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CAREER SALIENCE AND WORK SALIENCE AS MODERATORS OF THE JOB SATISFACTION- LIFE SATISFACTION RELATIONSHIP

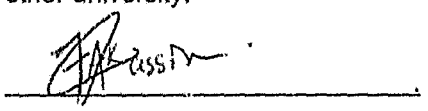
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A dissertation submitted to the Department of Psychology, Faculty of Arts, University of the Witwatersrand, Johannesburg, in partial fulfillment of the requirements for the degree of Masters of Arts.

Johannesburg, 2000

DECLARATION

I declare that this dissertation is my own unaided work. It is submitted for the degree of Masters of Arts at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any other degree or examination or to any other university.



FARHAD ABDUL KADER CASSIM

31ST day of JANUARY 2000.

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ABSTRACT

Different researchers commit themselves to different hypotheses when considering the job satisfaction-life satisfaction (JS-LS) relationship. Some adhere to the spill over hypothesis, others to the compensation hypothesis and still others to the segmentation hypothesis. A fourth perspective asserts that no one single hypothesis is correct but that different hypotheses will be true under different conditions. The latter has paved the way for the consideration of moderator variables of the job satisfaction-life satisfaction relationship. While various constructs have been examined in terms of their capacity as moderator variables, two variables which have not as yet been empirically examined in terms of their capacity as moderators are career salience and work salience. This non-experimental study proposed such an examination in a sample of school teachers located in Lenasia. In terms of the intuitive suggestions made by a few researchers in this area, it was expected that career and work salience would moderate the relationship between job satisfaction and life satisfaction such that individuals high on each construct would reflect a stronger positive correlation. While this constituted the primary aim of the study, a secondary aim was to investigate the possible moderating influence of different biographical variables on the JS-LS relationship. Results confirmed the moderating influence of work salience. While subjects both high and low in work salience exhibit a significantly positive relationship between JS and LS, this relationship is much more significantly positive for subjects higher in work salience than for subjects lower in work salience. The expectations framed in terms of career salience was disconfirmed with subjects both high and low in career salience exhibiting an equally significant positive correlation. In terms of the biographical variables while subjects who were high and low on certain constructs such as, average age of children or tenure at school, reflected significantly positive correlations between JS-LS, this relationship was much

stronger for subjects higher on these constructs. In terms of the other biographical variables (highest educational qualification, gender, marital status and home language) equally significant positive correlations emerged. The possible theoretical and practical implications of this study , the limitations and suggestions for future research are considered.

TABLE OF CONTENTS

Title Page		i
Declaration		ii
Acknowledgements		iii
Abstract		iv
Table of contents		vi
List of tables		ix

Chapter 1- Literature Review

1.	Introduction	1
1.1	Job Satisfaction	3
1.2	Life Satisfaction	5
1.3	The job satisfaction-life satisfaction relationship	10
	- Career salience as a moderator	11
	- Work salience as a moderator	14
1.4	Biographical variables	17
	- Gender	18
	- Marital status	19
1.5	Summary of aims and rationale	20

Chapter 2- Methodology

2.1	Research Design	23
2.2	The Sample	24

2.3 Procedure 26
2.4 Instruments 27
- Work salience and career salience 27
- Job satisfaction 29
- Life satisfaction 31
Biographical blank 32
2.5 Statistical Procedures 32
- Correlations 32
- Moderated Multiple Regression 33
- Fisher's Z-Transformations 35

Chapter 3- Statistical Analysis and Results

3.1 Descriptives 38
3.2 Table of correlations 38
3.3 Moderated multiple regression 39
- Career salience as a moderator 40
- Work salience as a moderator 41
- Age as a moderator 42
- No. of children as a moderator 42
- Average age of children as a moderator 43
- Tenure at school as a moderator 44
3.4 Correlations and Z-Transformations 45
- Gender as a moderator 45
- Marital status as a moderator 46
- Educational status as a moderator 47
- Home language as a moderator 48

3.5 Summary of results 48

Chapter 4- Discussion

4.1. Introduction 50
4.2. Career Salience and Work Salience as independent 50
4.3. The relationship between job satisfaction and life satisfaction before the addition of moderator variables to the equation 54
4.4. Career salience as a moderator of the relationship 56
4.5. Work Salience as a moderator 58
4.6. Biographical Variables 60
4.7. Implications 64
4.8. Limitations 65
4.9. Suggestions for future research 67
4.10 Conclusion 68

References 70

Appendix A- Complete set of *questionnaires with cover letter*

LIST OF TABLES

Table 1	-Descriptive statistics for the continuous biographical variables	26
Table 2	-Descriptive statistics for the main variables	38
Table 3	-Table of correlations	39
Table 4	-Career salience as a moderator	40
Table 5	-Work salience as a moderator	41
Table 6	-Age as a moderator	42
Table 7	-No. of children as a moderator	42
Table 8	-Average age of children as a moderator	43
Table 9	-Tenure at school as a moderator	44
Table 10	-Gender as a moderator	45
Table 11	-Marital status as a moderator	46
Table 12	-Educational status as a moderator	47
Table 13	-Home language as a moderator	48

CHAPTER 1
LITERATURE REVIEW

1. Introduction

A substantial research tradition which has examined the relationship between job satisfaction (JS) and life satisfaction (LS) characterises Industrial/ Organisational Psychology, with a published article appearing as early as 1952 (Weitz, 1952). It seems logical and intuitive that satisfaction in one domain should have implications for satisfaction in another. Perhaps this intuitive appeal and the subsequent curiosity thereof has also played some role in building this research tradition.

Researchers applying their interest in this area generally tend to subscribe to different perspectives. Some subscribe to the spillover model (Tait, Padgett and Baldwin, 1989), others to the compensation model (Rain Lane and Steiner, 1991) and others affirm the segmentation model (Rain et al., 1991). Since the 1980's a fourth perspective is increasingly making its appearance in the literature. Based on the inconsistent findings in the literature, proponents of this paradigm maintain that the form of JS-LS relationship varies as the circumstances and conditions vary. This has propelled a number of researchers to examine possible moderators of the JS-LS relationship. Some examples of variables studied as potential moderators are age (Bamundo and Kopelman, 1980), job scope (Champoux, 1981), job importance (Rice, McFarlin, Near and Hunt, 1985) and individual differences (Judge and Watanbe, 1994). However, despite the emerging interest in this direction, a host of other variables which may act as potential moderators have not been empirically examined. Two such variables are career salience and work salience. Apart from the lack of an appropriate empirical investigation of the

relevance of these variables to the JS-LS relationship these variables have in general not received a great deal of attention in the psychological literature. Career salience has not been appropriately distinguished from other constructs including the work salience construct.

This study diverges from previous research in that it empirically examines the relevance of two potentially relevant constructs namely work salience and career salience to the JS-LS relationship. In using appropriate conceptualisations and operationalisations of these constructs, this study makes an important contribution to research. However, before engaging into the specifics of the current study a greater exploration of past literature is necessary. The sections that follow are a review of the literature that characterises the present field of interest. A discussion of this literature hopes to provide a feasible framework within which the proposed research endeavour can be located, refined and developed. A review of the literature proceeds in the following manner: Firstly, JS and LS are explored separately in order to fully understand each of these constructs. This is done through an examination of definitions, causes and consequences of each construct. Thereafter, the different perspectives that researchers hold on the relationship between JS and LS is explored. A discussion of these perspectives leads us to the importance of considering moderating variables. Next, career salience and work salience are defined and explored. In the latter sections a discussion is provided that validates examination of these variables as potential moderators of the JS-LS relationship. The review is concluded with a discussion of biographical variables. Finally in terms of the discussion of the literature, the primary aims of the proposed study are framed.

1.1. Job Satisfaction (JS)

The importance of JS and a definition of JS

Job satisfaction is one of the most researched areas in Industrial Psychology (Muchinsky, 1993) and the following are some reasons why this construct remains an important one. Firstly, research has shown job satisfaction to be related to important variables like absenteeism, turnover and performance (Muchinsky, 1993). Secondly, everyone has a right to a rewarding and satisfying job and organisations are said to have a humanistic responsibility to provide employees with such jobs (Slabbert, 1987).

