

PERSONAL CHARACTERISTICS AND JOB SATISFACTION

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1. Introduction

Employee satisfaction has become an important corporate objective in recent years. Motivated and committed staff can be a determining factor in the success of an organization. Organizations cannot reach competitive levels of quality if the employees do not feel satisfied. Job satisfaction has been one of the most frequently studied work attitudes. The goal of this large body of a research was to understand better the correlates and possible consequences of job satisfaction.

Job satisfaction represents a person's evaluation of his/her job and work context [52]. It is an individual's pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. There is a variety of factors that can influence a level of job satisfaction; some of these factors include pay and benefits, perceived fairness of the promotion system within a company, working conditions, the quality of individual's relationship with their supervisor, social relationships, and the job itself. The literature often distinguishes between situational and dispositional factors of job satisfaction. While situational factor represents job characteristics (some of them were mentioned above), dispositional factors are personal features of an individual.

1.1 Models of Job Satisfaction

A large proportion of the job satisfaction literature has assumed that satisfaction at work is mainly function of situational factors [see 14; 46; 52]. However, a research of dispositional factors of job satisfaction has a long history. Three decades ago, Locke [31] argued that job satisfaction had also dispositional characteristics. Nowadays, mounting evidence indicates a dispositional component to global job satisfaction [see 4]. The

job satisfaction literature has established three models of job satisfaction. These are situational, dispositional, and interactional models. At least, the three main lines of models have been used extensively to predict the job satisfaction of employed individuals in organizations.

The situational model of job satisfaction suggests that job satisfaction is derived from the job characteristics. This approach is based on the assumption that all persons have similar needs and are, therefore, satisfied by the same job characteristics. (e. g. a job characteristics model, see Hackman and Oldham [19]).

In contrast, **the dispositional job satisfaction model** states that certain relatively stable characteristics of a person influence job satisfaction independently of the job characteristics and situation [26]. The studies supporting the model have very frequently used five personality factors as a framework representing the dispositional approach. The important model that narrowed the scope of the dispositional theory was the **Core self-evaluations model**, proposed by Judge et al. [24]. Judge proposed that there are four Core self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem and general self-efficacy lead to higher work satisfaction. Having an internal locus of control leads to higher job satisfaction. Lower levels of neuroticism lead to higher job satisfaction.

Finally, **the interactional model of job satisfaction** argues that the fit between the person and the environment influences job satisfaction [6]. This approach is known as the Person-Environment Fit. Spokane [45] reviewed the Person-Environment Fit model literature and concluded that the Person-Environment Fit is positively related to job satisfaction.

1.2 Personal Characteristics and Job Satisfaction

As we mentioned above, one of the objections often brought against situational models of job satisfaction is that they take little interest in differences between individuals. What is wanted by one group of individuals is often different from what is wanted by another group. Personal correlates of job satisfaction have become a recent focus of at least some researchers' interest [20]. Investigators have examined such individual correlates of job satisfaction as physical, mental and dispositional differences.

1.2.1 Gender and Job Satisfaction

Several researchers have examined the relationship between job satisfaction and gender. However, the results of many studies have been contradictory. Some studies have found women to be more satisfied than men [2; 8; 36; 53]. Others have found men to be more satisfied than women [13; 21; 50]. It is important to point out that most of the studies report no significant differences between the sexes in relation to job satisfaction [5; 12; 17; 43; 51].

1.2.2 Education and Job Satisfaction

In many studies job satisfaction has been found to decrease with increasing educational level (e. g. 7; 12; 53). It is assumed that education, which does not lead to extrinsic rewards (money, prestige, authority, and autonomy), would lead to dissatisfaction with work by producing unfulfilled expectations and aspirations.

