

Job Satisfaction among Finance Professionals in Dubai

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Abstract

This study contributes to the literature of job satisfaction by testing the relationship between job satisfaction and other independent variables like promotion, pay equity, job security, autonomy in decision making, quality of work life and attitude of management by using a questionnaire to survey a sample of 32 finance professionals in three multinational corporations (MNCs) in Dubai, United Arab Emirates. The global recession has created a major ruckus on these individuals in Dubai, as they had to endure tremendous pressures from banks, sub-contractors, and all other entities related to financial obligations of the organization due to huge outstanding accounts receivables, loans and payments to banks, redundancy payments to employees who faced lay-offs and not to mention about the bounced checks and financial frauds/scams. The findings indicate that 62.6 percent of the finance professionals consider their level of job satisfaction good compared to their counterparts in the industry. While making an assessment of their overall job satisfaction it was rather negatively skewed, as 56.3 per cent of the 32 professionals had a rather poor perception of their level of job satisfaction. There was no significant association between job satisfaction and gender of the finance professionals as the t-test value was .687.

Keywords: Job satisfaction, Autonomy, Job security, Quality of Work Life (QWL), Stress.

1.0 INTRODUCTION

The relationship between man and work has always attracted the attention of philosophers, scientists and novelists. A major part of man's life is spent at work. Work is a social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. Studies in the area of job satisfaction as an important and popular research topic started decades ago. In research designs it has been used variously as dependent, independent and moderating variables. In 1935, the concept of job satisfaction gained currency through the publication of a monograph by Hoppock on "Job Satisfaction". Hoppock in his monograph defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job".

"The term job satisfaction refers to an individual's general attitude towards his or her job. A person with high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her work holds negative attitude about the job".

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, which is one third of our entire life; Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. Regular assessment of employee's perception about their level of job satisfaction can

potentially provide organizations with important information about the welfare of their employees, such as quality of work life, general well-being, work-related stress and the home-work interface.

The global financial crisis of 2008–2009 became prominently visible in September 2008 with the failure, merger or conservatorship of several large United States-based financial firms. The underlying causes leading to the crisis had been reported in business journals for many months before September, with commentary about the financial stability of leading U.S. and European investment banks, insurance firms and mortgage banks consequent to the sub prime mortgage crisis.

With the global recession and the fall in oil prices, most Gulf countries are expected to have limited economic growth in 2009. Many companies in the region have responded with staff cuts and recruitment. Freezes, with professionals in investment, administration and marketing functions most affected. Demand for infrastructure and audit professionals has increased. The UAE and Dubai in particular, has seen its share of vacancies fall, with some residents seeking opportunities in other Gulf States. However, it still has significant recruitment levels and remains the region's most popular destination. Limited pay increase is expected in the

near term, due to falling inflation, reduced demand, rising global unemployment and strength of the US dollar. Economic growth is expected to recover in 2010, with employment

activity gaining momentum as a result, but in the long run remaining dependent on the oil price.

People live in a multicultural society, where different sets of values and principles interact on a daily basis. In business, people from different parts of the world work together in an environment so rich in diverse cultural ideas and attitudes that it presents a huge chance for development through the huge flow of creative ideas, or the total opposite: an environment that easily can spark conflicts (Chapman, 2010). Globalization integrates different concepts about job satisfaction and adds a new dynamic to this rich world (Wormer, 2005) of opportunities. Regardless of origins, it is hard for an employee to perform a job day after day and still feel thrilled over time (Lee, 2005), or worse, for an employee to have a job that he/she never enjoyed in the first place. How can management reach higher levels of job satisfaction? How does the organization get involved in enhancing its employees' sense of job satisfaction? This research focuses on the meaning of job satisfaction, its challenges, and how to effectively increase employee satisfaction. The aim of this research is to explore the sense of job satisfaction finance professionals among three MNCs in Dubai, UAE.

1.1 STATEMENT OF THE PROBLEM

More than 73 per cent of the employees in the UAE are unhappy with work, as only 27 per cent of them expressed high satisfaction with their job in a recent survey by employment site Bayt.com and research firm YouGovSiraj. A study conducted in 2008 highlighted these findings, wherein answers were collected from 9,760 respondents aged between 20 and 62 in the UAE, Saudi Arabia, Kuwait, Qatar, Bahrain, Lebanon, Jordan, Egypt, Morocco, Algeria and Pakistan.