As yet there is no single agreed upon definition of the concept of JS (Slabbert, 1987). While several definitions abound in the literature there is an agreement amongst most researchers that job satisfaction like any feeling of satisfaction is an emotional, affective response (Elizur, 1991; Fincham and Rhodes, 1988; Locke, 1976 cited in Muchinsky, 1993; Oakley, 1997; Smith 1963, cited in Slabbert, 1987). Affect refers to feelings of like or dislike (Muchinsky, 1993). This emotional affective state can be distinguished from other forms of satisfaction (like life satisfaction) in that it results more specifically from an appraisal, judgement or assessment of one's job (Muchinsky, 1993; Brooke, Russell and Price, 1988; Fincham and Rhodes, 1988; Locke, 1976 cited in Muchinsky, 1993). It was decided, keeping these points in mind, that the definition proposed by Locke (1976 cited in Muchinsky, 1993) would be used. Locke (1976 cited in Muchinsky, 1993. p. 290) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction is distinct from job involvement. Being involved in one's job may well lead one to greater job satisfaction or one's

satisfaction with one's job may lead one to a greater involvement in it but the *two cannot be reduced to meaning the same thing* (Muchinsky, 1993).

Theories of JS

Several theories have been proposed to explain why people are satisfied with their jobs. For example, need and value based theories assert job satisfaction to be determined by the extent to which a job meets an individual's needs or fulfills his/her values (Muchinsky, 1993). Social comparison theories postulate that satisfaction is derived from a comparison with others in similar jobs (Muchinsky, 1993). The Two-Factor theory on the other hand postulates different content factors (i.e. achievement, recognition, advancement and responsibility) and context factors (i.e. company policies, supervision, salary and working conditions) to lead to satisfaction and dissatisfaction respectively (ibid). After reviewing the research on different theories Muchinsky (1993, p.291) concludes that:

"None of them have garnered a great deal of empirical confirmation, which suggests that job satisfaction is a complex phenomena with many causal bases and that no one theory has been successful in incorporating all of them... Each theory seems to explain a piece of the puzzle."

The possible effects of JS

Job satisfaction is postulated to have a variety of possible effects. Subjects have been found to report physical symptoms such as headaches, loss of appetite, indigestion and nausea following dissatisfying job incidents (Herzberg, 1959). Apart from physical health, a positive relationship has also been found between job satisfaction and mental health (Piotrkowski, Rapoport and Rapoport, 1987). Job satisfaction may also play an important role in reducing

behaviours like absenteeism, turnover and in increasing behaviours like performance (Muchinsky, 1993).

1.2. Life Satisfaction (LS)

The importance of LS

The main focus of industrial psychologists and related practitioners is typically on the work domain (Muchinsky, 1993). Despite this, broader sets of variables external to this domain (such as LS) also form an important part of their inquiry (Fullagar, 1986a,b). Concern with the development of the work domain as well as the increasing recognition amongst researchers that satisfaction with one's life may well exert important influences on this domain (see Rain et al., 1991 for an extensive review of the research) motivates consideration of the LS construct.

Theories of LS and a definition of LS

Several theories have been advanced to explain the LS of individuals. Since the present study relies mostly on an understanding of LS based on judgement theory, this theory will receive the greatest consideration and only a brief discussion on some of the other theories will be provided (For a more comprehensive discussion the reader is refered to Diener, 1984).

Telic Theories- The central premise of thes theories is that satisfaction results when ones important life goals and needs are met (Diener, 1984)

Pleasure and pain theories- These theories postulate that the existence of pleasurable life experiences and the avoidance of painful ones is what leads to LS (Diener, 1984).

Activity theories- According to these theories LS is not only the result of certain end states being met but could well result from mere human activity (Diener, 1984). For example, the activity of climbing the mountain might also bring satisfaction as reaching the summit would.

Personality Theories- According to this perspective certain aspects of personality influences the way people react to events (Diener, 1984). For example, a person with a sanguine temperament might interpret a large number of life events in a positive way. One would expect LS to be greater in such individuals (Diener, 1984).

AssociationisticTheories- According to Bower (1981) memories are often connected (i.e. associated) with positive or negative emotional states. Some people develop a rich network of positive associations and a more limited and isolated network of negative ones (Diener, 1984). A person with a more richer network would be predisposed to react to life events in a more positive way and this predisposition makes an important contribution to their LS (Diener, 1984).

Judgement Theories- The central premise of all judgement-type theories of life satisfaction is that "the degree of life satisfaction experienced by a person at any given moment in time is a direct function of a comparison between some standard and actual conditions" (Meadow, Mentzer, Rahtz and Sirgy, 1992, p.25). Based on a review of research literature Meadow et. al (1992) have

found the following standards to be the ones most commonly used by people in evaluating their actual conditions or outcomes:

1. A standard based on relatives
2. A standard based on friends and associates
3. A standard based on past experience
4. A standard based on self-concept or perceived strengths and weaknesses
5. A standard based on the average person in a similar position
6. A standard based on ideal outcomes
7. A standard based on expected ("should be") outcomes
8. A standard based on deserved outcomes
9. A standard based on minimum tolerable outcomes
10. A standard based on predicted outcomes.

When using the first two standards people compare themselves with significant others in their evaluation of their lives. If individuals judge themselves as better then these significant others they will be satisfied with their lives; if worse then others they will be dissatisfied (Meadow et. al, 1992). In terms of the third standard, an individual experiences a series of positive and negative events and these events then form the standard against which current life events are evaluated (ibid). With respect to the fourth standard, Freedman (1978) has argued that individuals also evaluate their actual conditions against internal standards based on their conception of personal values, needs, abilities and resources. The fifth standard indicates that the life satisfaction of individuals results from comparing themselves to average persons in similar positions in society (Meadow et al, 1992). Both the sixth and seventh standards are concerned with the discrepancy between a person's actual conditions and aspired life conditions and the smaller the discrepancy, the greater the satisfaction (ibid). Aspired life conditions can be quite idealistic or quite realistic

(ibid). While the eighth standard is concerned with how actual conditions measure up to standards of equity, the ninth standard refers to the possibility that people possess thresholds and when an experience falls below such thresholds, this results in feelings of intense dissatisfaction (ibid). Finally, as indicated by the tenth standard, individuals also make predictions and compare how actual conditions measure up to these predictions (ibid). These are the different standards against which actual conditions or life experiences are often compared. To reiterate, the life satisfaction of an individual is determined by these different comparisons.

As indicated ealier, the present study relies on an understanding of LS based on judgement theory. The following reasons are provided in support of adopting this route. There is clear evidence resulting from quality-of-life research demonstrating that discrepancies between perceptions of life conditions have consistent and predictable zero-order relationships with LS (see Michalos, 1985, 1986a and 1986b for extensive reviews). Michalos (1986b) found that LS is related significantly to the discrepancy between current experiences and standards of comparison in over 80 % of the tests provided by the existing research. Though there are different theories of LS and consequently different measures, the results of Michalos' extensive reviews much more strongly support perspectives and measures of LS based on judgement theory (Meadow et. al, 1992). Furthermore, other perspectives implicitly contain the notion of a comparison process at some level (ibid). For instance Telic theories can be seen as a limited type of judgement theory since life experiences are compared against a certain standard (i.e. the degree to which they meet goals and needs). Judgement theories do not deny that LS may well result from the experience of pleasurable life conditions and the avoidance of painful ones (as postulated by pleasure and pain theories) or from mere human activity (as postulated by

activity theories) (ibid). They indicate rather that the individual compares his/her pleasurable/painful life experiences and human activity against different standards and LS results from this (ibid). Furthermore the individual may well be predisposed to react to certain events in a more positive or negative way depending on their associations in memory and/or due to certain personality traits. But whenever the individual reacts to life events (in which ever way) he/she still compares his/her actual conditions against a set of standards (ibid). In a sense, judgement theories can be seen as a development of other theories and adds to the different perspectives the more central importance of a comparison process (Meadow et. al, 1992). Meadow et. al's (1992) review of important theories, arguments and research in the literature support the argument that people almost always compare their life conditions or experiences against different standards.

The present study utilises a definition and a measure of LS (i.e. the Congruity Life Satisfaction Scale) developed on the basis of judgement theory by Meadow et. al (1992). Life satisfaction is defined as " a pleasant or positive emotional state experienced by a person and is a direct function of a comparison between some standard and actual conditions" (ibid, p.25).

The possible effects of LS

Research postulates LS to have a variety of possible effects. For instance, compared to other subjects those with a high degree of LS have been found to report better physical health (Riddick, 1980). A positive relationship has also been found between LS and different constructs such as morale (Anderson, 1977), sense of control (Perho and Korhonen, 1992), socio-cognitive skills (Gray, Ventis and Hayslip, 1992) and successful aging (Fisher, 1992).

