

## What's really important: factors to make workers productive

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### ABSTRACT

Employers offer a variety of benefits and promote their distinctive culture to attract and retain talent. Studies have overwhelmingly showed that satisfied workers were more productive, loyal, and more attuned to the goals of the organization. In a study of over 330 workers, with various levels of education, personality type, and salary, the researchers were able to ascertain which factors provided the most satisfaction. However, satisfaction alone does not answer the real question of the importance of that factor. For example, the respondents in this study were extremely satisfied with living in close proximity to their work. However, the importance of living nearby turned out to be the lowest measured factor by gender, personality type and income. This study will delineate which factors are of the highest importance and correspondingly reveal their satisfaction or dissatisfaction with each. The results could help organizations by focusing on the factors which employees really value.

Key words: Work satisfaction, Hertzberg, Intrinsic, Extrinsic

## INTRODUCTION

Managers and Human Resource professionals are seeking the magical elixir to motivate and mollify their workforce. The basis of many of their actions are found in their pursuit of utilizing Intrinsic and Extrinsic factors. In general, intrinsic factors are defined as factors within you, which motivates you to complete a behavior for the internal satisfaction it provides. Conversely, extrinsic factors are those outside of the person and the action performed will lead you to that reward, which is often tangible (Kuijk, 2018). This concept was expounded by psychologist Frederick Herzberg in 1959. Intrinsic factors were motivators and extrinsic factors categorized as hygiene factors. Job satisfaction is increased by motivators/intrinsic factors and job dissatisfaction is affected by hygiene factors (Herzberg, 1959). Motivators consist of Achievement, Recognition, Responsibility, the Work Itself, Advancement, Personal Growth while Hygiene Factors consist of Wages, Benefits, Policies and Rules, Working Conditions, Supervisor Quality.

The researchers sought to examine common intrinsic and extrinsic workplace factors to gauge the workers satisfactions. Then, those workers were asked to rate the importance of each factor. For example, respondents were extremely satisfied living in close proximity to their place of work, however this factor was rated the lowest in overall importance.

## PURPOSE

The purpose of this study is to examine nine additional factors which could help determine what workers value and their satisfaction with each. The results will be analyzed by total, gender, personality type, and level of income to ascertain if there is a difference by these variables.

## RESEARCH HYPOTHESES

The following hypotheses will guide this study.

- H1. Males will rate their satisfaction with work factors higher than females.
- H2. Females will rate the importance of work factors higher than males.
- H3. Extroverts will rate their satisfaction with work factors higher than Introverts.
- H4. Introverts will rate the importance of work factors higher than Extroverts.
- H5. Workers earning more than \$50K will rate their satisfaction with work factors higher than workers earning less than \$50K
- H6. Workers earning less than \$50K will rate the importance of work factors higher than workers earning more than \$50K.
- H7. The Importance of Factors will be greater than the Satisfaction with factors in a statistically significant manner by gender, personality, and income.

## LITERATURE REVIEW

### Work Factors

Work values are the rewards a person wants to gain from his or her job (Schwartz, 1999). Work behaviors and outcomes can be predicted by the work values of an individual (O'Brien, 1992). Vansteenkiste et al., (2007), found that the work values a person has are related to both loyalty and job satisfaction. It has also been noted that certain work values are correlated with higher salaries and job performance (Frieze, Olson, Murrell, & Selvan, 2006).

According to Lundberg, Gudmundson, and Andersson (2009), there are two categories of work values: intrinsic factors and extrinsic factors. Intrinsic factors include responsibility and recognition, whereas extrinsic factors include salary and reward system. Simply stated intrinsic factors come from doing the internal satisfaction of doing that task itself while extrinsic factors are those that arise from completing the task, such as a reward.

Lebo, Harrington, and Tillman (1995) indicated that there are differences in work values based on both individual factors and cultural factors. Further, it seems as if some work values are universally important, but others vary due to cultural differences. The work values that are important to workers in the United States may not be the same or relevant at all in other countries due to the differences in culture between the countries.

Haslett and Leidel (2015) found that the work values that are important to employees in the United States are individualized work, competition, and achievement. This may be due to the culture of the U.S. The culture in the United States places a heavy emphasis on individualism and independence. These attributes have been widely documented by Hofstede.