Researchers said the UAE's job satisfaction rating was "considerably low" in the region. Lebanon and Morocco fared well, posting the highest satisfaction ratings at 36 per cent and 35 per cent respectively. Of all the nationalities polled, Gulf nationals appeared to be the least happy, with only 26 per cent enjoying a high level of satisfaction in their work.

Therefore, the researchers unanimously decided to concentrate on this brewing problem of which UAE plays a major role, specifically Dubai which is a global melting pot and a significant GDP contributor too. The study on job satisfaction among finance professionals of three multinational corporations (MNCs) in Dubai is on the basis of the above figures that are very telling about the current employment situation in the region, and provide an accurate picture of how not only different nationalities feel in their jobs, but how attitudes towards the working environment change between countries. YouGovSiraj chief executive officer Nassim Ghayeb said the survey indicates that, "despite highly favorable economic conditions, companies are not going far enough to make their employees feel like valued members of the workforce."



The study did not specify the factors that influenced workers' satisfaction levels, but for 33-year-old Luisa who is working as a receptionist in Dubai, her low salary and her employer's failure to deliver its promise are turning her off. "My boss promised to give me a Dh500 increase after six months, but all I got was Dh300 after one year. It increased my salary from Dh2,000 to Dh2,300, which is barely enough to cover my living expenses," says Luisa, a Mass Communications graduate.

According to recruitment specialist GulfTalent.com, while employers have been forced to increase salaries by an average of 10.7 per cent during 2010, this falls short of the increase in cost of living experienced by most expatriates.

The study also asked employees if they were happy with their "work organization." Saudi Arabia fared worst in this category, with 40 per cent of the respondents saying their satisfaction with their work organization is low.

Algeria came second with 38 per cent, followed by Kuwait and UAE with 34 per cent. In terms of motivation levels, the UAE scored lowest, with 65 per cent of employees saying they "feel motivated to perform well in the work" they do. The UAE has 3.11 million foreign workers from 202 countries, employed by approximately 260,000 establishments, according to the 2007 labor report. Expats make up for more than 90 per cent of the private sector labor force.

1.2 RATIONALE FOR THE STUDY

The researcher's rationale for selecting particularly this category of professionals is due to the increasing concerns within the financial industry, it is important for employers to understand how to successfully retain their financial professionals. With increased job satisfaction, job security, quality of work life, positive work attitude, autonomy for decision-making at work, pay-equity and overall well-being, organizations financial potential will be on uptrend; and employers will continue to retain these professionals and earn profits. Recent economic changes due to the current recession, including mergers and acquisitions, bankruptcies and changing regulations, have created increased stress among finance industry professionals. The surviving financial professionals have been impacted physically, with increased workloads, and emotionally, though increased anxiety and pressure from dealing with client concerns. The researchers through this study would attempt to highlight certain continuous improvement strategies that employers need to

understand in terms of the challenges the finance professional's face, and suggest organizations to develop techniques and service structures that promote success and satisfaction among those professionals.

1.3 OBJECTIVES OF THE STUDY

1.3.1 To measure the perception of job satisfaction among finance professionals of select MNCs in Dubai, United Arab Emirates.

1.3.2 To identify the impact of the following attributes on the measured level of job satisfaction among the finance professionals: Quality of Work Life, Work Attitude, Job Satisfaction, Autonomy, Pay/Pay-Equity, Stress, and Job Security.

1.4 HYPOTHESES

- Hypothesis 1: There is no significant association between the demographic variables of the finance professionals and the perceived level of job satisfaction.
- Hypothesis 2: There is no significant association between job satisfaction and QWL.
- Hypothesis 3: There is no significant association between autonomy at work and job satisfaction.
- Hypothesis 4: There is no significant association between attitude of management towards employees and job satisfaction.
- Hypothesis 5: There is no significant association between quality of life and quality of work life (with special reference to the professional being able to devote enough time for family responsibilities).
- Hypothesis 6: There is no significant association between extra hours of work and job satisfaction.
- Hypothesis 7: There is no significant association between pay and job satisfaction.
- Hypothesis 8: There is no significant association between time spent to relax and job satisfaction.