1.3. The Job Satisfaction- Life Satisfaction (JS-LS) Relationship: Different Perspectives

Different theoretical positions have been proposed for the relationship that exists between job satisfaction and life satisfaction. The spillover model suggests that satisfaction in one domain will 'spill over' and affect the other domain in such a way that satisfaction also results in that domain (Rain, et al., 1991). That is, a positive relationship is postulated to exist between JS and LS. In contrast, the compensatory model is premised on the basis that people compensate for negative experiences in one area by enriching the other (Rain et al., 1991). Thus, a negative relationship is posited to exist. Finally, a third perspective asserts that job satisfaction and life satisfaction are unrelated and the two domains function independently (Rain et. al, 1991). This third perspective, i.e. the segmentalist perspective, proposes that no correlation exist between JS and LS.

These three models have been empirically examined and the research supports the maxim that neither of these perspectives can be considered as the correct one applicable under all conditions (see for e.g. Kabanoff, 1980; Kabanoff and O' Brien, 1980; Pond and Green, 1983; Rain et. al, 1991; Steiner and Truxillo, 1987). Rather the type of relationship present between JS and LS will vary as the conditions and circumstances vary. In line with the latter tradition Rice, Near and Hunt (1980) have proposed a disaggregation hypothesis asserting that third variables moderate the relationship between JS and LS. Even though researchers did examine the possible moderating influence of variables prior to the 1980's (see for e.g. Brayfield, Wells and Strate, 1957), this perspective was not the predominant paradigm of reference and was only given greater consideration after the 1980"s.

Prior to the 1980's most studies using moderator variables to clarify the JS-LS relationship focussed on the role of gender (see review by Rain et. al, 1991). Since then a variety of other potential moderators have been investigated. Some support for instance has been found for the moderating effects of being self-employed v.s. not self-employed (Bamundo and Kopelman, 1980), locus of control (Kabanoff and O' Brien, 1980), need for achievement (Champoux, 1981), job mobility (Keon and McDonald, 1982), vacation satisfaction (Lounsbury and Hoopes, 1986), work status of wives (Staines, Pottick and Fudge, 1986), individual differences (Judge and Watanbe, 1994), and current life stage (Evans and Bartolome, 1986). There are a number of investigations emerging in the literature on potential moderators and these are just some examples. Since the primary focus of the proposed endeavor is to examine career salience and work salience as potential moderators of the JS-LS relationship, these constructs are further explored in the sections that follow.

1.3.1 Career Salience as a possible moderator of the JS-LS relationship.

The career salience construct was introduced and defined by Greenhaus (1971, p.209) as "the importance of work and a career in ones total life". As we shall see later this definition has limitations.

Career salience has important implications. Shore, Thornton and Shore (1990) in a meta analysis of career salience, job involvement and organisational commitment found that career salience like job involvement was significantly related to job characteristics such as autonomy, task identity, feedback, variety and relationships with coworkers and participation in work related decisions. Research has examined possible links between career salience and other

constructs such as language group (Van Vuuren, 1975 cited in Watson and Allan, 1989), choice of degree (Watson and Allan, 1989), job involvement (Wiener and Vardi, 1980 cited in Watson and Allan, 1989), vocational indecision and work values(Greenhaus and Simon, 1977), self-esteem (Greenhaus and Simon, 1976), inter-role conflict and psychological wellbeing (Karim, 1997). A review of published research indicates that the possible relevance of career salience to the JS-LS relationship has not been examined empirically. The present study proposes such an empirical investigation. The present research study has identified this deficit in knowledge and aims to contribute to the development of a neglected area within psychological research.

In a sample of 203 undergraduate students, Greenhaus (1974) examined career salience as a moderator of the relationship between occupational satisfaction (OS) and satisfaction with life in general. This study confirmed career salience as a powerful moderator of the relationship (ibid). Greenhaus' study needs to be distinguished from the present study. Unlike Greenhaus' (1974) study the present study seeks to examine career salience as a potential moderator of the JS-LS relationship and not the OS-LS relationship. OS as conceptualised by Greenhaus is different from the construct JS. While OS is concerned with the subjects satisfaction with his or her occupational preference or career choice, JS examines broader sets of intrinsic and extrinsic dimensions relevant to a job (Steiner and Truxillo, 1987). One's satisfaction with one's job may well be determined by the extent to which it (i.e. the job) contributes to the fulfillment of one's career or occupational choice and goals, but there are also other things which may well determine one's job satisfaction. The extent to which the job meets one's basic needs, the degree to which it allows one to balance one's family with one's work life, the extent to which policies and procedures are just and the broader organisational culture are only a few

examples (Kreitner and Kinicki, 1995). The distinction between occupational satisfaction and job satisfaction is further elucidated by considering the distinction between a job and an occupational or career choice. The first thing to note is that the career choice or preference one makes is not necessarily the same as the job one works in. Secondly an occupational choice may be an important precursor to taking up a particular job or alternatively one's functioning in a particular job may be a precursor to considering a particular career choice (Kreitner and Kinicki, 1995). This latter point also precludes the reduction of a job to meaning the same thing as a career choice.

Before delving into an examination of work salience a few important points are warranted. All the research which has thus far used the career salience construct in some way or the other has relied on definitions and measures which are inappropriate. Greenhaus' (1971) conceptualisation and operationalisation of the career salience construct which has predominated the psychological research in this area are argued by a number of authors (Allen, 1999; Morrow, 1983; Morrow, 1993; Blau, Paul and St John, 1993) to be contaminated with other constructs. Morrow (1983, 1993) who has provided an extensive critique of Greenhaus indicates that the content of most items of the Career Salience Scale constructed by Greenhaus (1971) overlap with other work commitment scales. Job involvement, the Protestant Work Ethic and organisational commitment are some of the constructs with which the Career Salience Scale overlaps (Morrow, 1983,1993). Hence it appears that the scale does not have sufficient discriminant validity. Greenhaus also treats career salience and work salience as a single construct, yet these refer to theoretically different domains (Allen, 1999) (the distinction between work salience and career salience is engaged separately in section 1.3.2).

Various other conceptualisations and operationalisations have focussed narrowly on specialized areas of career and work salience and thus have also failed to capture the nature and importance of the career salience construct (Allen, 1999). In reaction to this Allen (1999) has reconceptualised and re-operationalised career salience such that both the definition and the scale developed are not significantly contaminated with other constructs. The present study is based on the work of Allen and thus largely diverges from previous research based on inappropriate conceptualisations and operationalisations. Career salience is defined by Allen (1999, p.26) as **"the relative prominence and personal significance of a career within the individual's total life"**, where a career is **"the pattern of work related experiences that span the course of a person's life"** (Greenhaus, 1987 cited in Allen, 1999, p.25). While using a different conceptualisation and operationalisation of career salience, Allen (1999) endorses Greenhaus' definition of a career since it is the most popular and well-recognized one in psychological research.

1.3.2. Work Salience as a moderator of the JS-LS relationship.

Work salience is conceptualised by Allen (1999, p.27) as **"the relative prominence and personal significance of work within the individual's total life"** where work refers to **"the set of prescribed tasks that an individual performs while occupying a position in an organisation"** (*Kabanoff, 1980* cited in Allen, 1999, p.27). Work salience reflects a generalised notion of work that is not attached to any specific organisation, job, skill or knowledge. An examination of the industrial psychological literature indicates a relative neglect of this construct. While researchers have actively sought to distinguish between career, organisational, and job related attitudes, very little effort has

been geared towards distinguishing these other occupational referents from work as a general concept. Although the Protestant Work Ethic (Blood, 1969) and Work involvement construct (Kanungo, 1982) do make reference to a similar idea, they still fail to capture the real essence of the work salience construct. An examination of the Protestant Work Ethic Scale and the Work involvement questionnaire reflects these constructs to be more likely to examine how important the individual thinks work is or should be to people. This diverges from work salience which examines the *actual* personal significance and prominence of work as part of the individual's own life (Allen, 1999).

As already indicated work salience and career salience have been contaminated and have been treated as a single construct. Allen (1999) correctly distinguishes between the two and treats them as independent. The difference between work salience and career salience is primarily as follows: While career salience examines the pertinence or importance of a specific long term pattern of employment possibly attached to a skill, knowledge or an organisation; work salience deals simply with the importance of working or being occupied (Allen, 1999). As can be seen from the Work Salience Questionnaire (WSQ) developed by Allen (1999), the focus of work salience is more on the subject's feeling's about work as a general concept. A comparable argument is used by Kanungo (1982) when distinguishing between work and a job or a career, asserting that while work has a generalised context, a job or career has a more specific or particular focus. Furthermore, while work has implications for the satisfaction of basic needs (such as the need for money, accommodation, food, and possible companionship and a sense of purpose), a career has greater implications for the satisfaction of higher-order needs (such as self-esteem and self-actualisation) (Allen, 1999).