1.2.3 Age and Job Satisfaction

To date, there appears to be extensive evidence of relationship between employee age and job satisfaction. Many studies have investigated this phenomenon and it is often observed that age differences are greater than those associated with gender or education. Many studies reported that that job satisfaction was positively and linearly associated with age [see 39]. This age-satisfaction relationship is usually explained in terms of changing needs, mellowing process and changing cognitive structure associated with age. However, Luthans and Thomas' study [33] found that the nature of the relationship between age and job

satisfaction was curvilinear. Workers above the age of 40 become less satisfied with their jobs. An explanation for this may be that due to the process of accommodation and resignation. Older workers may become increasingly disappointed, recognizing that their expectations are becoming more and more limited. Moreover, older workers may experience increased pressure from factors such as changing technologies. One of the recent studies conducted by Clark [7] in the UK revealed that the relationship between age and satisfaction was u-shaped. Younger and older workers are more satisfied than those middle aged. However, this relationship does not hold for the US labor market. Here low levels of job satisfaction among young employees have typically been observed [7; 29]. Finally, most recently Eskildsen, Kristensen, and Westlund [12] has reported that job satisfaction in Nordic countries linearly increases with age. It seems that relationship between age and job satisfaction is culturally dependent. It seems that also cohort differences may play some role [15].

1.2.4 Job Level and Job Satisfaction

Research studies designed to investigate whether job satisfaction increases with higher rank are relatively few. Evidence from this literature seems to suggest that rank is a reliable predictor of job satisfaction, with workers at higher ranks being generally more satisfied with their jobs compared to workers at lower ranks. Ronen [41] noted that job satisfaction increased with occupational level. Near, Rice, and Hunt [37] examined the relationship between age, occupational level and overall satisfaction, reporting that the strongest predictors of job satisfaction among many other variables were occupational levels, i. e. rank and age. Miles, Patrick, and King [35] found job level to be a significant predictor of workers' level of job satisfaction. Similarly, Clark [7], Kalleberg and Mastekaasa [28] and Eskildsen, Kristensen, and Westlund [12] examined differences in job satisfaction between managers and regular employees and found that managers reported higher levels of job satisfaction than regular employees.

1.3 The Role of Dispositional Factors of Job Satisfaction

Although it is impossible to determine job satisfaction from the effect of personality alone, perso-

nality variables play some role. Over the past 15 years, researchers have paid increasing attention to the dispositional source of job satisfaction. Judge and Larsen [25] analyzed previous studies of job satisfaction with a meta-analytic procedure and concluded that these investigations have provided strong evidence that job satisfaction is, in part, dispositionally based. Further, using estimates of the dispositional source of job satisfaction, Ilies and Judge [22] computed the proportion of genetic variance in job satisfaction. Results indicate that the five-factor model mediates approximately 24% of these genetic influences on job satisfaction.

1.4 Personality and Job Satisfaction

There is some confusion regarding which person variables have been discussed as possible determinants of job satisfaction in the job satisfaction research literature. In organizational psychology research, one can find attempts to study relation of isolated personality traits, from neuroticism and extraversion to job satisfaction. A further research focused on an effect of affectivity (positive vs. negative affectivity), further studies investigated an impact of personal characteristics self-efficacy or proactive personality. Finally, there is a large amount of studies investigating an association between personality traits of the five-factor model of personality and job satisfaction.

1.4.1 Self-Efficacy and Job Satisfaction

Perceived self-efficacy is defined as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives [1]. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They include cognitive, motivational, affective and selection processes. A strong sense of efficacy enhances human accomplishment and personal well-being in many ways. In contrast, people who doubt their capabilities shy away from difficult tasks, which they view as personal threats. They have low aspirations and weak commitment to the goals they choose to pursue. In a meta-analysis of the relevant litera-

tures Judge et al. [27] reported small effect of self-efficacy to job satisfaction.

1.4.2 Proactive Personality

The concept of proactive personality was also widely used in research of job satisfaction (e. g. 42; 10]. The proactive personality as defined by Bateman and Crant [3], is an individual, who is not constrained by the situation and who causes environmental change. Proactive individuals are said to „ . . . scan for opportunities, show initiative, take action, and persevere until they reach closure by bringing about change“ [3, p. 105].

