is a function of market conditions (Hwang & Kuo, 2006). In fact, Schneider et al. (1992) claimed that “Job satisfaction is a function of not only what people have but also what people have the opportunity to have” (p. 53). For example, a present study conducted by Hwang and Kuo (2006) revealed that job satisfaction does not have a significant relationship with turnover intention; however, the interaction between job satisfaction and perceived alternative employment opportunities does have a negative effect on turnover intention.

In addition to those analyses related to the hypotheses, correlational analyses that were conducted to test whether age and tenure of the participants are related to the study

variables revealed that they were not related to satisfaction with the nine facets except satisfaction with coworkers. However, these correlations were of small magnitude accounting for only about 4% of the variance. Age was found to be also significantly and negatively related to perceived importance of promotion. This might be because of the fact that young people especially who are newly graduated have very high expectations and therefore put high importance on promotion. In contrast, as employees get older they might not consider higher positions as important anymore.

The post-hoc analyses demonstrated important findings in terms of research implications. The analyses yielded that four facets have explained 54% of the total variance in intention to quit. These facets were communication, operating procedures, nature of work and pay. This finding is impressive in the sense that the studies in the literature revealed generally that the only facet with a significant negative relationship with intention to quit was the nature of work (e.g., Campbell & Campbell, 2003). Moreover, the results of the studies on pay satisfaction were contradicting (e.g., Campbell & Campbell, 2003; Griffeth et al., 2000; Mobley et al., 1978). After overall job satisfaction was added to the analyses, it was found that satisfaction with communication and satisfaction with operating procedures explained additional variance in the intention to quit. This finding is interesting because the literature showed that the facet which could explain additional variance beyond the overall job satisfaction was the satisfaction with the work itself (e.g., Griffeth et al., 2000). However, in the present study it was found that when overall job satisfaction was added to the model, the effect of nature of

work disappeared. This could be because of the fact that satisfaction with nature of work explained 52% of the total variance in the overall job satisfaction. In addition to the nature of work, satisfaction with promotion, satisfaction with operating procedures and satisfaction with coworkers were found to be the facets explaining the overall job satisfaction; those four facets explained 68% of the total variance in overall job satisfaction. Some previous studies revealed significant positive relationships between the nature of work, promotion and coworker and overall job satisfaction (e.g., Campbell & Campbell, 2003; Mobley et al., 1978). However, there is not any previous study revealing operating procedure among the facets explaining overall job satisfaction.

In addition, to test whether weighting satisfaction scores with perceived importance scores create a significant change in the explanation of overall job satisfaction, a stepwise regression analysis was conducted. Like in the case of unweighted satisfaction scores, the weighted score of nature of work explained the greatest percentage of the total variance in overall job satisfaction; however, the explained variance by unweighted satisfaction with nature of work was .52 as opposed to .47 for the weighted satisfaction with nature of work. Second, the weighted score of promotion was included as a significant predictor like in the case of unweighted scores and the R^2 change in the explained variance was similar for both cases. Finally, unlike in the case of unweighted scores, the weighted communication score was added by the analysis as a significant predictor. Overall, the three weighted scores explained 60% of the total variance in overall job satisfaction. In the case where unweighted satisfaction scores were

used, four facets explained 68% of the total variance in overall job satisfaction and weighted scores explained less variance in the overall job satisfaction. In addition, two facets, which explained significant variance in overall job satisfaction in the analyses using unweighted scores, were not included into the model when weighted by importance scores. Moreover, a different facet, satisfaction with communication, was added to the model in the latter analysis.

In order to test whether there is difference between the variance explained in intention to quit by unweighted facet satisfaction scores and by weighted satisfaction score; a stepwise regression analysis was conducted. The results showed that when weighted satisfaction with communication, satisfaction with nature of work, satisfaction with operating procedures and satisfaction with promotion explained 45% of the total variance in intention to quit. This was 54% for the unweighted scores whereby satisfaction with communication, satisfaction with operating procedures, satisfaction with nature of work and satisfaction with pay were entered to the model by the analysis. Like in the case of overall job satisfaction, the explained variance in intention to quit was reduced when the satisfaction scores were weighted by importance perceptions.

Although, weighting the scores may have produced interesting results, similar to earlier studies, it did not add any new information to that provided by the unweighted scores.

5.1. Limitations and Future Directions

Two major limitations seem to be particularly noticeable. Both were mentioned in previous discussion. They were the problems of truncated range and sampling.

There was a very strong range limitation in the perceived importance scores. Although this may not necessarily be a function of the scales used and it may be just reflecting the fact that the employees perceive all facets as important, the study could be replicated with another measurement method for the importance perceptions. However, one must bear in mind that any alternative method of measurement forcing a ranking may be creating artificial differences between facets and imposing an ordinal structure to what may be considered an interval measure.

Another limitation was the method of sampling used. Convenience sampling was used for data collection which limits the generalizability of the results to other populations of employees and organizations. Even though there is no clear bias regarding the present sample, the study needs to be repeated with a different sample for validation purposes.