According to Morrow (1983) correlations between constructs that exceed r=.60 to r=.80 can be can be indicative of redundancy and content overlap, thus suggesting that the constructs may not be theoretically distinct. At the same time there is bound to be some correlation between scales when they test similar or related constructs, and, therefore, significant covariance is expected and needed (convergent validity) (Allen, 1999). In accordance with this Allen (1999) expected a moderate correlation between career salience and work salience. His study confirmed a moderate correlation between the two constructs (r=.49, p<.001), thus suggesting the independence work salience and career salience.

There is generally a paucity of adequate research on the issue of work salience (Allen, 1999). The present study thus works from a far less than adequate research base. Yet by its very examination of this construct it makes an important step in the direction of the development of this research base. While the literature in general reflects a neglect of this construct the more specific area which has not been examined by previous research and which this study seeks to investigate is concerned with the possibility of work salience as a moderator of the JS-LS relationship.

Steiner and Truxillo (1987) have attempted to examine how the importance of work in a person's life moderates the relationship between JS and LS. Their study confirmed this variable to be a significant moderator of the relationship between intrinsic job satisfaction and life satisfaction but not for extrinsic job satisfaction and life satisfaction. Their study however is different from the present investigation. Firstly the authors have failed to indicate what they mean by "the importance of work" and can be criticized on the basis of not providing a

conceptualisation or definition of the construct that they are considering. However, an examination of the scale used by the authors to measure the importance of work provides some indication as to what their focus is when considering this construct and reveals this to be markedly different from that of the present investigation. The scale consists of the following two items:

1. **'In choosing an ideal job, how important would it be to you to have sufficient time left for your personal or family life?'**

2. **'In choosing an ideal job, how important would it be to you to live in an area desirable to you and your family?'**

From this it can be seen that Steiner and Truxillo (1987) more specifically examine the importance of an ideal job within the person's life space. This differs from the conceptualisation and operationalisation of work salience on which the proposed study will be based. When considering the importance of work in an individual's life, this study focuses on the subject's feelings about work as a general concept and not in terms of a past job present job, ideal job or any specific job that they have had. Clearly a different construct is being dealt with in the present research from that dealt with by Steiner and Truxillo (1987).

1.4. Biographical variables

While the primary aim of the present study is the examination of career and work salience as potential moderators of the JS-LS relationship, the possibility

that certain biographical variables may moderate this relationship constituted a secondary endeavour. As such, expectations framed in respect of these variables are not stated as hypotheses. Also, because there is a lack of research concerning most of the biographical variables used in this study, an extensive discussion is precluded. Only those variables for which there appears to be some literature (namely gender and marital status) will be discussed.

As will be seen, the research on gender also allows one to frame expectations in terms of the primary aims of this study.

1.4.1. Gender

Brayfield, Wells, and Strate (1957) found that the correlations between JS and LS were higher for males than for females. They postulate this to be a function of the higher career orientation or importance among males. Because this research is quite old, complete faith in the results of this research when framing expectations for the current study is prevented. This research was conducted in a context where males and females remained relatively sex-typed and where deviations from rigid gender norms were less tolerated. However various changes have occurred between then and now in terms of legislation and social processes, making deviations from traditional gender norms more likely (Wortley, 1995). Tait, Padgett and Baldwin (1989) examined the moderating effects of sex and year of publication. Their results indicated a strong relationship between job and life satisfaction for men (corrected r=.40) then for women (corrected r=.20) in the pre –1974 literature. In the post-1974 literature, the difference in correlation was small between men (corrected r=.37) and

women (corrected r=.39). Tait et. al. (1989) propose an explanation for the change of the relationship between life and work for women. They indicate that attitudes about the importance of work and a career have changed in a manner that would tend to increase the overlap between the job and the other facets of life. Based on the Tait et al. (1989) study it is expected that males and females will not differ significantly in their correlations of JS and LS.

While both the studies have more specifically empirically examined the differences between male and female in terms of the JS-LS relationship, the explanations posited to explain these differences suggest the relationship between job satisfaction and life satisfaction to be more significantly positive for subjects higher in career and work salience. In terms of these intuitive suggestions of researchers, it is expected that career and work salience moderates the JS-LS relationship such that subjects high on either construct (i.e. career salience and work salience) will exhibit a more significantly positive relationship between JS and LS than subjects low on these constructs. Because these expectations are based on the intuitive suggestions of researchers and not empirical evidence as such, they are at best tentatively asserted. The tentativeness of these expectations is further coroborated by the fact that the terms career, work and job have been mixed and used interchangeable when the researchers framed their intuitive suggestions.

1.4.2. Marital Status

The literature on marital status suggests a stronger correlation of JS and LS for married subjects then for single subjects (Hall and Hall, 1982). The authors suggest that obligations to one's spouse and children decrease the amount of

time and energy that an individual can focus into one's job. At the same time expectations at work can decrease the amount of time with one's spouse and children. A potential conflict between the two domains is highly possible. Insofar as the individual is able to balance the two domains (i.e. work and non-work) both job satisfaction and life satisfaction results. Insofar as this balance is not possible, the conflict leads to both job dissatisfaction and life dissatisfaction. The addition of parental and spousal roles according to the authors increases the overlap between work and non-work domains. In accordance with this literature a stronger correlation between JS and LS is expected for married subjects.

1.5. Summary of Aims and Rationale

Researchers hold different perspectives on the JS-LS relationship. Some hold a spillover perspective, others a compensation perspective and still others adhere to a segmentalist model. A further perspective (i.e. the disaggregation hypothesis) holds that the type of relationship present between JS and LS will vary from situation to situation. The latter implicates the importance of considering variables that moderate the relationship.

Research has not empirically examined career salience and work salience as potential moderators of the JS-LS relationship. On the basis of the intuitive suggestions of researchers the following hypotheses are tentatively framed:

Hypothesis 1: Career Salience moderates the JS-LS relationship such that subjects higher on this construct would exhibit a more significantly positive relationship between JS and LS.

Hypothesis 2: Work Salience moderates the JS-LS relationship such that subjects higher in work salience would exhibit a more significantly positive relationship between JS and LS.

The examination of hypothesis 1and 2 constitutes the primary aim of the proposed study. A secondary aim of this study is to examine the possible moderating effects of various biographical variables on the JS-LS relationship.

More specifically, the current examination is circumscribed to teachers from schools located in Lenasia and the following rationale may be given in respect of this: JS, LS, work salience and career salience are constructs which may exert important influences on the work behaviour of individuals. Teachers play a pivotal role in the education of our nation and the examination of these constructs in such a population may therefore form an important consideration. Schools differ in terms of the communities and cultures they serve, in terms of resources (i.e. whether private or publically funded), in terms of courses offered and on other important dimensions. In order to control for extraneous variables such as culture and other variables, the following endeavour was restricted to teachers in Lenasia. A recent article in the communities monthly newspaper (i.e. the Lenasia Times) reported that the performance of schools in general is on a decline in Lenasia (Hassen, 1999). It is hoped that the results of the present study can be used in some way by the schools in the development of teachers in Lenasia.

As already indicated, previous research has not yet empirically examined work salience and career salience as possible moderators of the JS-LS relationship as conceptualised by the present research. The current study proposes such

an inquiry and hopes to contribute to the development of knowledge in an unexplored area in Industrial/ Organisational Psychology. Despite the restriction of this examination to teachers located in Lenasia, this study still makes an important contribution in that it is the first of its kind. It is left for other researchers to examine this in other samples and in other contexts.

CHAPTER 2
METHODOLOGY

2.1. Research Design

Since the data is recorded and analysed numerically, the present study is classified as quantitative. Motivation to use this approach is based on the fact that quantitative investigations are characteristically systematic, less liable to error caused by subjective appraisal and less time is taken to analyse the data generated (Breakwell, Hammond and Shaw, 1995).

This research endeavor is classified as non-experimental in nature. The fact that there is no control group, no manipulation of an independent variable(s) and no random assignment in this investigation lends credibility to this classification. In the present study the relationship between two variables is assessed namely job satisfaction and life satisfaction and the implications that other variables has for this relationship is also examined. Also, observations of all variables are made at the same point in time. Hence the form of non-experimental design that best characterises this study is a cross-sectional correlational research design.