1.4.3 Positive Affectivity and Negative Affectivity

Affective personal disposition is composed of two facets - positive affectivity and negative affectivity [49]. Individuals, who score high in positive affectivity, are predisposed to experience positive emotionality, while high negative affectivity individuals are predisposed to experience negative emotions. There were attempts to link positive affectivity and negative affectivity to job satisfaction in an organizational psychology research. Connolly and Viswesvaran [9] in a meta-analysis of the relation of affectivity to job satisfaction reported true score correlations of positive affectivity and negative affectivity with job satisfaction of . 49 and -. 33, respectively. Although this typology has proven itself to be useful, several limitations exist. The main objection is that the positive/negative affectivity taxonomy includes only two traits.

1.4.4 The Five-Factor Model of Personality and Job Satisfaction

Within the last 20 years, consensus has emerged that a five-factor model of personality [16] can be used to describe the most salient aspects of personality. This model has recently dominated the field of personality and it is also widely used in work and organizational psychology [40]. Recently, Judge, Heller and Mount [26] conducted meta-analysis of relation between traits from the five-factor model of personality and overall job satisfaction. The analysis revealed that neuroticism was negatively correlated with job satisfaction (the estimated true correlation with job satisfaction was -. 29), whereas conscientiousne-

ss, extraversion, and agreeableness are correlated positively (the estimated true correlation with job satisfaction were . 26, . 25, . 17, respectively). Openness to experience has a negligible impact on job satisfaction (the estimated true correlation with job satisfaction was - . 02).

1.5 Research of Job Satisfaction Research in the Czech Republic

The main body of a research in job satisfaction has been conducted in the USA and West European countries (namely in the UK). In the last decade increasing number of studies appeared also in Asian countries. However, the research in Central-East or East European countries is quite poor in this field. Nowadays, the research interest in job satisfaction and related problems is devoted mainly to Russia [e. g. 30].

The problem of job satisfaction did not attract many researchers in the Czech Republic. Typically, job satisfaction in the Czech Republic has been studied mainly in the context of a public opinion research [11; 48]. There are also several cross-cultural studies, which compared job

satisfaction in different countries including the Czech Republic from the sociological point of view [34; 47]. To date, a systematical psychological research of job satisfaction has not been conducted.

1.6 Research Questions

The vast majority of research in job satisfaction has been undertaken in the USA and the UK. As we have seen, few studies have comprehensively analyzed job satisfaction in Central-European countries including the Czech Republic. Psychological analysis of job satisfaction is even missing. The extent to which research findings in these countries can be applied to the Czech Republic cultural context has not been widely tested. The purpose of this study was to replicate previous studies in the context of the Czech Republic.

Thus, our study has three objectives:

- (1) To investigate an impact of personal characteristics, such as gender, age, level of education on job satisfaction.
- (2) To examine the role of some dispositional factors of job satisfaction, specifically relation

Tab. 1: The Sample

Organization and employee's characteristics		N
ORGANIZATION		
Organization size	up to 50 employees	250
	up to 500 employees	184
	more than 500 employees	228
Organization ownership	Czech owner	268
	Foreign owner	143
	International corporation	94
	Public/governmental organization	157
EMPLOYEES		
Education level	Elementary educational level	5
	Skilled worker	72
	Secondary school	284
	Higher professional school	39
	Undergraduate (distance learning)	71
	University degree education	193
Job level	Manager/supervisory responsibility employee	542
	Non-supervisory responsibility employee	122

Source: own

between five-factor personality model to job satisfaction and relation of self-efficacy to job satisfaction

- (3) To study an association between specific situational characteristics, such as an organization size, an/a ownership/type of an organization and the level of job satisfaction.