Extrinsic values are shown in multiple studies to be most important in the United States (Duffy & Sedlacek, 2007; Haslett & Leidel, 2015). Furthermore, Lee, Terada, Shimizu, Lee, and Lee (2017) indicated that the extrinsic value of job security is the overall most important work value held by workers in the United States. However, it seems that disparities are present in the personal work values of individuals. For instance, Jones (2006) found many different work values, both extrinsic and intrinsic, to be important to individuals, including fulfilling work, assisting others, high salary, and flexibility within the job tasks and hours. The same study found that the features of a job that are most disliked by workers are low salary, inadequate managers, and dull work (Jones, 2006). Individual background and gender both influence the way in which a person's work values are developed (Duffy & Sedlacek, 2007).

## **Income Level**

Inglehart (1997) explained that individuals who live in financially advanced countries tend to take survival for granted. As time has gone on, a change in work values has come to exist (Huang & Van de Vliert, 2003). For instance, work values related to financial achievement, such as salary, have become less important than work values associated with individualism (Inglehart, 1997). Therefore, intrinsic factors are valued more than extrinsic factors in these countries, which includes the United States. According to Huang and Van de Vliert (2003), in poorer nations, there is a positive correlation between extrinsic factors like pay and job security with job satisfaction, while intrinsic job factors, like independence and acknowledgement, are less important. This is associated with classical deprivation theory, which proposes that those who lack social or material assets will value them highly (Runciman, 1966). Though there is a privation of research as this relates to individual income level, it is conceivable that the same concept can be employed, suggesting that workers who have a lower salary may value extrinsic work factors more than intrinsic factors.

Past studies have reinforced this concept. For example, Smith and Powell (1990) found that male students anticipated higher pay when their fathers had a lower level of education. In addition, another study found students whose parents earned either a low or high income held extrinsic values at a higher importance than students whose parents fell into the median income category (Duffy & Sedlacek, 2007). This finding makes logical sense as each generation desires to have a better life style than their parents.

## **Gender**

Gender also has an effect on the development of a person's work values. Many studies have found numerous differences between the work values of males and females (Duffy & Sedlacek, 2007; Jones, 2006; Westover, 2010). In one study of 51 varying work values, 43 (84%) of those work values were influenced significantly by gender (Haslett & Leidel, 2015). In addition, females rated the seven work values that were not significantly different as more important than the males did.

In general, females often seek jobs that allow them to benefit others, develop skills or knowledge, and dedicate time to their families (Cinamon & Rich, 2002; Konrad, Ritchie, Lieb, & Corrigan, 2000; Post-Kammer, 1987). On the other hand, males tend to prefer jobs that offer high salaries, status, opportunities for advancement, authority over others, risk taking, and a large amount of responsibility (Konrad et al., 2000; Post-Kammer, 1987; Weisgram, Bigler, & Liben, 2010).

According to Duffy and Sedlacek (2007), many studies have shown that women view intrinsic values as most important, specifically those related to the social aspects of their job. In fact, Jones (2006) found that females regarded the social element of a job to be more important to them than did males. Men, on the other hand, placed greater importance on extrinsic work values. Men most often regard salary as the most important work value (Clark, 1997). Konrad et al. (2000) also found that men consider salary and responsibility to be more important work values than women do. The same study also indicated that women consider a good boss, good colleagues, and job importance to be more significant than men do.

Additional, perhaps applicable, studies from other countries also support that males and females place emphasis on different values. Zupan, Kase, Raskovic, Yao, and Wang (2015) found that males and females in China showed significant variations among all studied work values. In addition, a different study found that female students in China place more value on pay and benefits than do their male peers (Walk, Schinnenburg, & Handy, 2013). This maintains the idea that values differ between male and female workers, even though it conflicts with the priorities of male and female workers in the United States.

## **Personality**

Personality may also influence which work values individuals find to be important. There are many aspects of a person's personality, with levels of introversion and extroversion being two (Golpayegan, 2017). According to Golpayegan (2017), extroversion is related to assertiveness, sociability, and happiness, while introversion is related to experiencing negative emotions such as fear, depression and frustration. Simply stated, extroverts enjoy the company of others and draw energy from them. In fact, they often lose energy when alone. Conversely, introverts gain energy in their solitude as being around others often drains them.