The main aim of this study is to analyse work salience and career salience as possible moderators of the job satisfaction-life satisfaction relationship. Because of the lack of a strong body of empirical research into this area, hypotheses were tentatively asserted and based on the intuition and reasoning of the researcher. Hence, this nonexperimental endeavour is fundamentally exploratory in nature.

Constraints relating to time as well as availability of resources prevented an intensive causal investigation. The inexpensiveness, flexibility, versatility as well as ease of implementation that non-experimental research affords (Potter, 1998) confirmed its suitability for the present study.

2.2. The Sample

The target population for the present investigation can be stated as: Teachers from schools located in Lenasia. In order to obtain a sample representative of this population the following procedure was adopted: From a list of all the schools situated in Lenasia, a number of schools was selected on a random basis to participate in this study. Teachers from these schools then formed the sample of this study. Stated as such the form of probability sampling that best characterises this study is cluster sampling. A series of clusters (i.e. schools) is drawn on a random basis and the teachers that make up these clusters form the sample of this study.

Of the 140 questionnaires that were distributed, 113 questionnaires were returned which indicates a response rate of 80.71 %. Of the 113 questionnaires, 9 were deemed unusable as: 6 questionnaires were incomplete and the only three black individuals that responded were excluded to maintain a higher degree of homogeneity in the sample. Thus the sample consisted of 104 Indians. Hence the total usable sample was 74.29 % of the 140 questionnaires that were distributed. This percentage is acceptable and allows one to better appropriate and reach the ideal of a representative sample (Breakwell, Hammond and Shaw, 1995). Four schools were selected on a random basis and each school made the following percentage of the total

usable sample: School A, 31.73% (33 subjects); School B, 29.81 %(31 subjects); School C, 20.19% (21 subjects); School D, 18.27% (19 subjects).

The sample consists of 34 (32.7%) males and 70 (67.3%) females. In terms of age, the mean age of the sample is 34.82. Marital status reflects an overwhelming majority of subjects to be married (i.e. 78 subjects, 75 %). This is to be expected since the mean age of the sample is 34.82 and most subjects around this time have already encountered some important life goals, marriage being one of them. 28 (22.1 %) subjects reported that they were single and a much smaller group comprised the divorced and widowed categories -1.9 % (2 subjects) and 1 % (1 subject) respectively. The home language of an overwhelming number of respondents is English (83 subjects, 79.8 %). The remainder of the sample are either Afrikaans speaking (10 subjects, 9.6 %) or speak an Indian language (11 subjects, 10.6 %). In terms of highest academic qualifications 59 subjects (56.7%) appear to have a diploma, 14 (13.5%) subjects have an undergraduate degree, 30 (28.8%) subjects have a post graduate degree and only 1 subject (1%) has a matric certificate. The latter is expected as the minimum requirement for entry into the teaching profession is at least a teachers diploma or an equivalent academic qualification. Descriptive statistics with respect to the continuos variables school tenure, number of children in ones household and average age of children are detailed in Table 1:

Table 1: Descriptive statistics for continuous biographical variables

	n	Minimum	Maximum	Mean	Standard Deviation
School tenure (years)	104	.25	24	6.67	5.45
Number of children	104	.00	5	1.35	1.32
Average age of children (years)	104	.00	31.50	6.40	7.67

2.3. Procedure

The various schools in Lenasia were approached and after consent was obtained a suitable time was arranged for a meeting to be held with the teachers where a set of questionnaires could be distributed (the complete set of questionnaires is displayed in Appendix A). This set of questionnaires included the Work Salience Scale (Allen, 1999) and Career Salience Scale (Allen, 1999), a Job Satisfaction Scale (Warr et al., 1979) and the Congruity Life Satisfaction Scale (Meadow et al., 1992). A cover letter as well as a brief biographical questionnaire were also included. The cover letter detailed the following: 1) it gave a brief overview of the nature and importance of the study, 2) the need for subjects to answer as openly and honestly as possible was emphasized, 3) total anonymity and confidentiality were assured, and 4) subjects were indicated that participation in the present study is voluntary. The cover letter also outlined the questionnaire collection procedure. In addition to the cover

letter, the investigator gave a talk at each of the schools. This further elaborated on the motives of the researcher, the importance of the study, the need for true and honest responses and therefore served to complement the cover letter. It is hoped that this personal presence emphasized the motivation of the researcher in this study and inspired greater trust and confidence on the part of respondents in the study. The excellent response rate may well be symptomatic of this.

2.4. Instruments

2.4.1. Work Salience and Career Salience

Career salience and work salience were measured by means of the Career Salience Questionnaire (CSQ) and Work Salience Questionnaire (WSQ) developed by Allen (1999). The scales were validated on a sample of 1078 South Africans most of whom were white collar employees and had at least a matric education. These scales appear to be suitable for the present study since teachers are also considered white collar employees all of whom have at least a matric education. In Allen's (1999) study a sample which captured a range of variance in terms of age, race, gender, and home language similar to the South African working population was achieved.

Both scales are included in appendix A. The CSQ and WSQ consists of 11 and 9 items respectively (Allen 1999). On both scales subjects are asked to indicate their responses on a 5-point scale varying from 'Strongly Agree' to 'Strongly Disagree' (ibid).

Cronbach alphas of above .80 have been found for both scales (Allen, 1999). However slightly lower reliabilities for the CSQ were found when examined with Africans and African language speakers and for the WSQ when examined with males (ibid). Despite the lower reliabilities for these subjects relative to other subjects, both scales appear to be reliable over the different cross sections of the sample (ibid).

The existence of content and face validity has been found for both scales (Allen, 1999). A disadvantage is th ' 'hese two forms of validity (compared to the other forms) were assessed at the piloting stage with the piloting sample composed almost completely of females and white and English speaking subjects (ibid). Huysamen (1988) asserts that although face validity is not the most pivotal, a lack of it can undermine other more pertinent psychometric properties if respondents fail to see the purpose, relevance or logic of a test. Sufficient support for other psychometric properties at the validation stage with a more heterogeneous sample provides strong support for the face validity of the scale (Allen, 1999).

Convergent validity of both scales was assessed by correlating them with Greenhaus' (1971) Career Salience Scale. Though Greenhaus' (1971) scale cannot be used as an ideal point of comparison because of its contamination of the career salience construct with other constructs, the logical pattern of correlations that would emerge keeping this in mind confirm the convergent validity of both scales (Allen, 1999). Both scales were correlated with job involvement and organisational commitment to assess the discriminant validity of the scales (ibid). Again the pattern of correlations found confirms the suitability of the scales in terms of discriminant validity (ibid). Compared to

Greenhaus' (1971) scale both scales show an improvement in discriminant validity (ibid).

In the present study, as a measure of the internal consistency of each scale, it was decided that the Cronbach alpha coefficient would be used. Anastasi (1988) indicates this to be the most suitable and popular approach for measuring the internal consistency of most scales with multiple response options. Although alpha levels of above .70 are accepted in the psychological literature, very reliable tests produce alpha levels of .85 and over (Rosenthal and Rosnow, 1991). In the present study, Cronbach alphas of .82 and .86 were obtained for the WSQ and CSQ respectively. The coefficient alphas indicate acceptable levels of internal consistency. For the WSQ all of the items, except item 2, have good item-total correlations, since most correlations exceed r=.30 (this standard is endorsed by Kline, 1994). The item-total correlations were between .45 and .68. The item-total correlation of item 2 was .19. For the CSQ all of the items reflected good item-total correlations (.30- .67). The item-total correlations of both the CSQ and WSQ reflect acceptable levels of internal consistency.

It is the author's contention that both scales show sufficient validity and reliability and was suitable for use in the present study. Its suitability is further supported by the fact that both scales have been validated on a South African population (Allen, 1999).

2.4.2. Job Satisfaction

A job satisfaction scale developed by Warr, Cook and Wall (1979) was used in the present study. The scale is included in appendix A. The scale is short and

robust, containing 15 items: eight of which measure extrinsic satisfaction with aspects of work and seven of which measure intrinsic satisfaction with aspects of work. Respondents were required to indicate their satisfaction or dissatisfaction on a seven point Likert Scale. The focus of extrinsic job satisfaction is on job elements such as industrial relations, rate of pay, co-workers, job security and hours of work. Intrinsic job satisfaction on the other hand includes things like recognition, responsibility, promotional prospects and variety.

Test-retest reliability over a six-month period was calculated to be .63 (Warr et al., 1979). In two studies Warr et al. (1979) have reported Cronbach alpha coefficients of .85 and .88. Recent South African studies have also reported similar coefficients (Oakley, 1997; Sangweni, 1997). These coefficients indicate the scale to have adequate levels of internal consistency. It is a statistical reality that longer scales have higher reliabilities (Rosenthal and Rosnow, 1991). The length of the scale (the scale consists of only 15 items and is not very long) and the high cronbach alphas reported, supports the premise that the scale's reliability is not merely or necessarily a function of its length.