2. Method

2.1 Participants

The sample of 659 participants took part in the study. Participants ranged in ages from 18 to 73 years and their mean age was 34.6 years (Median = 32, SD = 10,329). They comprised 302 men and 361 women and lived mostly in the North-Eastern regions of the Czech Republic (regions Hradec Králové, Pardubice and Vysočina). The participants have been recruited from various companies.

Characteristics of organizations and employees are shown in Table 1. They are working in various occupations, covering a very wide spectrum of human work activities such as managers, teachers, accountants, in sales/insurance, PR, advertising, health service, nature conservation as well as manual workers and different kinds of skilled workers with mean tenure of 6.6 years (median = 5, SD = 5.97).

The participants were contacted and questioned by the students of distance learning courses of the Economics and Management study programme at the University of Hradec Králové, who volunteered in exchange for partial fulfilment of an introductory psychology course requirement. Typically, the participants have worked at a same company/organization as the questioners.

2.2 Measures

2.2.1 Job Satisfaction

The Czech translation of the 36-items scale „Job Satisfaction Survey“ developed by Spector [44] was used to measure the subject's job satisfaction. The scale measures satisfaction in nine job aspects: *pay* (Cronbach-alpha=0.84), *promotion* (Cronbach-alpha=0.78), *supervision* (Cronbach-alpha=0.78), *fringe benefits* (Cronbach-alpha=0.74), *contingent rewards*

(Cronbach-alpha=0.60), *operating conditions* (Cronbach-alpha=0.47), *coworkers* (Cronbach-alpha=0.71), *nature of work* (Cronbach-alpha=0.76), and *communication* (Cronbach-alpha=0.68). Cronbach-alpha for total satisfaction is equal to 0.92. Participants were instructed to indicate the extent of their agreement with each item on a six-point scale ranging from strongly disagree (1) to strongly agree (6).

2.2.2 Big-Five Personality Model

To measure the Big-Five personality dimensions, the Czech translation of the Ten Item Personality Measure (TIPI) developed by Gosling, Rentfrow, and Swann [18] was used. The questionnaire measures personality dimensions Extraversion, Agreeableness, Conscientiousness, Emotional stability, and Openness to experiences

2.2.3 Self-Efficacy

To evaluate perceived self-efficacy, the Czech translation of the 10-items scale „the General Self-Efficacy (GSE)“ [23] was used.

3. Results

First, we identified the level of job satisfaction with a particular aspect of a job. Data showed higher average levels of satisfaction for the following aspect of the job: coworkers, nature of work, supervision, and communication (see Fig. 1). In contrast, the participants reported lower satisfaction levels for pay and promotion. These data are in accord with results of surveys conducted in the USA (see [44]).

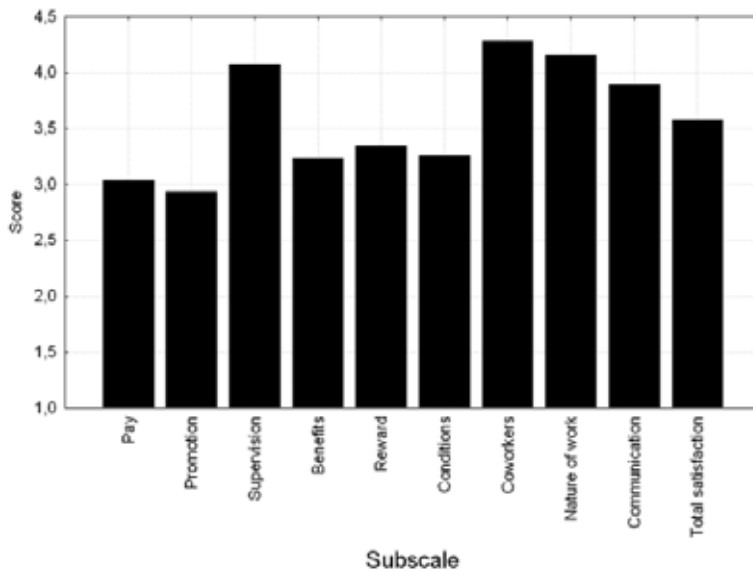
Gender differences

Next, the difference in job satisfaction between males and females was tested. No significant gender differences in job satisfaction were observed in our sample.