2.0 REVIEW OF LITERATURE

The definition of job satisfaction is the enjoyable and emotional state resulting from the evaluation of one's job (Danish & Usman, 2010) or job experiences; the employee feels fulfillment and pride in achieving the business's goals. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition (Garcez, 2006). Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly (Cranny, Smith & Stone, 1992) associated to improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/

she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Brown, 1996).

There are different types of organizations such as public and private and despite the differences (Brief, 1998) in their goals, these business organizations have similar methods of employee management. In general, both are defined as groups of people who work together in order to achieve certain goals. These organizations face different challenges and obstacles in conducting their work (Everett, 1995) as they play their roles in their society, which result in the success or failure of the organization. Of course, success of any organization, regardless of societal role, is related to the power that comes from employees and their motivation and satisfaction in doing their work. Scholars like Cote and Morgan (2002) define job satisfaction as a person's positive feeling of the position and acceptance of his/her work. Individuals who are motivated to work and are influenced in a positive manner feel comfortable and happy about their jobs. Job satisfaction is not the same as motivation, but they are linked together; motivation is said to be a factor that encourages an individual's satisfaction and acceptance of their jobs. Organizations work hard to reach higher levels of employee job satisfaction (Saari & Judge, 2004).

This study focused on measuring the perception of job satisfaction among finance professionals working in three leading MNCs in Dubai, United Arab Emirates. As well the impact of the following independent variables like quality of work life, pay, job security, emotional intelligence, attitude of management, autonomy and quality of life.

The Dimensions of Job Satisfaction

The perceptions of job satisfaction vary among scientists and scholars. The reason is related to the numerous concepts, values, beliefs, and cores of interest among scholars to identify the circumstances (Ting, 1997) of the surrounding environment that are considered elements in measuring and defining job satisfaction. The concept explored here began as simple definition that satisfaction is anything that leads to fulfillment (Locke, 1976), joy, and happiness. Job satisfaction, employee morale, and a good attitude toward a job show the importance of individual feeling. Other scholars define job satisfaction as the sum of individual feelings toward the job and the emotional fulfillment that individuals reach in their work. Yet for many researchers the meaning of job satisfaction has shifted from a concentration on the feelings that individuals have towards their job to complex concepts used to determine the component of job satisfaction and its multiple sides (Al-Haydar & Bin Taleb, 2005).

Many scholars, like Maslow (1943), agree that the feeling of satisfaction in a job positively influences the achievements of employees, while dissatisfaction can negatively reflect on their performance. The feeling of satisfaction or dissatisfaction develops into a condition of internal psychological emotion, which appears as behaviors observed through the individual's performance (Motowidlo, 1996). Job satisfaction has multiple dimensions and sides, influenced by different factors; some are related to the work itself, while others are connected to the peer work group and surrounding work environment. It is erroneous to believe that increased satisfaction in one aspect of a job results in satisfaction with other dimensions of the job. For example, we may find some employees are satisfied with their relations with their colleagues, but dissatisfied with the salary or work conditions. This leads us to understand that job satisfaction is not absolute, but is a problem related to multiple factors (Borjas, 1979).

Dunnette & Jorgenson (1972) assert that job satisfaction is the sum of relations and interactions between workers' desires, expectations, and the value of what their jobs offer. Therefore, job satisfaction is the sum of social, physiological, and environmental circumstances that make an individual pleased about their work (Clark & Oswald, 1996). The concept of job satisfaction has multiple dimensions that represent the overall satisfaction the individual gets from the work itself, as well as from work groups, superiors (Clark & Oswald, 1994), and the work environment. In achieving job satisfaction, the individual may become highly satisfied with one (Freeman, 1978) dimension while remaining dissatisfied with others. For example, it is possible for the employee to be satisfied with the organizational policies while indicating a low level of satisfaction towards colleagues. In this situation, (Al-Haydar & Bin Taleb, 2005), the organization must seek to develop the satisfaction of its employees by determining the dimensions its employees complain about to improve positive feelings. Determining the factors that create job satisfaction in the work environment rely (Al-Haydar & Bin Taleb, 2005) upon seven dimensions: the work itself, supervision, the organization and its management, promotion opportunities, pay and other financial benefits, coworkers, and working conditions (Green, 2002).

