

The Relationship of Job Satisfaction, Job Stress, Mental Health of Government and Non-Government Employees of Bangladesh

Lailun Nahar^{1*}, Afroza Hossain², Abdur Rahman¹, Arunavo Bairagi¹

¹Department of Psychology, University of Chittagong, Chittagong, Bangladesh

²Department of Psychology, University of Dhaka, Dhaka, Bangladesh

Email: lailun_psy@cu.ac.bd

Received March 10th, 2013; revised April 12th, 2013; accepted May 10th, 2013

Copyright © 2013 Lailun Nahar et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

The purpose of the present study was to investigate the relationship of job satisfaction, job stress and mental health on government and non-government employees. It was believed that there will have a significant difference between government and non-government employees in case of various job related factors. These factors affect job performance of employees. In this context it was important to know how job satisfaction, job stress and mental health differ in terms of types of jobs. Subjects in the study were 100 employees, 50 government and 50 non-government employees. Job Satisfaction Scale, Occupational Stress Index and General Health Questionnaire were used as data collection tools. Data were analyzed by using means, Pearson Product Moment Correlation and ANOVA test. The study found that there is a significant positive correlation between job stress and types of job ($r = .282, P < .01$). Significant job stress was found in case of non-government employees, because, they feel less job security and high work load. Significant negative correlation was found between job satisfaction and sex ($r = -.204, P < .05$). Female employees were less satisfied than male employees with their lower level jobs having with a lower payment and as well as due to less social security.

Keywords: Job Satisfaction; Job Stress; Mental Health; Employees; Sex

Introduction

Work attitudes are attitudes that worker have regarding their jobs. Work is a complete concept which has many characteristics or facets. An employee may possess different attitudes towards the different aspects of his/her job. Thus work attitudes are multidimensional. Work in the present study is considered in term of three dimensions; Job satisfaction, Job stress, Mental health. Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as various aspects of them. Job satisfaction that refers to extent to which people like or dislike their jobs. According to Locke (1976) job satisfaction is a positive attitude resulting from the perception of one's job as fulfilling one's needs. There are three important dimensions of job satisfaction.

1) Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be informed; 2) How well outcomes need or exceed expectations often determines job satisfaction; 3) Job satisfaction represents several attitudes. Job satisfaction is a person's attitude towards the job. There are certain patterns of relationship between age and job satisfaction. Herzberg et al. (1957) have found that job satisfaction is high for young employees immediately after their employment; drops sharply after the first few years and then begin to climb as the employees continue on their jobs. Several investigation have shown that job satisfaction plays an important role to an

employee in terms of health and well-being (e.g., Kornhauser, 1965; Gardell, 1971; Singer & Rutenfranz, 1972; Caplan et al., 1980; Keon & Mcdonald, 1982). A study done by Caplan et al., (1975) examining the relationship between job satisfaction and employee's health found significant negative correlation between job satisfaction and a number of psychoneurotic syndromes: boredom, depression and anxiety. Another almost similar study conducted by Khaleque (1981) indicated that dissatisfied workers suffer from greater degree of stress and strain as compared to the satisfied workers. The finding of the sex investigations on sex differences in job satisfaction are somewhat contradictory and permit no definite conclusion about the relationship between sex and job satisfaction established by the findings of Smith et al. (1969). There they also showed that women are less satisfied than men because they are usually placed on lower level jobs, which have a lower pay rate, and which usually offer few promotional opportunities. In an addition to the factors of wages and job levels there is the issue of social norms concerning appropriate roles for men and women.

Job stress in work place is not a new phenomenon, but it is a great threat of employee's health and well being than ever before. While technology has made aspects of many jobs easier, it has also added to the anxieties of office, life thorough information overload, heightened pressure for productivity and a threatening sense of impermanence in the work place. Stress can be termed as a dynamic and reciprocal relationship between

*Corresponding author.

the person and environment. There is a clear connection between workplace stress and physical and emotional problems. According to the early warning signs of job stress include: headache, sleep disturbance, difficulty concentrating, Irritability, low morale, poor relation with family and friend. Job stress plays an important role in several types of ongoing health problems, especially: cardiovascular disease, musculoskeletal conditions, and physiological disorders. Job satisfaction has been shown by Blegen (1993) to be closely affected by job stress. In a meta-analysis of variables related to employees job satisfaction, identified the variables of age, autonomy, commitment, communication with peers & supervisors, education, fairness, locus of control, professionalism, recognition, stress & years of experience. His analysis found stress & commitment to have the strongest relationship with job satisfaction. Irvine & Evans (1995); also found a strong negative correlation between stress & job satisfaction although not as strong as that found by Blegen (1993).