Age differences

Further, an effect of age on job satisfaction was examined. A small effect of age was found, which meant significant negative correlation between job satisfaction and age (total satisfaction -.15, pay -.11, promotion -.14, supervision -.21, fringe benefits -.13, contingent rewards -.09, operating conditions -.11, coworkers -.11). Thus, job satisfaction slightly linearly decreases

Fig. 1: Job Satisfaction



Source: own

with age. A simple linear regression model for total satisfaction is significant ($p = 0.000$) with R^2 of 0.023. Differing from the results gained in the UK, the USA, and Nordic countries, this finding reflects a specific situation in a post-communist transient society. A further research is needed to understand this phenomenon deeply.

Education

The data indicates that education level has the significant effect on job satisfaction, although this relationship is not a linear one (see Table 2). The significance of differences was tested by a one-way analysis of variance with a post-hoc Tukey test. The job satisfaction increases gradually from workers with an elementary education level to employees, who study at distance learning courses at university. These distance students-employees dispose with the high level of satisfaction. However, employees with completed university education level have slightly lower level of job satisfaction than those, who study at distance learning courses. This outcome is consistent with the cited job satisfaction literature (see above). It seems that certain differences in our results were caused by a specific age distribution in our sample - by average age, participants with middle and higher level of education were younger than

other age groups. Surprisingly, Čadová-Horáková [11] in the survey based on the cross-sectional sample of the Czech population reported that job satisfaction increased with the educational level. Obviously, this bias requires further research and clarification.

Job level

Table 3 shows differences in job satisfaction between managers/supervisory responsibility employees and non-supervisory responsibility employees. The significance of differences was tested by a t-test. Managers scored slightly higher in job satisfaction than non-supervisory responsibility employee in a majority of the job aspects. This finding is consistent with previous mentioned studies (see above), which reported that managers indicated higher levels of job satisfaction than regular employees without supervisory responsibility, as well as with the Czech cross-sectional survey [11].

Organization size and type of ownership

It turned out that an organization size has an effect on job satisfaction. As shown in Table 4, in general, in large organizations with more than 500 employees, the level of job satisfaction was higher than in organizations with a smaller

Tab. 2: Education and Score of Job Satisfaction

Subscale of job satisfaction	Education level						Significance of differences		
	1	2	3	4	5	6	F	P	Tukey
	Elementary educational level	Skilled worker	Secondary school	Higher professional school	University student (distance learning)	University degree education			
Pay	2.400	2.645	2.988	3.311	3.253	3.149	3.981	0.01	2-4,2-5, 2-6
Promotion	2.850	2.609	2.906	3.065	3.157	3.004	2.219	0.05	2-5
Supervision	3.050	3.753	4.128	3.878	4.594	3.976	7.059	0.000	1-5,2-5, 3-5, 4-5, 5-6
Fringe benefits	2.850	2.892	3.212	3.192	3.656	3.275	4.166	0.000	2-5,3-5
Contingent rewards	2.900	3.085	3.372	3.468	3.481	3.320	2.168	N.S.	
Operating conditions	3.300	3.368	3.295	3.101	3.325	3.171	1.212	N.S.	
Coworkers	3.450	4.007	4.291	4.304	4.535	4.288	4.000	0.001	1-5,2-5
Nature of work	3.450	3.842	4.193	4.032	4.215	4.234	3.157	0.01	2-3,2-6
Communication	3.250	3.704	3.866	3.961	4.183	3.900	2.290	0.01	2-5
Total satisfaction	3.056	3.311	3.600	3.620	3.825	3.572	4.807	0.000	2-3,2-5
N	5	72	284	39	71	193			
Mean age	41.6	37.6	34.4	29.2	26.2	37.9			

Source: own

number of employees. Although differences in total job satisfaction were not significant, the differences in promotion, supervision, fridge benefits, operating condition, and coworkers were

statistically significant.