In one study, extroversion was linked to the intrinsic values; that is, individuals who were extroverted found intrinsic values to be most important in a job (Zhang, Wang, Yang, & Teng, 2007). Huang et al. (2016), found similar results, noting that extroverts are more likely to hold and be satisfied in jobs that include a great deal of social contact. Another study done found similar results, in that extroversion was positively correlated with intrinsic values (Bruyninckx & Valkeneers, 2010). Bipp (2010) also found that extroversion and conscientiousness was positively associated with intrinsic work values.

A more recent study has also supported past findings. Brouwer and Veldkamp (2018) indicated that individuals who rated high in extroversion connected positively to six out of seven intrinsic work values and two of the seven extrinsic work values. This shows the strong link between extroversion and intrinsic work values.

While it is probable that personality type affects which work values are important, it is also likely that personality affects overall job satisfaction. For example, one study found that teachers who had extrovert personality characteristics were more satisfied with their jobs than those who had introvert characteristics (Ayan & Kocacik, 2010). In addition, among industrial workers, high levels of extraversion are positively correlated with job satisfaction (Bharat, 2017). On the other hand, Mhlanga (2012) found that, in a study of bank workers, those with high levels of extraversion had lower job satisfaction.

The results of this research showed there was a significant relation and positive correlation between the introversion personality type and the extent of job satisfaction. Further there was a negative and significant relationship between two variables of extroversion personality type with job satisfaction (Golpayegan, 2017).

## **Job Satisfaction**

Job satisfaction can be defined as an enjoyable emotional state, which is a direct consequence of an individual's job, according to Locke (1976). Many different aspects of a person's job, such as responsibilities, rewards, and relationships, can affect his or her satisfaction (Parker & Brummel, 2016). Vroom (1964) found that some of the reasons that individuals choose to work include economic benefit, status, energy expenditure, social relations, and production of goods and services. Job satisfaction is assessed either by studying each element of the job separately, or by studying the overall job satisfaction (Ironson, Smith, Brannick, Gibson, & Paul, 1989). Overall job satisfaction is a makeup of each element of job satisfaction (Parker & Brummel, 2016).

Due to the fact that studies have found that employee satisfaction is positively correlated with the commitment a worker has to the company, employees' levels of job satisfaction are extremely important to employers (Watson, 2008). Further, it appears both extrinsic and intrinsic work values are linked with overall job satisfaction, other variables also affect this satisfaction (Dunnette, Campbell, & Hakel, 1967). For instance, the importance a person places on each of these factors affects the degree to which the presence or absence of these factors influences overall satisfaction (Mottaz, 1985).

## **Income Level**

It seems obvious that an individual's job satisfaction is impacted by their income. In support of this, the majority of pay satisfaction models propose a positive correlation between



pay satisfaction and income level (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). In addition, pay satisfaction is deemed a key element of overall job satisfaction (Judge et al., 2010). Conversely, self-determination theory suggests that extrinsic values are in fact dissatisfying and discouraging to employees (Deci & Ryan, 1985). Deci and Ryan (2000) noted that extrinsic rewards decrease an individual's perceived autonomy and have a negative effect on the relevance a person places on the intrinsic values of a job.

Research concentrating on the connection between income level and job satisfaction has produced unclear results, as several studies have yielded contradictory results. Heneman and Schwab (1985) indicated that the constancy of the income level-pay satisfaction correlation is the most solid finding associated with the antecedents of pay satisfaction. In contrast, Pfeffer (1998) noted that many studies have shown that extrinsic rewards are ineffective. Moreover, Spector (1997) found that salary alone is a rather weak link to an individual's overall job satisfaction.

There are studies that have found income level to have an impact on overall job satisfaction. Diener and Biswas-Diener (2002) reasoned that income level and job satisfaction are more largely correlated in countries other than the United States. However, Malka and Chatman (2003) did find that these variables were positively correlated in the U.S. The same study indicated that individuals who placed more importance on extrinsic values displayed a stronger correlation between job satisfaction and income level. On the contrary, individuals who held intrinsic values at a higher importance displayed a negative correlation between the two variables. Other studies have demonstrated little or no connection between a person's job satisfaction and income level. For instance, Judge, et al. (2010) found that an individual's income level had a weak correlation to overall job satisfaction. Therefore, it seems that individuals who are paid more are, at best, slightly more satisfied than those who get paid much less.