3.0 RESEARCH METHODOLOGY

The current study has a descriptive research design that aims at gauging the demographic profile and perception of 32 financial professionals of three MNCs in Dubai, towards job satisfaction and its different constructs. A random representative sampling technique was used to retain its representativeness and manageability as it is commensurate with this quantitative research studies. An objective assessment of the qualitative factors is made possible through a structured un-disguised questionnaire that will measure the level of job satisfaction and the impact of various constructs like, quality of work life, job security, workload, autonomy,

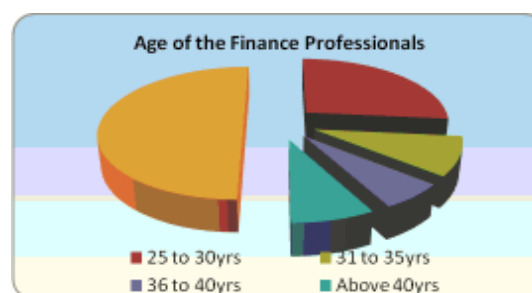
job satisfaction/stress, pay-equity and work attitude. The questionnaire has a combination of scales used to measure the qualitative factors like the bipolar scale (YES/NO) and a four point scale, to suit the statements related to various constructs which will enable the professional in eliciting his feelings in a realistic manner. The primary data was tabulated and analyzed using simple percentage analysis – for the demographic profile of the respondents and subsequently, Statistical Package for Social Sciences (SPSS ver.11) was utilized to analyze the association between quality of work life and demographic variable, as well as the independent variables through t-test and correlational analysis.

4.0 LIMITATIONS OF THE STUDY

- The sample size is small, due to the challenge of gaining access to the finance professionals and their non-response associated with their stressful and hectic schedules
- Lack of clarity of some constructs has led to its elimination, despite its assumed importance.
- The study was conducted exclusively in few areas of Dubai, United Arab Emirates during the period of Dec.2010 to January 2011.
- Given the research base, it was not possible to visit the site of every organization in the survey; this was prohibitive in terms of both time, and finances.

5.0 RESULTS AND DISCUSSION

- 53 percent of the finance professionals were in the age group of 25-30 years, which indicates that majority of the finance professionals considered for this study are in their early or mid-career stage and the pro is that they are emotionally more intelligent to tackle stress and job insecurity, but the con being that their level of job satisfaction is not healthy and have lot of expectations regarding pay, scope for advancement and other benefits.



Graph 1

- Showing the age distribution of the finance professionals
- 97 percent of the finance professionals were of Indian Nationality, which also signifies that majority of the multinational corporations in Dubai have the practice of hiring Indians as financial advisors/managers/executives in the organization, may be due to the ethnic profiling concept of them being wise with numbers as well as self-disciplined and regulated.

- iii. 91 percent of the finance professionals were men and the rest being women. This indicates that there are few women in Dubai who have been able to climb up to the managerial positions in the specialization of finance and on researching on this issue, it has been noticed that most women who are specialized in finance either chose to work in Banks or Universities and that explains the minor representation of women as finance professionals in the corporate.
- iv. 53 percent of the finance professionals have a work experience of more than five years and it indicates that these professionals are in their mid-career stage or early stages.
- v. 47 percent of the professionals work 11 hours and more in a month as extra beyond their regular schedule of 8 hours per day and 38 percent of them work less than 5 hours per month.
- vi. 75 percent of the finance professionals agreed that it is definitely somewhat hard to take time off during your work to take care of personal or family matters.
- vii. 53 percent of the professionals agreed that sometimes the demands of their family interfere with work on the job and 16 percent claimed that often it interferes, creating family- to-work spillover stress.
- viii. 72 percent of the professionals had only three hours to relax or pursue activities that they enjoy and 13 percent did not have any time at all for the same. Herein, we can interpret that the quality of work life has a direct bearing on the quality of life, as the professionals do not get enough time to devote for themselves. This further reduces the morale towards job and thereby decreases their level of satisfaction.
- ix. 91 percent of the professionals do not undertake any extra work from other employers even as freelancers, this is probably because of the strict labor law from the employers side that one he/she is sponsored by an employer then they lose their freedom to work as a part-timer or freelance in the same profession. In fact it is liable to financial fines to the worth of even up to AED.30, 000.
- x. 69 percent of the professionals only sometimes took part with others in decision making that affects them, explaining the lack of decision making autonomy even in MNCs.
- xi. 97 percent of the finance professionals claimed that their relationship with management at work place in neither good nor bad. This clearly explains that the morale of these professionals towards management, which clearly lacks a family feeling.
- xii. The response was divided among the professionals when asked about getting a pay increase if a job was well done. 50 percent said a yes and other 50 percent a no. This indicates that pay equity especially external equity is discriminating and there is relative deprivation of pay scales internally too.
- xiii. 47 percent of the professionals claimed that they sometimes found their job stressful, 22 percent claimed often they felt stressful and 13 percent said that they always felt stressful.