As in the case of the WSQ and CSQ the Cronbach alpha was used as a measure of internal consistency and the standard endorsed by Kline (1994) (i.e. r=> 30) was used to evaluate the item-total correlations. A Cronbach alpha of .89 and item-total correlations of between .44 and .70 was found in the present study. These figures attest to acceptable levels of internal consistency.

In light of this it was decided that the Job Satisfaction Scale of Warr et al. (1979) was an appropriate measure of job satisfaction variable. The wider use of the scale in the South African context (e.g. Barling and Jansssens, 1984;

Bluen, 1986; Bluen, Barling and Burns, 1990; Fullagar, 1986; Oakley, 1997; Sangweni, 1997) gave further impetus to this decision.

2.4.3. Life Satisfaction

The Congruity Life Satisfaction Scale (CLSS) developed by Meadow, Mentzer, Rahtz and Sirgy (1992) was used to measure life satisfaction. The scale comprises ten items and subjects are requested to indicate their responses on a six-point scale varying from "Very Dissatisfied" to "Very Satisfied" (ibid). The scale appears in appendix A.

The CLSS is based on the theoretical notion of life satisfaction being a function of a comparison between perceived conditions and a set of standards (Meadow et al., 1992). The Life Satisfaction Index (LSI) developed by Neugarten, Havighurst and Tobin (1961) also incorporates the concept of a comparison state into the measure. However, Meadow et. al (1992) have criticized the LSI on the basis that it lacks in theoretical richness since the standards which the scale incorporates is very few. There are a variety of standards which people use to compare their actual conditions or outcomes against (ibid). Compared to the LSI the CLSS incorporates a much more comprehensive list of standards. The standards which the scale incorporates are exactly the same as that indicated on page 7. As already indicated in the literature review these standards have been found to be the ones most commonly used by people in evaluating their actual conditions or outcomes (Meadow et. al, 1992).

Cronbach alphas of .95 have been found for the CLSS (Meadow et.al, 1992) and these attest to the high levels of internal consistency of the scale. Support for the construct validity of the scale has also been found through high positive

correlations with the Delighted-Terrible Life Satisfaction Scale developed by Andrews and Withey (1976, cited in Meadow et al, 1992).

As in the case of the other scales the Cronbach alpha was used to compute the coefficient and the standards propogated by Kline (1994) was used to evaluate the item-total correlations. In the present study both the Cronbach alpha (.96) and the item-total correlations (between .74 and .87) support exceptional levels of internal consistency.

Based on the above, the CLSS was therefore suitable as a measure of the life satisfaction construct.

2.4.4. Biographical Blank

A biographical blank was administered and information collected on the following demographics: 1) Gender, 2) age, 3) home language, 4) marital status, 5) number of children, 6) age of children, 7) Tenure at current school and 8) educational level (e.g. matric, diploma, undergraduate degree, postgraduate degree). The pertinence of the biographical blank for this investigation is elucidated by the fact that it allowed the researcher to obtain information concerning the sample's characteristics. These variables were also assessed in term of their ability to act as moderators of the JS-LS relationship.

2.5. Statistical Procedures

2.5.1. Correlations

Correlations had to be performed in preparation for the testing of the moderating role of different categorical variables through the z-transformations.

Hence JS and LS were correlated with each other for males and females in terms of gender, for married and single subjects in terms of marital status, for english and nonenglish speakers in terms of home language, and for degree and non-degree-diploma subjects in terms of educational status.

Because both variables (i.e. JS and LS) are interval in nature, normally distributed and have a linear relationship, the Pearson Product Moment Correlation was used to compute the correlation coefficient. The use of a random sampling procedure in the present study strengthens the confidence in the results reached from this statistical procedure since this assumption underpins the use of all statistical procedures. The correlation coefficient ranges between -1 and +1 and the closer it is to either of these limits, the stronger is the relationship between the two variables (Howell, 1992).

2.5.2. Moderated Multiple Regression

Zedeck (1971) indicates the suitability of moderated multiple regression [MMR] techniques for the identification of moderator variables where the dependent variable, independent variable and the variable examined for its potential as a moderator are continuous. Hence, MMR techniques proved useful in testing hypothesis 1 (i.e. career salience as a moderator of the JS-LS relationship) and hypothesis 2 (i.e. work salience as a moderator of the JS-LS relationship). Biographical variables which are continuous were also tested as possible moderators of the JS-LS relationship using MMR techniques. These variables included age of subject, number of children, average age of children and tenure at current school.

For each regression analysis the regression equation can be written as follows.

$$y = a + bx + bz + bxz$$

where y = the predicted value of the dependent variable (i.e. life satisfaction)

a = the intercept of the regression line

b = the slope of the regression line

x = the independent variable (i.e. job satisfaction)

z = the proposed moderator

xz = a product of job satisfaction and the proposed moderator

If bxz is significant than this would support the assertion that the proposed moderator moderates the relationship between job satisfaction and life satisfaction.

In order to make use of MMR techniques the following assumptions had to be confirmed:

* For each regression analysis one should ideally have 20 times more cases than predictors used in that equation (Sheridan and Lyndall, 1997). With a sample of size of 104, this assumption was confirmed to be met.

* Errors should be independent (Howell, 1992). This is tested by means of the Durbin-Watson statistic which should be close to 2. For the each of the regression analysis conducted, values were very close to 2 (values were in the range of 1.95 and 2.00).

* Relationships between the variables must be linear (Pedhazur, 1987) and the errors should have equal variance(Howell, 1992). If these assumptions are met than the points should be randomly distributed on the scatter plot and there should be no clear pattern in the way the points are distributed (Sheridan and Lyndall, 1997). In each case this was confirmed.

*Errors should be normally distributed (Howell, 1992). The histogram of residuals reflected a relatively normal distribution. The normal p-p plot of regression standardised residuals for the dependent variables showed points to

be close to the line and fairly well distributed along it. This was consistent with the assumption of normality.

* There should be no outliers. This is confirmed by statistical methods such as the Mahalanobis distance which should not be greater than or equal to the critical chi square value of 13.8. (Sheridan and Lyndall, 1997). An examination of the Mahalanobis distance values indicates that there are no outliers amongst the variables.

* There should be no multicollinearity (Howell, 1992). Multicollinearity refers to high correlations among the independent variables and moderator variables (Sheridan and Lyndall,1997). In the case of the present research this would include job satisfaction and the various moderator variables. This assumption is tested by refering to the condition index. Belsey (1991, cited in Hellmann, 1998) states that condition indexes greater than 30 indicate strong relations and therefore multicollinearity. In the case of each regression analysis, the condition index was less than 30.

2.5.3. Fisher's Z-Transformations

While some of the biographical variables were continuous and afforded the use of the moderated multiple regression technique, others biographical variables were categorical and nominal in nature. In respect of these variables an alternate procedure detailed by Baron and Kenny (1986) was used to determine whether these variables acted as possible moderators. The process essentially involved computing separate correlations for each group with respect to each variable. Z-tranformations are then made to test the difference between the independent correlations. The z statistic derived from z transformations were determined to be significant or insignificant. In order for a correlation pertaining to one group to be significantly different from a correlation pertaining to another group on a particular variable, the Fisher's Z would need to exceed +- 1.96 for a

two tailed test with an overall alpha of 0.05 (Howell, 1992). This would give evidence of the moderating role of the particular categorical variable considered. An example may be illustrative (this example is fictitious and is not a reflection of actual values obtained in this study). The correlation between JS and LS may turn out to be .50 and .40 for a sample of 53 males and 53 females respectively. Applying Fisher's Z-transformation procedure a z statistic of .625 is obtained. Since .625 is less than 1.96 at the .05 level gender may not appear to moderate the relationship.