## **Gender**

Many studies have compared the differences in job satisfaction between genders. Hersch & Xiao, 2016; Moyes, Shao, & Newsome, 2008; Sabharwal & Corley, 2009 have found many differences with respect to their job satisfaction. One study indicated that women generally have higher levels of job satisfaction than men (Hersch & Xiao, 2016). This is an interesting finding as females often occupy relatively lower level jobs, receive less pay, experience more stress in the workplace, have less flexibility, and endure more discrimination than their male peers (Blau & Kahn, 1992; Lynch, 1992; Roxburgh, 1996; Sousa-Poza & Sousa-Poza, 2000).

The difference in the importance of work values for males and females, along with different job expectations, may be the cause (Hersch & Xiao, 2016). Moyes et al. (2008) also indicated that men value advancement and high salary more than women do. In addition, females tend to hold lower salary and advancement expectations, which may result in higher job satisfaction (Moyes et al., 2008; Sabharwal & Corley, 2009).

Moyes et al. (2008) observed that women believe the social and emotional aspects of the job are very important, which emphasizes the dissimilarities in which work values are important to males and females. Additionally, this study found that males were more focused on high salary, opportunities for advancement, job security, and the ability to work independently.

Among a study of university faculty, it was found that males have higher job satisfaction than females, especially in relation to the aspects of salary and benefits (Sabharwal & Corley, 2009). On the other hand, Ward & Sloane (2000) found no significant variances between men and women faculty members in overall job satisfaction. Nonetheless, the same study concluded

the job satisfaction of the male faculty was almost three times that of the females' when looking at opportunity for advancement. Women in higher-ranking academic positions indicate higher job satisfaction than their male colleagues (Okpara et al., 2005).

While there is an abundance of research that has indicated that women have higher rates of job satisfaction than men, some results are inconclusive (Westover, 2012). Several studies have shown no significant differences in levels of job satisfaction (Fields & Blum, 1997; Westover, 2009; Zoghi, 2003). Moreover, a meta-analysis including over 10,000 employees determined the results were undependable and lacking significant differences (Brush, Moch, & Pooyan, 1987).

## RESULTS AND DISCUSSION

The respondents to this study were diverse along many factors: age, level of education, ethnicity, gender, personality type, and level of income. For this study three of the demographic variables were analyzed. There were 336 usable responses with females accounting for nearly two thirds of the respondents. Approximately 60% classified themselves as introverts. However, the levels of annual income were nearly perfectly balanced at 25% for each level (see Table 1, appendix).

There was remarkable consistency concerning the ratings of the satisfaction of the ten factors by gender as no statistically significant differences were found. Males were most satisfied with their "Flexible hours" (4.03), "Being treated with respect" (3.98) and "Vacation time" (3.95) while females were most satisfied with "Flexible hours" (3.92), "Work is important to society" (3.89) and their "Working relationship with peers" (3.85). Not surprising, having "Sufficient pay" received the lowest satisfaction by both males (3.15) and females (3.08).

The participants then ranked the importance of each of these factors. The top three factors in importance were identical for males and females, but there was a variance in the order for the second and third factor. The most important factors for males were "Being treated with respect" (4.70) "Job security" (4.55) and having "Sufficient pay" (4.52). For women, "Being treated with respect" was also the most important factor (4.82), followed by having "Sufficient pay" (4.69) and "Job security" (4.67).

Having "Flexible hours" was the lowest factor for males (4.09), followed by "Work is important to society" (4.11). Interestingly, these same two factors were the lowest ranked by females, but they were in the opposite order as "Work that is important to society" (4.16) followed by having "Flexible hours" (4.35). In addition, females ranked five factors in small but statistically significant differences from their male counterparts. These factors were "Vacation time", having "Sufficient pay", having "Flexible hours", their "Working relationship with peers" and "Being treated with respect" (see Table 2, appendix).

The differences in means of importance to satisfaction were then compared via a paired t-test. In all cases, the importance of each factor was greater than the satisfaction with that factor. This is a significant finding as it informs employers what their workers value, and more importantly, the satisfaction with those items is lacking. These differences were all statistically significant except for one case, the importance of "Flexible hours" for males (see Table 3, appendix).