Stress is an independent variable, that appears to definitely have an impact on the quality of work life of the professionals and if organizations do not work on stress reduction strategies, many of these professionals will look for greener pastures or will have reduction in their productivity.

xiv. 62.5 percent of the professionals claimed that they are only somewhat satisfied with their current jobs. Indicating that once the market situation gets better, many of these professionals will move on, in fact majority of them are already in the pipeline by having applied for immigrations and registered with headhunters for jobs in Abu Dhabi, Qatar, Saudi Arabia and even India, wherein growth is at its best at this point of time.

xv. 69 percent of the professionals rate their emotional intelligence as moderate at work. Perhaps patience and tolerance is something every professional in Dubai develops over a period of time, as majority of the management act democratic and think autocratic.

xvi. 72 percent of the professionals have rated the overall quality of work life in their organization as good, since they feel that they have got the best of the opportunity compared to the market conditions and having retained their jobs during this economic recession and still being given performance based increments and bonus is a positive sign in many of these organizations.

xvii. Only 57 percent of the professionals agreed on the fact that they had job security. In fact few professionals as a comment had written in the questionnaire that job security in Dubai means (Today + 30 days). As hire and fire policy is very vibrant in this market, many employees do find the lack of job security as a source of worry and chose to migrate to Canada, Australia, and New Zealand or to neighboring gulf countries.

H₀: There is no significant association between the demographic variables of the finance professionals and the perceived level of job satisfaction

H₁: Null hypothesis is accepted, as the t-test clearly indicated that there is no positive association between gender and job satisfaction. Most of the other demographic variables too like age, nationality, work experience and extra hours at work had no significant association with job satisfaction, very evident through the one-way ANOVA.

Sl.no	Overall job satisfaction	Mean	S.D	Statistical inference
1	Male (n=29)	36.45	4.947	T = .687 P > 0.05 Not Significant
2	Female (n=3)	34.33	6.658	

Table 1
Showing the t-test results for association between Gender and Job Satisfaction Degrees of freedom = 30

Sl.no	Overall job satisfaction	Mean	S.D	SS	Df	MS	Statistical inference
1	Between Groups			17.682	3	5.894	F = .215 P > 0.05 Not Significant
	G1(n=17)	35.59	5.557				
	G2(n=6)	37.00	5.477				
	G3(n=4)	36.50	4.435				
	G4(n=5)	37.40	4.037				
2	Within Groups			768.318	28	27.440	

Table 2
Showing One-way ANOVA for association between Age and Job Satisfaction
Age classification: G1 = 25 to 30yrs/ G2 = 31 to 35yrs / G3 = 36 to 40yrs / G4 = Above 40yrs

Ho: There is no significant association between job satisfaction and QWL

H2: Null Hypothesis rejected, as it has been proven statistically that there is significant association between job satisfaction as an independent variable and QWL.

Ho: There is no significant association between autonomy at work and job satisfaction

H3: Null Hypothesis rejected, as it has been proven statistically that there is significant association between autonomy in decision making as an independent variable and job satisfaction.

Ho: There is no significant association between attitude of management towards employees and job satisfaction

H4: Null Hypothesis rejected, as it has been proven statistically that there is significant association between attitude of management towards employees as an independent variable and job satisfaction

Ho: There is no significant association between quality of life and quality of work life (with special reference to the professional being able to devote enough time for family responsibilities)

H5: Null Hypothesis rejected, as it has been proven statistically that there is significant association between employees feeling deprived of their family responsibilities due to work thereby creating negative perception toward work life and job satisfaction.

Ho: There is no significant association between extra hours of work and job satisfaction

H6: Null hypothesis rejected, as it has been proven statistically that there is significant association between extra hours devoted for work on an average each professional devotes 6 to 10 hours and few more even 11 hours and above and job satisfaction.