Further analysis was devoted to differences between types of organizations and their ownership (see Table 5). Job satisfaction in private com-

Tab. 3: Job Level and Score of Job Satisfaction

Subscale of job satisfaction	Job level		Significance of differences	
	Managers/ supervisory responsibility employee	Non-supervisory responsibility employee	t - value	p
Pay	3.43	2.95	4.57192	0.000
Promotion	3.30	2.86	4.32146	0.000
Supervision	4.16	4.05	1.03311	N.S.
Fringe benefits	3.41	3.20	2.00424	0.05
Contingent rewards	3.54	3.29	2.81498	0.01
Operating conditions	3.27	3.26	0.20729	N.S
Coworkers	4.24	4.29	-0.55567	N.S
Nature of work	4.51	4.07	5.00096	0.000
Communication	4.16	3.84	3.45553	0.01
Total satisfaction	3.78	3.53	3.62977	0.000

Source: own

Tab. 4: Organization Size and Score of Job Satisfaction

Subscale of job satisfaction	Organization size			Significance of differences		
	up to 50 employees	up to 500 employees	More than 500 employees	F	p	Tukey
Pay	3.00	3.02	3.10	0.60126	N.S.	
Promotion	2.78	2.95	3.10	6.12635	0.01	1-3
Supervision	3.93	3.94	4.32	10.89942	0.000	1-3,2-3
Fringe benefits	3.19	3.10	3.40	4.51620	0.01	2-3
Contingent rewards	3.33	3.31	3.37	0.22640	N.S.	
Operating conditions	3.48	3.10	3.15	15.42745	0.000	1-2,1-3,2-3
Coworkers	4.25	4.14	4.42	6.15588	0.01	2-3
Nature of work	4.103	4.178	4.19	0.62779	N.S.	
Communication	3.97	3.91	3.80	1.91785	N.S.	
Total satisfaction	3.56	3.50	3.66	2.62743	N.S.	

Source: own

panies with a Czech owner, private companies with a foreign owner, international corporations, and public/governmental organizations were explored. The significance of differences was tested by a one-way analysis of variance with a post-hoc Tukey test. The data revealed that

the employees in international corporations are definitely more satisfied than the employees in other types of organizations. Employees in companies with a foreign owner and international corporations are more satisfied than those working in companies with a Czech owner. The

Tab. 5: Type of Organization, its Ownership and Score of Job Satisfaction

Subscale of job satisfaction	Type organization and its ownership				Significance of differences		
	1	2	3	4			
	Czech owner	Foreign owner	International corporation	Public/governmental organization	F	p	Tukey
Pay	3.01	3.18	3.40	2.74	8.964	.000	1-3, 2-4,3-4
Promotion	2.87	3.10	3.37	2.65	12.00	.000	1-3, 2-4,3-4
Supervision	3.94	4.07	4.41	4.07	4.890	.002	1-3,3-4
Fringe benefits	3.17	3.38	3.70	2.93	12.52	.000	1-3, 2-4,3-4
Contingent rewards	3.38	3.41	3.59	3.07	8.320	.000	1-4, 2-4,3-4
Operating conditions	3.44	3.35	3.37	2.87	18.50	.000	1-4, 2-4,3-4
Coworkers	4.27	4.22	4.55	4.19	4.201	.006	1-3, 2-3,3-4
Nature of work	4.16	4.18	4.03	4.20	.818	N.S.	
Communication	3.94	3.92	3.97	3.75	1.711	N.S.	
Total satisfaction	3.56	3.66	3.84	3.36	10.95	.000	1-3,1-4, 2-4,3-4

Source: own

least satisfied are employees working in public/government organizations. Significant differences occurred between almost all job aspects, except nature of work and communication.