While females rated the importance of nine of the factors higher than males, all ten factors for females were statistically significant at .001 level or below. For males, nine factors had statistical significance of .025 or lower. Flexible hours for males was the only factor where

the importance was not statistically significantly greater than the satisfaction of those items (see Table 3, appendix).

When viewing the results by personality type it was found that Extroverts were most “Satisfied with the pay” (4.09) followed by “Vacation time” (4.02) and having their “Work is important to society” (3.93). Introverts were most satisfied with a positive “Working relationship with peers” (3.87) followed by having “Sufficient pay” (3.86) and “Being treated with respect” (3.86).

Both Extroverts and Introverts rated having “Flexible hours” as their lowest satisfaction factor. Yet, there was only one factor, “Vacation time” which revealed a statistically significant differences as Extroverts were more apt to be satisfied with their vacation time than Introverts. The second lowest satisfaction factor for Extroverts was “Good healthcare and benefits (3.67). Conversely, the ability to “Provide input at work” (3.62) was the second lowest rated satisfaction factor for Introverts.

Again, the most important factor cited by both personality types was “Being treated with respect”. “Job security” and “Flexible hours” were the second and third highest ranked factors by personality type, even though the order was flipped for Introverts. Conversely, the least important factor for both personality types “Work is important to society”. Surprisingly, the second lowest rated factor for both was having “Sufficient pay. This is in sharp contrast to gender which found “Sufficient pay” as their second most important factor. However, for eight of the ten factors no statistically significant differences were found. Only two factors, having a “Positive working relationship with supervisors” and having a “Positive working relationship with peers” revealed with statistically significant differences as Extroverts stated these factors were more important to them than Introverts (see Table 4, appendix).

When evaluating the difference between the respondents rating of their satisfaction of factors and the importance of those factors, both personality types agreed on the largest variances of “Sufficient Pay”, “Being treated with respect”, and “Good healthcare and benefits”. For all ten factors, the rating of the importance of that factor was higher than their level of satisfaction. Further, these differences were all statistically significant (see Table 5, appendix).

When comparing by the respondents’ level of income it is readily apparent that satisfaction with the extrinsic factors of “Good healthcare and benefits”, “Job security”, “Vacation time”, and “Sufficient pay”, rose as the level of income increased and these variations were statistically significant. However, the intrinsic factor of work being important to society was the lone factor to differ by income. Again, the higher the salary rate, the higher the satisfaction.

When examining the factors by importance, “Being treated with respect” was the most important item regardless of income level. Further, for nine out of the ten items, not statistical differences arose. Not surprising, having “Sufficient Pay” was the only factor where a statistically significant difference emerged as the importance of pay waned as their salary increased (see Table 6, appendix).

However, when evaluating the difference between the respondents rating of their satisfaction of factors and the importance of those factors statistically significant differences were widespread. In fact, all but four cases resulted in statistically significant differences. The exceptions were “Vacation time,” having “Sufficient pay,” and “Work is important for society” for those earning over \$75,000. For those earning between \$50,000 and \$75,000, “Work is important for society” did not result in statistically differences (see Tables 7, appendix).

## **HYPOTHESIS TESTING**



H1. Males will rate their satisfaction with work factors higher than females. Not Supported. Even though males rated their satisfaction higher than females in all but one factor, “Work is important to Society”, no statistically significant differences were found. Therefore, this hypothesis is not supported. This finding supports the Haslett & Leidel, 2015 as the respondents of this study revealed their satisfaction with work factors was comparable across genders.

H2. Females will rate the importance of work factors higher than males. Supported. Females rated the importance of all ten work factors higher than their male counterparts. In addition, for five of the ten factors, the differences were statistically significant. This finding supports the findings of Duffy and Sedlacek, 2007. However, the results of this study contradict Clark, 1997 who asserted salary was the most important factor for males. However, the males in this study found the factors of “Being treated with respect” and “Job security” more important than salary.

H3. Extroverts will rate their satisfaction with work factors higher than Introverts. Partially Supported. Extroverts rated their satisfaction higher than introverts on eight of the ten factors. However, only the factor of “Vacation time” yielded a statistically significant difference as extroverts were more satisfied with their vacation time than introverts. The findings of this study do not support the work of Bruyninckx & Valkeneers, 2010 who found extroversion was positively correlated with intrinsic values. The respondents of this study did not differ in their satisfaction of factors from their introverted counterparts.