Mental health at work refers to psychological wellbeing of people working at any organization. In the past, occupational health was concerned with safety and physical health of employees and little attention was paid to mental health aspect. Mental health is a growing field which emphasizes assessment, prevention and intervention to promote psychological wellbeing of employees. Mental health refers to behaviors, attitudes and feelings that represent an individual's level of personal effectiveness, success and satisfaction (Banks et al., 1980). Several investigators have shown that job satisfaction plays an important role on employee's health & well being (Caplan, 1971; Keon & McDonald, 1982). Khaleque & Hossain (1994); in their study indicated that there is significant influence of job satisfaction on mental health.

We are living in a competitive society. In this competitive society people engaged in different types of work, some are engaged in government job and some are engaged in private job. In these two sectors job environment, salary pattern, security of job and shifting of job are different. As a result some employees find his job stressful, some can do their job easily and can achieve success.

In case of government job in Bangladesh, working hour starts at 9 am and ends at 5 pm. Friday and Saturday are government holidays. Here the employees have much more relaxation as they have to encounter no or less penalty for mistakes and job avoidance. In addition here salary pattern is low though job security is high. But transferred from one place to another place is very harmful for their family life.

On the contrary in non government job working hours starts from 9 am to 5 pm. Sometimes they have to engage in overtime duty. In most cases non government job allow only a single day as a holiday in a week. In non government job employees get high salary but job is not much secured as government job. Some find it stressful to do a lot of work but as salary is high some prefer non government job.

Thus we can see that both kind of job have positive and negative aspects. Government job is preferable as it is not so much stressful and as job security is high on the other hand non government job is preferable due to high salary pattern.

So the relationships of job satisfaction, job stress and mental health on government and non government employee of Bangladesh are important enough to study. It will help employees for better understand the effect of government and non government job on job satisfaction, job stress and mental health and to

choose the types of organization as their career.

Objectives of the Study

The prior objectives of this study were:

To see whether there is a relationship among job satisfaction, job stress and mental health on Government and non-government employee.

To see whether there is any difference of job satisfaction, job stress and mental health on the basis of Government and non-government employees.

To see whether there is any difference of job satisfaction, job stress and mental health on the basis of gender.

Hypotheses

There would be a relationship of job satisfaction, job stress and mental health on Government and Non Government employees.

Job satisfaction of Government employees would be higher than Non Government employees.

Job stress of Non Government employees would be higher than Government employees.

Mental health of Government employees would be higher than Non Government employees.

Materials and Methods

Participants

The participants of the present study comprised 100 respondents including 50 respondents of government and 50 respondents of non government employees. In both cases 50% of respondents were male and 50% were female employees. Respondents were selected purposively as a sample. Marital status, age, socio-economic status, income level were collected as demographic information of the participants.

Instruments

Bengali Version of Job Satisfaction Scale

An adapted Bengali version of Job satisfaction scale (Rahman, 2003) originally developed by Warr et al. (1979) known as Warr-Cook-Wall scale used for measuring job satisfaction. The Bengali version was administered to 25 participants (20 males and 5 females) with a gap of 30 days. The test-retest reliability Coefficient is 0.54 which is significant at .05 level. The reliability Coefficient of Split-half ($r = .87$) and Cornbach's alpha ($r = .85$) are significant at .01 level ($n=270$) showing internal consistency. Good concurrent ($r = .32$) and congruent ($r = .54$) validity were found. These results established that the Bengali version of the Job satisfaction scale was reliable and valid.