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APPENDICES

Appendix A

Sayın katılımcı,

Bu araştırma, Koç Üniversitesi Psikoloji Bölümü'nden Neslihan Turnalar'ın yüksek lisans tezidir. Araştırmanın amacı, kişilik, iş tatmini ve işi bırakma eğilimi hakkında bilgi almaktır. Ayrıca uluslararası bilim literatürüne de önemli katkıları olabilecektir. Bu nedenle **katılımınız çok önemlidir**.

Araştırmaya katılımınız gönüllüdür. Cevaplarınızı şirketinizle PAYLAŞILMAYACAKTIR. Şirketlere istendiği taktirde sadece iş memnuniyeti hakkında genel rapor sunulacaktır. **Bu rapor kesinlikle kişilik envanteri sonuçlarını ya da bireylere ait bilgileri İÇERMEYECEKTİR.**

Anket sorularına vereceğiniz cevaplar doğru ya da yanlış olarak nitelendirilemez. **BU BİR TEST DEĞİLDİR; DOĞRU VE YANLIŞ CEVAPLAR YOKTUR.** Sadece kendinize ilişkin bilgi ve düşüncelerinizi dürüst olarak belirtmeniz gerekmektedir. Süre sınırlaması yoktur; anket, yaklaşık 10-15 dakika, kişilik envanteri de 20-30 dakika sürmektedir.

Her cümleyi dikkatle okuyunuz ve yanıtlayınız. **LÜTFEN HİÇBİR MADDEYİ BOŞ BIRAKMAYINIZ.**

Formlarda adınızı belirtmek yerine en az **6 HANELİ, HARF VE RAKAMLARDAN OLUŞAN BİR KOD OLUŞTURUN** (Örnek: N03T09). Bu kod, başkalarının da seçebileceği kelime veya rakamlardan (Fener1907 gibi) oluşmamalıdır. **KODUNUZU HEM BU FORMUN ÜZERİNE HEM DE NEO PI-R CEVAP FORMUNA YAZINIZ.**

İsterseniz kişilik envanteri raporunuz size gönderilebilir. Bunun için elektronik posta adresinizi cevap formunun üzerine yazın. Rapor istiyorsanız fakat kişilik envanteri üzerine adresinizi yazmak istemiyorsanız kodunuzu nturnalar@ku.edu.tr adresine gönderin.

Çalışmamıza yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurarak araştırmamıza katıldığınız için çok teşekkür ederiz. Lütfen sorularınızı aşağıdaki adreslere yönlendirin.

Saygılarımızla,

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Anketi nasıl doldurmanız gerektiği aşağıdaki örnekte gösterilmektedir.

Kitap okumaktan kesinlikle hoşlanmıyorsanız, ölçekte "Kesinlikle Katılmıyorum" ifadesi size en uygun olacaktır. Bu ifadenin karşılığı olan 1 rakamını, ilgili maddenin yanındaki kutucuğa yazınız.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-----------------------------|--------------|--------------------|-------------------|-------------|------------------------|
| Kesinlikle katılmıyorum | Katılmıyorum | Biraz katılmıyorum | Biraz katılıyorum | Katılıyorum | Kesinlikle katılıyorum |
| Kitap okumaktan hoşlanırım. | | | | | 1 |

BÖLÜM 1. Aşağıda, işinizin dokuz farklı parçası ile ilgili maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı verilen ölçeği kullanarak değerlendiriniz.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------------|--------------|------------------|-------------------|-------------|------------------------|
| Kesinlikle katılmıyorum | Katılmıyorum | Pek Katılmıyorum | Biraz katılıyorum | Katılıyorum | Kesinlikle katılıyorum |

Ücret

| | |
|---|--|
| 1. Yaptığım iş için bana adil bir ücret ödendiğini düşünüyorum. | |
| 2. Maaş zamları çok düşük ve seyrek. | |
| 3. Bana ödenen ücreti değerlendirdiğimde şirket tarafından takdir edilmediğimi düşünüyorum. | |
| 4. Maaş artışlarından memnunum. | |

Terfi Olanakları

| | |
|--|--|
| 5. İşimde terfi edebilme imkanım gerçekten çok az. | |
| 6. Bu şirkette, işini iyi yapanların terfi edebilme şansları yüksektir. | |
| 7. Burada çalışanlar, benzeri şirketlerde çalışanlar kadar hızlı yükselir. | |
| 8. Terfi sisteminden memnunum. | |

Yönetici

| | |
|--|--|
| 9. Yöneticim işinde hayli yetkindir. | |
| 10. Yöneticim bana karşı adil değildir. | |
| 11. Yöneticim astlarının hislerine çok az ilgi gösterir. | |
| 12. Yöneticimi seviyorum. | |

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------------|--------------|------------------|-------------------|-------------|------------------------|
| Kesinlikle katılmıyorum | Katılmıyorum | Pek Katılmıyorum | Biraz katılıyorum | Katılıyorum | Kesinlikle katılıyorum |

Yan Haklar (Yemek, Servis, Cep telefonu, Araba, Özel Sağlık Sigortası vb.)