H4. Introverts will rate the importance of work factors higher than Extroverts. Not Supported. Extroverts rated the importance of nine of the work factors higher than Introverts with the lone exception of “Flexible hours” which introverts rated higher. In addition, extroverts rated their “Working relationship with Supervisors”, and the “Working relationship with peers” at a statistically significant difference higher than introverts. Consequently, this hypothesis was not supported.

H5. Workers earning more than \$50K will rate their satisfaction with work factors higher than workers earning less than \$50K. Supported. To arrive at the divisions by income, the demographics of the respondents of the survey were examined. It was readily apparent that \$50,000 per year is a natural division between income levels as 169 (50.6%) of participants earned less than \$50,000 while 165 (49.4%) earned more than \$50,000. The hypothesis that. An Anova revealed statistically significant difference on five work factors where the responses of participants earning more than \$50K rated their satisfaction higher than those earning less than \$50K. This finding supports the work of Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010 as the respondents of this study were more satisfied with work factors as their salary increased. Further, this study supports Malka and Chatman, 2003 who found income and job satisfaction were positively correlated in the U.S. The same study indicated that individuals who placed more importance on extrinsic values displayed a stronger correlation between job satisfaction and income level.

H6. Workers earning less than \$50K will rate the importance of work factors higher than workers earning more than \$50K. Partially supported. Surprisingly, nine of the ten factors showed no differences between lower and higher income workers. However, the only factor where workers earning less than \$50K had a statistically significant difference was “Sufficient pay” which makes logical sense. However, this finding is contrary to Pfeffer, 1998 who asserted extrinsic rewards were ineffective. Yet the respondents to this survey cited “Good healthcare and benefits, Sufficient pay, Vacation time and Working relationship with supervisor” all of which are extrinsic factors, were valued as highly important.

H7. The Importance of Factors will be greater than the Satisfaction with Factors in a statistically significant manner by gender, personality, and income. Partially Supported. The results of this study support the findings of Dunnette, Campbell, & Hakel, 1967 and Mottaz, 1985 as the importance person places on each of these factors affects the degree to which the presence or absence of these factors influences overall satisfaction.

Gender- Supported. Astonishingly males rated the importance of nine out of the ten factors higher than their satisfaction. Females rated the importance higher for all ten factors. Two of the differences were statistically different at the .05 level, while fifteen of the remaining statistically significant differences were at the .001 level or below.

Personality Type-Partially supported. Only one factor, “Vacation time” did extroverts show a statistically significant difference over introverts concerning satisfaction. In addition, only two factors “Working relationship with peers” and “Working relationship with supervisor” were statistically different.

Income level- Supported. Interestingly, only those earning between \$50K-75K rated their satisfaction with the factor “Work is important to society” higher than its importance. Consequently, statistically significant differences were found in all but three instances: “Vacation time, Sufficient pay, and Work is important to society” for those earning over \$75K. This finding supports the work of Spector (1997) who found that salary alone is a rather weak link to an individual’s overall job satisfaction. The respondents in this study found “Being treated with respect” as the most important factor.

## **IMPLICATIONS AND CONCLUSION**

The responses by the participants in this survey were mostly homogeneous by gender, personality type and level of income. However, it is apparent that certain work factors create more satisfaction and are more valued than others. While firms may not have the financial resources to become a pay leader, they can create a productive workforce environment through a non-financial action: Respecting their workers! This no cost action was often the highest rated factor regardless of gender, personality type or income.

## **FUTURE RESEARCH**

Additional research could develop other work factors for comparison. These elements additional factors could be examined based on ethnicity, age, industry, position in organization, and educational attainment. Finally, these questions could be asked from workers in other countries and compared with the USA responses.