As in the case of moderated multiple regression techniques, the feasibility and use of z-transformations is indicated only if certain assumptions are met. These (see McCall, 1994) include:

* Random Sampling- This assumption is met since the present study utilises a form of probability/random sampling i.e. cluster sampling.
* Independent groups- This assumption is met since the groups compared in terms of their JS-LS correlations are not matched or paired. Neither is their any repeated measurement of the same set of subjects in that correlations compared and tested in terms of their difference do not belong to the same set of respondents tested at different times.
* Normality- Howell (1992) indicates that most statistical procedures are fairly robust such that the assumption of normality can be to some extent violated; the main consideration being not whether the data is skewed or not but the extent to which it is skewed. In light of the large sample size (104) the assumption of normality is assumed to be met and the data is assumed not to be highly skewed.
* N> 20- It is assumed that each group will contain at least 20 cases. While certain groups met this criterion, others failed. In this respect certain groups had

to be excluded from the analysis or had to be combined so that this assumption could be met. With respect to home language Afrikaans (10 subjects) and Indian language speakers (11 subjects) were placed in one group (i.e. non-English speakers) and this group was compared with the English speaking group. In terms of educational status, only one subject had a matric qualification. This subject was left out of the analysis and comparisons were made between the remaining groups. With respect to the remaining groups the 14 subjects with an undergraduate degree and 30 subjects with a post graduate degree were combined and placed in one group (i.e. degree subjects) and this group was compared to the non degree-diploma group which consisted of 59 subjects. In terms of marital status since there were only 2 divorced subjects and 1 widowed subject. These groups were left out of the analysis and comparisons were only made between married and single subjects. These individuals were not combined with the single subjects since the single subjects already contained greater then 20 subjects; subjects in the divorced and widowed category were very few; and it was hoped that doing this would enable this category to maintain greater homogeneity in its composition

CHAPTER 3
STATISTICAL ANALYSIS AND RESULTS

3.1. Descriptives

The mean scores and standard deviation for the main variables of the present study namely, job satisfaction, life satisfaction, career salience and work salience are displayed in Table 2 below.

Table 2: Descriptive Statistics for the Variables

	N	Minimum	Maximum	Mean	Standard Deviation
Job Satisfaction	104	15	89	58.60	15.85
Life Satisfaction	104	10	60	39.24	13.40
Career Salience	104	18	53	36.32	7.49
Work Salience	104	18	45	32.96	6.01

3.2. Table of Correlations

Before proceeding into a more specific representation of the results from the moderated multiple regression techniques, a table of the correlations between all the variables computed for the regression techniques is provided.

Table 3: Table of Correlations

	Job Sat.	Life Sat.	Work salience	Career salience	age	No. of children	Average age of children	Tenure at school
Job Sat.	1.00							
Life Sat.	.495**	1.00						
Work Salience	.313**	.319**	1.00					
Career Salience	.352**	.062	.550**	1.00				
Age	.046	.149	.085	.054	1.00			
No. of children	.013	.110	-.028	.003	.619**	1.00		
Average age of children	.055	.162	-.005	.031	.780**	.783**	1.00	
Tenure at school	.076	.133	-.024	-.095	.568**	.282**	.400**	1.00

** correlation is significant at the .01 level.

3.3. Moderated Multiple Regression

Moderated multiple regression techniques were conducted to the test the possibility that career salience and work salience moderates the relationship between job satisfaction and life satisfaction. Different biographical variables (i.e. age, no of children, average age of children and tenure at school) were also tested as possible moderators of the job satisfaction-life satisfaction relationship.

Life Satisfaction was regressed on job satisfaction and an interaction term i.e. the cross product of job satisfaction and the moderator variable. According to Steiner and Truxillo (1987), a moderator effect is indicated by a significant increase in R^2 beyond the R^2 of the main effect by the addition of the interaction term.

3.3.1. Hypothesis 1: Career Salience moderates the JS-LS relationship.

Table 4: Career salience as moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
Career salience	.062			.631	>.05
Job satisfaction	.495	.245		5.75	<.05
Job Sat. X Career Salience	**.509**	**.259**	**.014**	**-1.40**	**>.05**

The results of the regression indicate that when life satisfaction is regressed on job satisfaction than there is a significantly positive association between job satisfaction and life satisfaction as indicated by R. The latter supports a spill over hypothesis. When Life satisfaction is regressed on the interaction term (Job satisfaction X Career salience), there is a non-significant increment in R^2. Hence, this implies that career salience does not have a moderating effect on the job satisfaction- life satisfaction relationship. The relationship between job satisfaction and life satisfaction remained as strongly positive as before and appeared to be unaffected by the presence of career salience. The relationship between job satisfaction and life satisfaction would appear to be as significantly positive for subjects with low career salience as for subjects with a high career salience.

3.3.2. Hypothesis 2: Work Salience moderates the JS-LS relationship.

Table 5: Work salience as moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
Work salience	.319			3.40	<.05
Job satisfaction	.495	.245		5.75	<.05
Job Sat. X Work Salience	**.524**	**.275**	**.030**	**2.04**	**<.05**

The regression coefficient indicates a significantly positive association between job satisfaction and life satisfaction. The latter supports a spill over hypothesis. When Life satisfaction is regressed on the interaction term (Job satisfaction X Work salience salience), there is a significant increment in R^2. The significant interaction supports the hypothesis that work salience moderates the relationship between job satisfaction and life satisfaction. The already significantly positive correlation between job satisfaction and life satisfaction increased significantly further with the addition of work salience to the model. This provides support for the conclusion that spill over effects may be more notable in the presence of work salience. The regression analysis indicated the relationship between job satisfaction and life satisfaction to be more strongly positive for subjects higher in work salience than for those lower in work salience.

3.3.3. Age of the subject as a moderator of the JS-LS relationship.

Table 6: Age as moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
Age	.149			1.53	>.05
Job satisfaction	.495	.245		5.75	<.05
Job Sat. X Age	**.524**	**.275**	**.030**	**2.03**	**<.05**

R indicates a significantly positive association between job satisfaction and life satisfaction. The latter supports a spill over hypothesis. The interaction term (Job satisfaction X Age of the subject) reflects a significant increment in R^2. Hence age of the subject moderates the relationship between job satisfaction and life satisfaction. The already significantly positive correlation between job satisfaction and life satisfaction increased significantly further with the addition of age to the model. This supports the conclusion that spill over effects may be more notable in the presence of age. The regression analysis indicated the relationship between job satisfaction and life satisfaction to be more strongly positive for older subjects than for younger subjects.

3.3.4. No of children as a moderator of the JS-LS relationship.

Table 7: No. of children as a moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
No. of children	.140			1.43	>.05
Job satisfaction	.495	.245		5.75	<.05
Job Sat. X No. of children	**.513**	**.263**	**.018**	**1.560**	**>.05**

The significant association between job satisfaction and life satisfaction as indicated by R supports a spillover hypothesis. There is a non significant increment in R^2 when comparing the main effect of job satisfaction with the effects of the interaction term (i.e. Job satisfaction X No. of children). Hence, this implies that number of children does not have a moderating effect on the job satisfaction - life satisfaction relationship. The relationship between job satisfaction and life satisfaction remained as strongly positive as before and appeared to be unaffected by the presence of this variable. The relationship between job satisfaction and life satisfaction would appear to be as significantly positive for subjects who have few children as for subjects who have more children.

3.3.5. Average age of children as a moderator of the JS-LS relationship.

Table 8: Average age of children as a moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
Average age of children	.162			1.66	>.05
Job satisfaction	.495	.245		5.75	<.05
Job Sat. X Average age of children	**.530**	**.281**	**.036**	**2.25**	**<.05**

The regression coefficient indicates a significantly positive association between job satisfaction and life satisfaction. The latter supports a spill over hypothesis. When Life satisfaction is regressed on the interaction term (Job satisfaction X Average age of children), there is a significant increment in R^2. Hence, average age of children moderates the relationship between job satisfaction and life satisfaction. The already significantly positive correlation between job

satisfaction and life satisfaction increased significantly further with the addition of this variable to the model. This supports the conclusion that spill over effects may be more notable in the presence of this variable. The regression analysis indicted the relationship between job satisfaction and life satisfaction to be more strongly positive for subjects with older children than for subjects with younger children.

3.3.6. Tenure at the current school as a moderator the JS-LS relationship.

Table 9: Tenure at current school as a moderator of the JS-LS relationship

Variables entered	R	Cumulative R^2	R^2 change	T	P
Tenure	.133			1.35	>.05
Job satisfaction	.495	.245		5.7[illegible]	<.05
Job Sat. X Tenure	**.524**	**.274**	**.029**	**2.02**	**<.05**

The regression coefficient indicates a significantly positive association between job satisfaction and life satisfaction. The latter supports a spill over hypothesis. When Life satisfaction is regressed on the interaction term (Job satisfaction X Tenure at current school), there is a significant increment in R^2. Hence, tenure at current school moderates the JS-LS relationship. The already significantly positive correlation between job satisfaction and life satisfaction increased significantly further with the addition of this variable to the model. This supports the conclusion that spill over effects may be more notable in the presence of this variable. The regression analysis indicated the relationship between job satisfaction and life satisfaction to be more strongly positive for subjects who have provided the school with longer years of service than for subjects with a lower tenure at the school.