The scale contained fifteen statements about fifteen different aspects of the job with a seven-point scale; in which higher scores represent higher satisfaction. The original instrument was designed for face-to-face interviews where respondents were provided with the I'm extremely dissatisfied, I'm very dissatisfied, I'm moderately dissatisfied, I'm not sure, I'm moderately satisfied, I'm very satisfied and I'm extremely satisfied choices. Scores from 1 to 7 were assigned accordingly. The scores obtained by a subject in all the fifteen items are added and the resulting total score is used as the index of job satisfac-

tion of the employee. The lowest and highest possible total scores in this scale can be 15 and 105 respectively, with score 60 as the midpoint i.e. I'm not sure choice.

Occupational Stress Index

Job stress was measured by using the Occupational Stress Index developed by Srivastava and Singh (1981). The scale consists of 46 items with 5 alternative response (strongly disagree to strongly agree) categories. Out of 46 items, 28 are true-keyed and 18 false-keyed. The items related to almost all relevant components of the job life which causes stress in some way or the other such as role overload, role ambiguity, role conflict, unreasonable group, and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unprofitability. The reliability index ascertained by Split-half (odd-even) method and Cronbach's alpha coefficient for the scale were found to be .93 and .90 respectively.

The possible range of scores on this index is from 46 - 230, with higher scores as indicative of high stress. For the present study a Bangla version adapted by Rahman and Sorcar (1990) of the index was used which was found to have high inter-judge agreement. The responses were given weights of 1, 2, 3, 4 and 5, respectively for strongly disagree, disagree, I am not sure, agree and strongly agree. The scoring for the false-keyed items is reversed.

General Health Questionnaire

Mental health of the respondents was measured using the General Health Questionnaire (GHQ-12) developed by Goldberg (1972) and adapted in Bangali by Sorcar and Rahman (1989). The original of the measure (Goldberg 1972) resulted in a 60 items version (GHQ-60) with the best 30, 20 and 12 of these items (GHQ-30, GHQ-20 and GHQ-12 respectively) being identified for use where respondents time is at a premium. Each item consists of a question asking whether the respondent has recently experienced a particular symptom or item of behavior rated on a four-point scale. The development studies (Goldberg, 1972) showed that the full scale exhibited high internal consistency ($r = .65$) and good test-retest reliability ($r = .73$) over a period of six months. All variables of the scale also correlated highly with one another. The original and subsequent empirical studies (summarized by Goldberg, 1978) have provided evidence of the validity of the GHQ as shown by its linear association with independent clinical assessments (typically $r = .70$ or greater) and its sensitivity and specificity in discriminating between mental patients (cases) and normal's. Banks et al. (1980) reported item-whole correlations and reliability coefficients for three samples. The reliability of the Bangali version was measured by parallel form method which was found to be quite satisfactory ($r = .65$). The items could be scored by following the GHQ method or the Likert method. The present study followed the latter one. In Likert method responses are given weights of 0, 1, 2 and 3 respectively for "not at all", "somewhat", "to a considerable extent" and "to a great extent", with higher scores as indicative of better mental health. The score ranges from 0 to 36.

Procedure

The researchers maintained the standard data collection pro-

cedures with a view to obtain data with maximum accuracy. At first the concerned authorities of the Government and Non Government office were contacted for their approval and cooperation in conducting the research. After being permitted to conduct the research the employee of different levels involved in different position were listed purposively. The selected persons were then supplied with a set of questionnaires. The researchers instructed the respondents to read each statement and express their feelings by putting on tick mark (\checkmark) on the appropriate point. They assured the respondents that it was purely an academic research and their confidentiality would be maintained. After the questionnaires were filled in by the respondents were collected by one of the investigators and checked for consistency.

Results

The statistical methods used to analyze obtained data are mean, Pearson Product Moment Correlation and (2×2) analysis of variance (ANOVA).

All statistical analyses were carried out using the statistical program SPSS version 12.0 for windows.

Table 1 shows that there is a relationship of job satisfaction, job stress and mental health on Government and Non Government employees of Bangladesh. The relationship is positive but not significant.

Table 2 shows that male job satisfaction mean was (72.58) and female job satisfaction mean was (66.94), which mean male job satisfaction was better than female.

The figures in **Table 3** reveal that only the main effect for sex is significant at .05 level ($F = 4.331$, $df = 1, 96$, $P < .05$). That means job satisfaction of the respondents differed by their sex.

Table 4 shows that government employees' job stress mean was (124.30) and non-government mean was (134.24). That indicate Government employees job stress was lower than non-government employees.