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**APPENDIX**

Table 1  
Demographics

<b>Gender</b>	N	%	<b>Annual Income</b>	N	%
Male	117	35%	Less than \$25,000	84	25%
Female	219	65%	\$25,001 to \$50,000	85	25%
Total	336	100%	\$50,001 to \$75,000	80	24%
			Over \$75,000	85	25%
			Total	334	100%

<b>Personality Type</b>	N	%
Extrovert	137	41%
Introvert	199	59%
Total	336	100%

Table 2  
Comparison of Means by Gender

	SATISFACTION			IMPORTANCE		
	Male	Female	r	Male	Female	r
Good healthcare and benefits	3.82	3.72		4.50	4.65	
Job Security	3.92	3.82		4.55	4.67	
Vacation Time	3.95	3.81		4.32	4.54	.139*
Sufficient Pay	3.15	3.08		4.52	4.69	.134*
Flexible Hours	4.03	3.92		4.09	4.35	.146**
Work Is Important To Society	3.84	3.89		4.11	4.16	
Working Relationship With Peers	3.93	3.85		4.20	4.38	.112*
Working Relationship With Supervisor	3.91	3.77		4.45	4.53	
Opportunities To Provide Input At Work	3.83	3.62		4.33	4.43	
Being Treated With Respect	3.98	3.75		4.70	4.82	.130*
* Sig at .05 level						
** Sig at .01 level						

Table 3

Comparison of differences between Satisfaction and Importance by Gender.

	Diff		Male		Female	
	Male	Female	t	sig	t	sig
Good healthcare and benefits	0.68	0.94	5.935	0.000	10.264	0.000
Job Security	0.62	0.85	5.756	0.000	10.750	0.000
Vacation Time	0.38	0.73	3.308	0.001	8.186	0.000
Sufficient Pay	1.37	1.61	10.478	0.000	17.609	0.000
Flexible Hours	0.07	0.43	0.616	0.539	5.150	0.000
Work Is Important To Society	0.27	0.26	2.329	0.022	3.394	0.001
Working Relationship With Peers	0.26	0.53	2.434	0.016	7.226	0.000
Working Relationship With Supervisor	0.54	0.75	5.037	0.000	8.791	0.000
Opportunities To Provide Input At Work	0.50	0.81	4.841	0.000	9.118	0.000

#df

Males (116) Females (218)

Table 4

Comparison of Means by Personality Type

	Satisfaction		r	Importance		r
	Extrovert	Introvert		Extrovert	Introvert	

Good healthcare and benefits	3.67	3.81		4.60	4.60	
Job Security	3.86	3.85		4.65	4.61	
Vacation Time	4.02	3.75	-.116*	4.49	4.45	
Sufficient Pay	4.09	3.86		4.31	4.23	
Flexible Hours	3.14	3.08		4.61	4.64	
Work Is Important To Society	3.93	3.83		4.23	4.08	
Working Relationship With Peers	3.89	3.87		4.45	4.23	-.139*
Working Relationship With Supervisor	3.82	3.82		4.59	4.44	-.122*
Opportunities To Provide Input At Work	3.80	3.62		4.46	4.36	
Being Treated With Respect	3.78	3.86		4.78	4.78	
* Sig at .05 level						

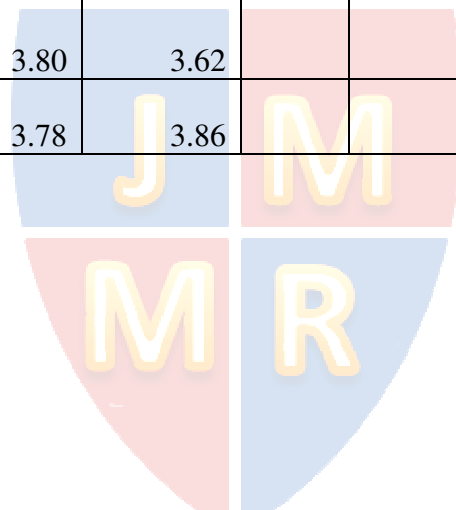
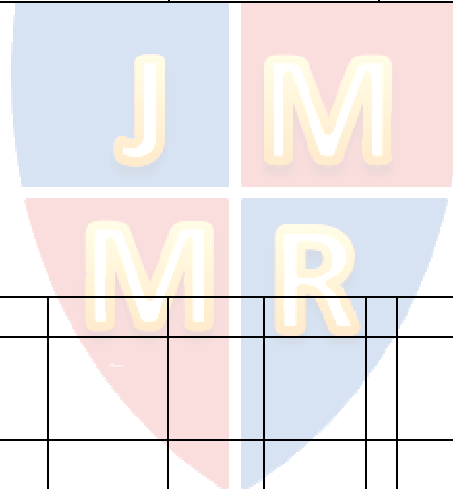