Personality correlates

Table 6 presents inter-correlation matrix of a particular aspect of job satisfaction and personality dimensions. The data indicated that agreeableness, stability, and openness were positively related to the total job satisfaction. Agreeableness was a strongest correlate of the job satisfaction. Detailed analysis revealed that stability correlates moderately with satisfaction, promotion, supervision, benefits, reward, coworkers, nature of work and communication. Extraversion correlates moderately

4. Conclusion

The aim of this paper was to study personal correlates of the job satisfaction in a sample of respondents from the Czech Republic and to compare the findings with the data from previous researches, which were performed mainly in the UK and the USA. In some points, our study revealed close similarities with previous findings, but on the other hand, certain dissimilarities caused by cultural differences were revealed.

Firstly, we have found that the level of satisfaction with particular aspects of job is almost the same as in the data from the previous research conducted in the USA. The employees are

Tab. 6: Personality Features and Score of Job Satisfaction

Personality features	Subscale of job satisfaction									
	Pay	Promotion	Supervision	Benefits	Rewards	Conditions	Coworkers	Nature of work	Communication	Total satisfaction
Stability	.06	.13**	.16**	.10*	.09*	.01	.11**	.11**	.11*	.14**
Extraversion	.03	.00	.05	.01	.00	-.06	.04	.12**	.12**	.05
Openness	.05	.05	.13**	.02	.06	-.10*	.09*	.27**	.09*	.11*
Agreeableness	.10*	.14**	.20**	.16**	.14**	.13**	.16**	.20**	.19**	.23**
Conscientiousness	-.04	.01	.02	-.03	.01	.03	.05	.21**	.13**	.06
Self-efficacy	.06	.13**	.10*	.08	.13**	-.04	.01	.20**	.13**	.13**

** p < 0.01 * p < 0.05

Source: own

only with satisfaction, nature of work and communication. Openness correlates moderately positive with satisfaction, supervision, coworkers, nature of work and negatively with conditions. Agreeableness correlates moderately with all aspects of job satisfaction. Conscientiousness correlates moderately only with satisfaction, with nature of work and communication. The results are consistent with the previous findings (see above).

Consistently with the previous findings, the results also indicated that the self-efficacy was positively related to the total job satisfaction. It correlates moderately with satisfaction, with promotion, supervision, contingent rewards, nature of work, and communication.

generally more satisfied with their coworkers, nature of work, communication and supervision. Consistently with previous findings, they are less satisfied with pay, promotion, fringe benefits, contingent rewards and working conditions.

Consistently with the large body of literature, we did not observe gender differences in job satisfaction. In contrast, age differences were found in our sample. As we mentioned above, the results of many studies have been contradictory. While some studies reported that the job satisfaction was positively associated with age, other authors found that workers above 40 were less satisfied with their jobs. Moreover, recent investigations from the UK reported an u-shape

relation between age and the job satisfaction. In our study a linear decrease of the job satisfaction with an increasing age was found. This finding supports the assumption that older workers may experience increased pressure from factors such as changing technologies. Furthermore, the older workers may also negatively experience a modern „cult“ of young, beautiful, successful, and dynamic people. We assume that these pressures are more pronounced in transient post-communist economies than in economies with the traditional market system. Unfortunately, we have no data from other Central-East and East European countries. It is obvious that a further research is needed to understand fully this culturally based phenomenon.