Table 5 indicates that the main effect of job stress for the types of job was significant at (.01) level significance ($F = 8.651$, $df = 1, 96$, $P < .01$). That means job stress of the respondents differed by their types of job.

Table 6 shows that government employees' mean is (14.78), non-government employees' mean is (13.94). It also shows that male employees' mean is (14.78) and female employees' mean is (13.94).

Table 7 shows that there is no significant difference in mental health on sex and types of job.

Table 8 indicates that types of job and job stress have a significant positive correlation ($r = .282$). Mental Health and types of job have a relationship but not significant.

Table 9 shows that sex and job satisfaction have significant negative correlation ($r = -.204$). Job stress and mental health and sex have a negative relationship but not significant.

Discussion

The present study aims to investigate the relationship of job satisfaction, job stress and mental health on Government and Non Government employee of Bangladesh. The target population of this study is Government and Non Government employees. The sample was comprised 100 (50 Government and 50 Non Government) employees. They were classified according to their sex i.e. male and female.

The first hypothesis describing that there would be a rela-

relationship of job satisfaction, job stress and mental health on Government and Non Government employees was proved by this study and shown in **Table 1**. An earlier study done by Khaled (1981) showed that dissatisfied workers suffer from greater degree of stress and strain as compared to the satisfied workers. A few more studies also have shown that job satisfaction has significant effect on employees in terms of health and well-being (e.g., Kornhauser, 1965; Gardell, 1971; Singer and Rutenfranz, 1972; Caplan et al., 1980; Keon and McDonald, 1982). On a contrary a study examining the relationship between job satisfaction and employee's health found significant negative correlation between job satisfaction and a number of

Table 1.

Pearson product moment correlation among job satisfaction, job stress and mental health.

	Job Stress	Mental Health
Job Satisfaction	.064	.070

Table 2.

Mean and standard deviation according to job satisfaction for types of job and sex.

Sex	Types of Job	Mean	SD	Total Mean
Male	Government	70.12	10.014	72.58
	Non-Government	75.04	16.354	
Female	Government	69.40	10.712	66.94
	Non-Government	64.48	15.875	
Total	Government	69.76	10.363	
	Non-Government	69.76	16.114	

Table 3.

Summary of ANOVA on Job satisfaction in according to the types of job and sex.

Sources	Sum of Squares	df	MS	F	Sig.
Sex	795.240	1	795.240	4.331*	.040
Type of Job	.000	1	.000	.000	1.000
Sex* Type of Job	605.160	1	605.160	3.296	.073
Error	17627.840	96			

Note: R Squared = .074 (Adjusted R Squared = .045); * $P < .005$.

Table 4.

Mean and standard deviation according to job stress for types of job and sex.

Sex	Types of job	Mean	SD	Total Mean
Male	Government	122.36	23.625	130.46
	Non-Government	138.56	13.109	
Female	Government	126.24	15.045	128.08
	Non-Government	129.92	13.625	
Total	Government	124.30	19.701	
	Non-Government	134.24	13.934	

Table 5.

Summary of ANOVA of job stress according to the types of job and sex.

Source	SS	df	MS	F	Sig.
Sex	141.610	1	141.610	.496	.483
Type of job	2470.090	1	2470.090	8.651**	.004
Sex*Type of job	979.690	1	979.690	3.431	.067
Error	27410.320	96	245.524		

Note: R Squared = .116 (Adjusted R Squared .088); ** $P < .01$.

Table 6.

Mean, standard deviation according to mental health for the types of job and sex.

Sex	Types of Job	Mean	SD	Total Mean
Male	Government	15.40	2.372	14.78
	Non-Government	14.16	3.749	
Female	Government	14.16	3.276	13.94
	Non-Government	13.72	3.600	
Total	Government	14.78	2.881	
	Non-Government	13.94	3.295	

Table 7.

Summary of ANOVA of mental health according to the types of job and sex.

Source	SS	df	MS	F	Sig.
Sex	17.640	1	17.640	1.635	.240
Types of job	17.640	1	17.640	1.635	.240
Sex* Type of Job	4.000	1	4.000	.371	.544
Error	1035.760	96	10.789		

Note: R Squared = .037 (Adjusted R Squared= .006); * $P < .05$ level.