Table 5						
Differences between Satisfaction and Importance						
	DIFF	DIFF	Extrovert		Introvert	
	EXTROVERT	INTROVERT	t	sig	t	sig
Good healthcare and benefits	0.927	0.789	8.357	0.000	8.405	0.000
Job Security	0.788	0.759	8.001	0.000	8.994	0.000

Vacation Time	0.467	0.698	4.508	0.000	7.349	0.000
Flexible Hours	0.212	0.367	11.939	0.000	16.559	0.000
Sufficient Pay	1.474	1.563	2.210	0.029	3.971	0.000
Work Is Important To Society	0.299	0.246	3.263	0.001	2.728	0.007
Working Relationship With Peers	0.555	0.357	5.647	0.000	4.575	0.000
Working Relationship With Supervisor	0.766	0.618	6.636	0.000	7.624	0.000
Opportunities To Provide Input At Work	0.657	0.739	5.754	0.000	8.604	0.000
Being Treated With Respect	1.000	0.915	9.080	0.000	11.446	0.000
#df Extroverts(136) Introverts (198)						



Comparison of Means by Income Level	Satisfaction					Importance				
	Less than \$25K	\$25K, to \$50K	\$50K to \$75K	Over \$75K	F	Less than \$25K	\$25K, to \$50K	\$50K to \$75K	Over \$75K	F
Good healthcare and benefits	2.75	3.93	4.18	4.19	34.9***	4.55	4.56	4.66	4.62	
Job Security	3.29	3.76	4.18	4.22	16.9***	4.62	4.71	4.68	4.52	
Vacation Time	3.14	4.07	4.13	4.12	16.3***	4.38	4.62	4.51	4.35	
Flexible Hours	3.89	4.04	3.73	4.19		4.29	4.31	4.23	4.27	
Sufficient Pay	2.81	3.06	3.06	3.48	4.7**	4.68	4.74	4.69	4.42	4.9**
Work Is Important To Society	3.30	3.79	4.19	4.25	14.2***	4.01	4.13	4.13	4.33	



Working Relationship With Peers	3.74	3.94	3.80	4.02			4.30	4.22	4.36	4.39	
Working Relationship With Supervisor	3.76	3.79	3.91	3.82			4.56	4.48	4.51	4.45	
Opportunities To Provide Input At Work	3.44	3.66	3.80	3.86			4.36	4.31	4.40	4.53	
Being Treated With Respect	3.83	3.86	3.83	3.80			4.85	4.81	4.74	4.73	
* Sig at .05											
** Sig at .01											
***Sig at .001											

Level of Importance over Satisfaction												
					Less than \$25K	\$25K to \$50K		\$50K to \$75K		Over \$75K		
	Less than \$25K	\$25K to \$50K	\$50K to \$75K	Over \$75K	t	sig	t	sig	t	sig	t	sig
Good healthcare and benefits	1.80	0.64	0.49	0.44	10.7	0.000	4.9	0.000	4.9	0.000	3.8	0.000
Job Security	1.33	0.94	0.50	0.29	9.0	0.000	7.7	0.000	5.4	0.000	2.6	0.011
Vacation Time	1.24	0.55	0.39	0.24	7.4	0.000	4.3	0.000	3.5	0.001	1.9	0.068
Flexible Hours	0.39	0.27	0.50	0.08	11.2	0.000	12.4	0.000	11.7	0.000	6.6	0.000
Sufficient Pay	1.87	1.68	1.63	0.94	2.5	0.015	2.3	0.025	3.5	0.001	0.7	0.471
Work Is Important To Society	0.71	0.34	-0.06	0.08	4.5	0.000	2.7	0.008	-0.52	0.603	0.8	0.403
Working Relationship With Peers	0.56	0.28	0.56	0.36	4.3	0.000	2.5	0.015	4.31	0.000	3.2	0.002
Working Relationship With Supervisor	0.80	0.69	0.60	0.62	5.8	0.000	4.9	0.000	4.7	0.000	4.8	0.000
Opportunities To Provide Input At Work	0.92	0.65	0.60	0.67	5.6	0.000	4.7	0.000	4.9	0.000	5.4	0.000
Being Treated With Respect	1.01	0.95	0.91	0.93	7.4	0.000	7.4	0.000	7.3	0.000	6.8	0.000
#df <25K (83), 25-50K (84), 50-75K (79), >75(84)												