| | |
|---|--|
| 13. Bana tanınan yan haklardan memnun değilim. | |
| 14. Sahip olduğumuz yan haklar benzeri şirketlerin sundukları kadar iyidir. | |
| 15. Sahip olduğumuz yan haklar adildir. | |
| 16. Sahip olmadığımız ama olmamız gerektiğini düşündüğüm yan haklar vardır. | |

Ödüllendirme

| | |
|--|--|
| 17. İyi bir iş yaptığımda, hakkettiğim takdiri alırım. | |
| 18. Yaptığım işin takdir edildiğini hissetmiyorum. | |
| 19. Burada çalışanlara düşük miktarda ödül verilir. | |
| 20. Çabalarımın yeterince ödüllendirildiğini düşünmüyorum. | |

İş Koşulları

| | |
|--|--|
| 21. Kurallarımızın ve prosedürlerimizin pek çoğu bir işi iyi yapmayı zorlaştırır. | |
| 22. İyi bir iş yapmak için harcadığım çabalar bürokrasi tarafından nadiren engellenir. | |
| 23. İşte yapmam gereken çok fazla gereksiz şey vardır. | |
| 24. Çok fazla bürokratik işlem / evrak işlemi vardır. | |

İş Arkadaşları

| | |
|---|--|
| 25. Birlikte çalıştığım insanları seviyorum. | |
| 26. Birlikte çalıştığım insanların beceriksizliği yüzünden daha fazla çalışmak zorunda kaldığımı fark ediyorum. | |
| 27. İş arkadaşlarımdan keyif alıyorum. | |
| 28. İş yerinde çok fazla atışma ve kavga vardır. | |

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------------|--------------|------------------|-------------------|-------------|------------------------|
| Kesinlikle katılmıyorum | Katılmıyorum | Pek Katılmıyorum | Biraz katılıyorum | Katılıyorum | Kesinlikle katılıyorum |

İşin Doğası ve İçeriği

| | |
|---|--|
| 29. Bazen yaptığım işin anlamsız olduğunu hissediyorum. | |
| 30. İşte yaptıklarımı seviyorum. | |
| 31. Yaptığım işle gurur duyuyorum . | |
| 32. Yaptığım iş keyiflidir. | |

İletişim

| | |
|--|--|
| 33. Bu şirkette iyi düzeyde bir iletişim olduğu düşüncesindeyim. | |
| 34. Bu şirketin hedefleri benim için net değil. | |
| 35. Sık sık, bu iş yerinde ne olup bittiğini bilmediğimi hissediyorum. | |
| 36. Görevler ve sorumluluk alanları açık ve net değildir. | |

BÖLÜM 2. Lütfen aşağıdaki her maddeyi **BÖLÜM 1** 'deki ifadeleri göz önünde bulundurarak dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı verilen ölçeği kullanarak değerlendiriniz.

| 1 | 2 | 3 | 4 | 5 | 6 |
|---------------------|---------------------|----------------------------|------------------|--------------------|----------------|
| Hiç Önemli Değildir | Pek Önemli Değildir | Ne Önemlidir Ne Önemsizdir | Biraz Önemlidir. | Oldukça Önemlidir. | Çok Önemlidir. |

| | |
|--|--|
| 1. Benim için aldığım ücret ... | |
| 2. Benim için şirketimdeki terfi etme olanakları ... | |
| 3. Benim için yöneticimin özellikleri ... | |
| 4. Benim için şirketimdeki yan haklar ... | |
| 5. Benim için şirketimdeki ödüllendirme ... | |
| 6. Benim için şirketimdeki prosedürler ... | |
| 7. Benim için iş arkadaşlarımla özellikleri ... | |
| 8. Benim için işimin doğası ve özellikleri ... | |
| 9. Benim için şirket içi iletişim ... | |

BÖLÜM 3. Aşağıda işiniz ile ilgili maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı aşağıdaki ölçeği kullanarak değerlendiriniz.

| 1 | 2 | 3 | 4 | 5 |
|-------------------------|--------------|---|-------------|------------------------|
| Kesinlikle Katılmıyorum | Katılmıyorum | Ortadayım (Biraz Katılıyorum Biraz Katılmıyorum) | Katılıyorum | Kesinlikle Katılıyorum |

| | |
|--|--|
| 1. Önümüzdeki sene içinde aktif olarak yeni bir iş arayacağım. | |
| 2. Bir bütün olarak baktığımda işimden memnunum. | |
| 3. Şu anki işimi bırakmayı sıklıkla düşünüyorum. | |
| 4. Genel olarak işimi sevmiyorum. | |
| 5. Büyük ihtimalle yakında yeni bir iş arayacağım. | |
| 6. Genel olarak burada çalışmayı seviyorum. | |

KİŞİSEL BİLGİLER:

Kod: _____ (örnek: N03T09)

Çalışmakta olduğunuz şirket: _____

Şirketinizin içinde bulunduğu sektör: _____

Çalışmakta olduğunuz bölüm: _____

Şu anda çalışmakta olduğunuz iş yerinde hangi yıldan beri çalışmaktasınız? _____

Doğum yılınız: _____

Cinsiyetiniz: Erkek Kadın

ANKETİMİZE KATILDIĞINIZ İÇİN TEŞEKKÜR EDERİZ!