Table 8.

Correlations between score of job satisfaction, job stress and mental health on types of job.

Types of Job	r
Job Satisfaction	.000
Job Stress	.282*
Mental Health	-.128

Note: *Correlation is significant at the .01 level.

Table 9.

Correlation between score of job satisfaction, job stress and mental health on sex.

Sex	r
Job Satisfaction	-.204*
Job Stress	-.068
Mental Health	-.128

Note: *Correlation is significant at the .05 level.

psycho-neurotic syndrome: boredom, depression and anxiety (e.g., Caplan et al., 1975). On the other hand, there are many studies that demonstrate a relationship between positive mental health and job satisfaction, the implications being that job satisfaction influences mental well-being e.g., Gechman and Wiener (1975).

From the values of mean shown in **Table 2** indicate that there would be no difference of job satisfaction on Government and Non Government employee, so the second hypothesis of this study was not proved.

Table 3 shows that Job satisfaction of the respondents differed by their sex. From **Table 2**, it was found that Male job satisfaction was better than female. In a previous study done by Islam (1999); found that women less satisfied than men in their jobs. He suggest that women are less satisfied than men because they are usually placed on lower level jobs, which have a lower pay rate, and which usually offer few promotional opportunities. They faces many problems in their work place male colleagues don't want to cooperate with the most of the cases they are being underestimated. In addition to the factors of wages and job levels there is the issue of social norms concerning appropriate roles for men and women, when males are employed in industry they are filling the role the society expects from them. Contrarily women in industry are in a relatively alien role. Moreover, a certain amount of role conflict encountered by employees, may affect their job satisfaction.

From **Table 4**, it is found that there is a difference in job stress of Government and Non Government employee and this difference is significant at .01 level of significance (see also **Table 5**). This is because in case of non government job there is a lack of job security. Gurin et al. (1960) found that concern for job security occurred disproportionately among those employees who were dissatisfied. They will not get any incentives like house rent, pension and provident fund etc facilities. As most of the private organization want to maximize their profit by creating pressure on the employee for their benefit which creates mental pressure on employees. For extra earning mentality by doing overtime after tight work schedule (9 am to 5 pm) and also for competition in this stage, employees can't spend much time with their family, which in terms bring much more job stress and job dissatisfaction in case of non government employees.

On the other hand (see **Table 6**) though the mental health for the Government employee is little bit higher than non-government employee and also by sex, these differences are not significant at .05 level of significance (**Table 7**). So the 4th hypothesis was not proved.

Table 8 indicates that types of job and job stress have a significant positive relationship, at the .01 level. And **Table 9** shows that sex and job satisfaction was significant negative relationship. But job stress and mental health and sex was a negative relationship, but not significant.

Limitations

In this study, the sample was drawn purposively as well as sample size was small. As a result this sample is not enough to represent the true status. That is why the findings cannot be over generalized to all of the government and Non Government employees of Bangladesh. In this sense, in order to increase generalization of the study further higher order analysis could be performed. Further research is needed to explore the relation

of other variables with job satisfaction, job stress and mental health on the basis of types of jobs and gender.

Conclusion

The study has carried out to find the relationship of job satisfaction, job stress and mental health on government and non-government employees of Bangladesh. It was found that job satisfaction among male employees was better than female employees. The reason found in this study, females are dominated in many aspects by male employees in jobs. Non government employees found to feel more job stress than government employees. There are many difference exist between government and non government jobs including job security and others facilities. Job satisfaction, job stress and mental health are important determinants of employee's health and wellbeing. When people are satisfied with their job, they are more productive and tend to be healthier. When employees feel that the environment at work is negative, they feel stressed. Stress has a large impact on employee mental and physical health. So in today's competitive hiring market, it's become important for all types of organizations to enhance job related opportunities and ensure that workers enjoy being on their job.