Sl.no	Overall job satisfaction	Mean Rank
1	Nil (n=2)	11.50
2	Below 5hrs (n=12)	13.54
3	6 to 10hrs (n=3)	24.17
4	11hrs & above (n=15)	18.00

Chi-Square	4.183
Df	3
Asymp. Sig.	.242

Table 3
Showing the association between extra hours of work and job satisfaction

Ho: There is no significant association between pay and job satisfaction.

H7: Null Hypothesis rejected, as it has been proven statistically that there is a positive correlation between pay, its increase and the perceived level of job satisfaction.

Ho: There is no significant association between time spent to relax and job satisfaction

H8: Null Hypothesis rejected, as it has been proven statistically that there is a positive correlation between time spent for relaxation pursuing activities of interest and the perceived level of job satisfaction among the finance professionals

All the above stated hypothesis was proven with the help of a correlational analysis (values illustrated in Table 4) that was able to establish a positive and significant association between the following independent variables Pay, Quality of Work Life, Autonomy for decision making, , attitude of management, quality of life (time spent with family) etc.

constantly conflicting with coworkers can not only make your work life a disaster, it can negatively affect your relationships at home. Since you can't always be your own boss or work from home, you may need to focus on increasing your job satisfaction. Even home-based businesses require people skills, diplomacy, and attitude adjustments – and that does not always come naturally.

Ways to Increase Job Satisfaction and be Productive at Work

- 1. Pinpoint the problem.** What exactly are you struggling with? Difficult coworkers, poor working conditions, an angry boss – or all of the above? Once you pinpoint the problem, you may have a better idea of how to deal with it. Get help, whether it's through books, websites, career counselors or even leadership training courses.
- 2. Avoid discussing the problems you have** with your difficult coworkers or angry boss with other people in your office or worksite. Avoid using work email to vent about your coworkers or boss. To be happy at work, be discrete and professional.

Overall Job satisfaction	Correlation value	Statistical inference
1. After an average work day, about how many hours do you have to relax or pursue activities that you enjoy?	.414(*)	P < 0.05
		Significant
2. In general, how would you describe relations in your work place between management and employees?	-.391(*)	P < 0.05
		Significant
3. When you do your job well, are you likely to get a bonus or pay increase?	-.580(**)	P < 0.01
		Significant
4. Where you laid off your main job at any time in the last year?	-.378(*)	P < 0.05
		Significant
** Correlation is significant at the 0.01 level (2-tailed).		
* Correlation is significant at the 0.05 level (2-tailed).		

Table 4
Showing the Correlation results association Job satisfaction with other Independent Variables

6.0 SUGGESTIONSAND CONCLUDINGREMARKS

Do you dislike going to work and struggle with low motivation and productivity levels? Then it's time to increase your job satisfaction and improve your relationships with your coworkers! Dragging yourself to the office every day or

unreasonable boss. If you're unfulfilled, you're more likely to be unhappy in all areas of your life – not just your work.

- 3. Reevaluate your goals.** Perhaps your unhappiness at work is due to unfulfilled personal and professional goals. Are you overeducated, bored, depressed or anxious at work? If you're not striving towards your goals, you may be oversensitive to difficult coworkers or an

4. **Check your attitude.** Do you expect too much from your supervisor, employees, or coworkers? Are you unhappy and negative at work? Most conflicts in life are two-sided, which means you could be contributing to your low job satisfaction in some way. Be honest. Ask people you respect for objective feedback.
5. **Keep your personal life separate.** Even if your colleagues are close personal friends, avoid having personal discussions at lunch or after work. If you're in crisis at home, leave your emotions at home – or at least in your car. To be happy and productive at work, keep your boundaries intact.
6. **Accept personality differences.** The beauty and misery of being human is we have different communication styles, personality traits, and ways of thinking. Your coworkers don't think the way you do – nor should they. To increase job satisfaction, accept the inevitable personality differences.
7. **Maintain respect.** Stay professional, polite and even-tempered whether you're dealing with the custodian or the chief executive officer of the company. Treat your angry boss or difficult coworkers with respect all the time, whether you feel like it or not. To be happier at work, be respectful. In turn, you'll likely receive respect.

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