Next, our study revealed the association between an education level and job satisfaction. While in many previous studies job satisfaction has been found to decrease with an increasing educational level, our data showed more complex, non-linear relationship between an education level and job satisfaction. The job satisfaction increased gradually from an elementary education level to workers graduated at high technical schools to workers, who study at distance learning courses. However, employees with completed university education level have slightly lower level of job satisfaction than those, who study at distance learning courses. Typically, a decreased level of job satisfaction of employees with a higher level of education is explained in terms of certain disappointment - those people realized that their education did not lead to extrinsic rewards such as money, prestige, authority, and autonomy. It is possible that in our findings the age structure of the sample plays some role - participants with a middle and higher level of education were younger than the other age groups. However, we also have to take into consideration important changes in the Czech education system in the last decade, when both high technical schools and bachelor degree programs were introduced. Clearly, individuals with these education levels are younger and have higher expectations than older workers. It seems that more precise insight into the association between an education level and job satisfaction should be performed in one age cohort only.

Furthermore, our study showed that associ-

ation between an organization size, a type and job satisfaction is also culturally dependent. It should be noted that Eskildsen, Kristensen, and Westlund [12] examined whether satisfaction with job decreases with a company size or not. They reported that in Nordic countries, there was no significant difference among employees from companies with less than 50 employees and from companies with 50 to 500 employees. However, a decrease in job satisfaction with a company size occurred for companies with 500 or more employees. While this study reported that employees in smaller organizations are more satisfied with their jobs than employees working in huge companies, our findings are substantially different. There are still large differences in organizational culture between small domestic private companies and international corporations, as well as between private and public/governmental sectors in the transient economy of the Czech Republic. We have found that employees from international corporations are more satisfied with their jobs than employees from other types of organizations. Employees in companies with a foreign owner and in international corporations are more satisfied than those in companies with a Czech owner. The least satisfied are employees working in public/governmental organizations.

It is widely known that international companies are offering higher pay and benefits than public/governmental organizations. However, looking on the data one can see that differences in job satisfaction were not caused only by the pay and benefits. Workers in international companies are more satisfied virtually with all aspects of their jobs. One explanation might be that organizational culture in international companies is quite different from the culture of other forms of organizations in the Czech Republic.

Finally, we examined a relation between job satisfaction and certain personality characteristics. The well-known five-factor model of personality was used, the findings are almost consistent with the previous findings. The data showed that agreeableness, stability, and openness were positively related to the total job satisfaction. Agreeableness was a strongest correlate of the job satisfaction. Extraversion and conscientiousness correlated only with

some aspects of job satisfaction. Our data, consistent with previous literature, show that personality correlates of job satisfaction are universal over various cultures. The same holds for self-efficacy.

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Doručeno redakci: 16. 1. 2008

Recenzováno: 23. 3. 2008

Schváleno k publikování: 3. 10. 2008

ABSTRACT**PERSONAL CHARACTERISTICS AND JOB SATISFACTION****Marek Franěk, Jakub Večeřa**

This study examines the relationships among job satisfaction and selected personal variables. Data were collected from 659 participants in various occupational areas in the Czech Republic (managers, accountants, in sales/insurance, PR, advertising, health service, teachers, nature conservation as well as manual workers and different kinds of skilled workers). The study revealed several personal correlates of job satisfaction. Low negative correlation between job satisfaction and age was found. Next, individuals with higher level of education are more satisfied in job than workers with lower level of education. However, this trend does not hold for individuals with the highest level of education. Those employees are slightly less satisfied. A decreased level of job satisfaction of employees with a higher level of education is explained in terms of certain disappointment - those people realized that their education did not lead to extrinsic rewards such as money, prestige, authority, and autonomy.

No significant gender differences in job satisfaction were found. Further, managers and employees with supervisory responsibility were more satisfied than workers without supervisory responsibility. Workers are slightly more satisfied in large companies with more than 500 employees than in smaller organizations. Moreover, the data revealed that employees from international corporations are definitely more satisfied than employees from other types of organizations. The least satisfied are employees working in public/governmental organizations. Finally, an association between personal traits of the Five-factor personality model, self-efficacy and job satisfaction was inspected. The data indicated that agreeableness, stability, openness, and self-efficacy were positively related to the total job satisfaction.

Key Words: job satisfaction, personality, five-factor personality model

JEL Classification: L2