REFERENCES

- Banks, M. H., Ciegg, C. W., Jackson, E. R., Kemp, N. J., Stafford, E. M., & Wall, T. D. (1980). The use of the General Health Questionnaire as an indicator of mental health in occupational studies. *Journal of Occupational Psychology*, 53, 187-194. doi:10.1111/j.2044-8325.1980.tb00024.x
- Blegen, M. A. (1993). Nurses' job satisfaction: A meta-analysis of related variables. *Nursing Research*, 42, 36-41.
- Caplan, R. (1971). *Organizational stress and individual strain: A social-psychological study of risk factors*. Doctoral Dissertation, Ann Arbor, MI: University of Michigan.
- Caplan, R. D., Cobb, S., & French Jr., J. R. P. (1975). Relationships of cessation of smoking with job stress, personality, and social support. *Journal of Applied Psychology*, 60, 211-219. doi:10.1037/h0076471
- Caplan, R. D., Cobb, S., French Jr., J. R. P., Harrison, R. V., & Pinneau Jr., S. R., (1980). *Job demands and worker health: Main effects and occupational differences*. Ann Arbor: Institute for Social Research.
- Gardell, B. (1971). Alienation and mental health in the modern industrial environment. In L. Levi (Ed.), *Society, stress and disease, vol. 1* (pp. 148-180). Oxford: Oxford University Press.
- Gechman, A. S., & Wiener, Y. (1975). Job Involvement and satisfaction as related to mental health and personal time devoted to work. *Journal of Applied Psychology*, 60, 521-523. doi:10.1037/h0076902
- Goldberg, D. (1972). *The detection of psychiatric illness by questionnaire*. London: Oxford University Press.
- Goldberg, D. (1978). *Manual of the general health questionnaire*. Windsor: National Foundation for Educational Research.
- Gurin, G., Veroff, J., & Feld, S. (1960). *Americans view their mental health*. New York: Basic Books.
- Herzberg, F., Mausner, B., Peterson, R., & Capwell, D. (1957). *Job attitudes: Review of research and opinion*. Pittsburg, PA: Psychological Service of Pittsburg.
- Irvine, D. M., & Evans, M. G. (1995). Job satisfaction & turnover among nurses: Integrating research across studies. *Nursing Research*, 44, 246-253.
- Islam, N. (1999). Job stress and job satisfaction of male and female employees under male and female supervisors. *Bangladesh Psychology Studies*, 9, pp. 59-70.
- Keon, T. L., & McDonald, B. (1982). Job satisfaction and life satisfaction: An empirical evaluation of their interrelationship. *Human Relations*, 35, 167-180. doi:10.1177/001872678203500301

- Khaleque, A., Hossain, M. M. (1994). Job satisfaction, fatigue and mental health of manual, semi-automated and automated workers. In Karwowski, W (Eds.), *Proceedings of the International Conference on Human Operator, Computers and Automation, Ergonomics of Manual Work* (pp. 441-443).
- Khaleque, A. (1981). Job satisfaction, perceived effort and heart rate in light industrial work. *Ergonomics*, 24, 735-742. doi:10.1080/00140138108924895
- Kornhauser, A. (1965). *Mental health of the industrial worker: A Detroit study*. New York: Wiley.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Chicago, IL: Rand McNally.
- Rahman, A., & Sorcar, N. R. (1990). Occupational stress, marital status and job satisfaction of working women. *The Dhaka University Studies, Part C, 11*, 55-61.
- Rahman, T. (2003) Determination of some psychometric properties of the Bangla version of job satisfaction scale, organizational commitment questionnaire, and job involvement questionnaire. *Dhaka University Journal of Psychology*, 27, 51-67.
- Singer, R., & Rutenfranz, J. (1972). Arbeitspsychologische Studien über Arbeitszufriedenheit und berufsbezogene Gesundheitsstörungen bei Fluglotsen. *Internationales Archiv für Arbeitsmedizin*, 30, 135-160. doi:10.1007/BF00539065
- Smith, P. C., Kendall, L., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago, IL: Rand McNally.
- Sorcar, N. R., & Rahman, A. (1989). *Occupational stress & mental health of working environment*. Dhaka: UFG.
- Srivastava, A. K., & Singh, A. P. (1981). Construction and standardization of Occupational stress index: A pilot study. *Indian Journal of Clinical Psychology*, 8, 133-136.
- Warr, P. B., Cook J., & Wall, T. D. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, 52, 129-148. doi:10.1111/j.2044-8325.1979.tb00448.x