3.4. Correlations and Z-Transformations

For those biographical variables that were classificatory and nominal in nature correlations between job satisfaction and life satisfaction for the different groups with respect to each variable had to be conducted. These correlations were than subject to Fisher's Z-transformation to test their difference. A significant difference in the correlations (Z> +-1.96) would give evidence of the moderating role of that particular variable considered. The biographical variables that were subjected to these statistics were gender, marital status, home language and educational status. The results of each variable appears below.

3.4.1 Gender as a mode ator of the JS-LS relationship

Table 10: Pearson Product -Moment Correlations Between JS and LS for males and females and results of Z-transformation for test of difference between the correlations.

	N	Correlation between JS and LS (r)	Z
Males	34	.64*	1.24
Females	70	.45*	

*** marked statistics significant at the 0.05 level**

The correlations coefficients reflect a significant positive relationship between JS and LS for both males and females. The Z statistic reflects no significant difference between males and females in terms of the correlation between JS and LS (Z < 1.96). Hence for a two-tailed test at alpha =.05 there is no reason to doubt that the correlation between JS and LS is the same for males and

females. This therefore implies that gender does not moderate the JS-LS relationship.

3.4.2 Marital Status as a moderator of the JS-LS relationship

Table 11: Pearson Product -Moment Correlations Between JS and LS for married and single subjects and results of Z-transformation for test of difference between the correlations.

	N	Correlation between JS and LS (r)	Z
Married	78	.43*	1.84
Single	23	.72*	

* marked statistics significant at the 0.05 level

The correlations coefficients reflect a significant positive relationship between JS and LS for both married and single subjects. The Z statistic reflects no significant difference between married and single in terms of the correlation between JS and LS ($Z < 1.96$). Hence for a two-tailed test at alpha =.05 there is no reason to doubt that the correlation between JS and LS is the same for married and single subjects. This therefore implies that with respect to the groups compared marital status does not moderate the JS-LS relationship.

3.4.3 Educational status as a moderator of the JS-LS relationship

Table 12: Pearson Product -Moment Correlations Between JS and LS for degree subjects and non- degree-diploma subjects and results of Z-transformation for test of difference between the correlations.

	N	Correlation between JS and LS (r)	Z
Degree	44	.42*	.49
Nondegree-diploma	59	.34*	

* marked statistics significant at the 0.05 level

The correlations coefficients reflect a significant positive relationship between JS and LS for both degree and nondegree-diploma subjects. The Z statistic reflects no significant difference between degree and diploma subjects in terms of the correlation between JS and LS ($Z < 1.96$). Hence for a two-tailed test at alpha =.05 there is no reason to doubt that the correlation between JS and LS is the same for degree and nondegree-diploma subjects. This therefore implies that with respect to the groups compared educational status does not moderate the JS-LS relationship.

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3.4.4 Home language as a moderator of the JS-LS relationship

Table 13: Pearson Product -Moment Correlations Between JS and LS for english speaking and non-english speaking subjects and results of Z-transformation for test of difference between the correlations.

	N	Correlation between JS and LS (r)	Z
English speaking	83	.43*	.54
Non-english speaking	21	.54*	

* marked statistics significant at the 0.05 level

The correlations coefficients reflect a significant positive relationship between JS and LS for both English speaking and Non-English speaking subjects. The Z statistic reflects no significant difference between English speakers and Non-English speakers in terms of the correlation between JS and LS ($Z < 1.96$). Hence for a two-tailed test at alpha =.05 there is no reason to doubt that the correlation between JS and LS is the same for English speakers and Non-English speakers. This therefore implies that with respect to the groups compared home language does not moderate the JS-LS relationship.

3.5. Summary of results

The primary focus of the present study is to examine the potential of career and work salience as moderators of the job satisfaction-life satisfaction relationship. With respect to career salience the JS-LS relationship appears to be unaffected by the presence of career salience with the relationsnip being equally

significantly positive for subjects both high and low in career salience. Conversely, the JS-LS relationship appears to moderated by work salience. The already significant positive correlation between job satisfaction and life satisfaction increased significantly further with the addition of work salience to the model. While subjects high and low in work salience exhibit a significantly positive relationship between JS and LS, this relationship is more positive for subjects higher in work salience than those lower in work salience.

With respect to the biographical variables significant results only emerged from the moderated multiple regressions and not from the Z-transformations. Age of respondents, average age of children and tenure at current school appear to moderate the JS-LS relationship. As in the case of work salience the already significant positive relationship between JS and LS increased significantly further with the addition of these variables. While the relationship between JS and LS is significantly positive for subjects at different levels of each variable, as the ages of the subject increases, as their children grow or as they extend their service at the school, the relationship between JS and LS becomes more strongly positive.

As is reflected in the analysis, before the consideration of possible moderators of the JS-LS relationship, this relationship was already significantly positive.

CHAPTER 4
DISCUSSION

4.1 Introduction

The primary focus of this section is to provide possible explanations for the results obtained. While this section will link this study to past literature, it should also be recognised that there is a paucity of literature in this area. The exploratory nature of this study affords greater opportunities in adding a richness that is absent in past literature. This section proceeds in the following manner. First, the theoretical distinctiveness and independence of career and work salience is discussed. The discussion then proceeds to examine the significantly positive relationship between job satisfaction (JS) and life satisfaction (LS) before any moderating variables are added to the equation. Thereafter, the results that emerge when career salience and work salience is added to the JS-LS equation is interpreted. This discussion then proceeds to discuss the results that were obtained when the biographical variables were added to the JS-LS equation. The implications of the current study, limitations and suggestions for future research are contemplated before this section is concluded

4.2. Career salience and work salience as independent constructs

The relationship between work salience and career salience

Before proposing an examination of work and career salience as potential moderators of the JS-LS relationship, the author in accordance with the work of Allen (1999) argued that these were separate and independent constructs. An examination of the table of correlations (i.e. table 3, p. 39) supports this

contention. Morrow (1983) has suggested content overlap and redundancy when the correlation between constructs exceed r=.60 to r=.80. As in Allen's (1999) investigation, this study confirms a moderate positive correlation between career salience and work salience ($r=.55$, $p<.01$), thus suggesting the independence of the two constructs. Some correlation is expected as these constructs though distinct are similar and related (Allen, 1999). In accordance with similar remarks made by Allen (1999), these findings suggest that individuals assess the salience of work and careers relatively independently.

The association between the two constructs though significant is moderate and this has important implications for organisations since these constructs are likely to be linked to employees' attitudes and behaviours (Allen, 1999). Hence organisations may find it useful to understand their employees and to develop interventions by considering these constructs as distinct and independent. The following example adapted from Allen (1999) may serve as a useful illustration: While some employees may draw their motivation primarily from the salience of work in their lives, others may draw their motivation primarily from the salience of a career in their lives. This will in turn influence the success of incentive and motivation strategies (Allen, 1999).

As Allen (1999) indicates, just as much as the independence of the two constructs is meaningful, so too is their covariance. Though the relationship is moderate suggesting independence, it can also not be ignored that it is still significant thus suggesting a meaningful relationship. In this study the relationship between career and work salience suggest that that the two constructs covary positively and that approximately 30 % ($r=.55^2$) of the variance in either variable is explained by the other. Thus subjects high in career salience are also relatively high in work salience, and those low in career

salience are also low in work salience. Thus interventions that take into consideration the career salience of subjects when they are being developed, may also make some inroads into their work salience. Thus for example, if one can increase the career salience of subjects through vocational counselling and career development programs, one may also increase their work salience (Allen, 1999).

Work salience and life satisfaction & Career salience and life satisfaction
The independence of the two constructs is further supported by the fact that while the association between work salience and life satisfaction is significantly positive, no relationship is found between career salience and life satisfaction. This suggests that when work becomes increasingly important in an individual's life space, his or her life satisfaction increases and vice versa. The author suggests that this may be indicative of the value ascribed to work by society at large. Those who work are seen as contributing to human progress and development and are often accorded with a status and prestige compared to those who do not work. Hence individuals who show work to be an important part in their lives are likely to receive rewards, even if it is not materially and merely in the form of praise and companionship from society at large, even from those outside the workplace, thus, increasing their life satisfaction. A cyclical relationship may be operative. The increase in life satisfaction as a function of the benefits obtained from society due to ones work salience may further propel the individual to remain and increase in his or her work salience.

On the other hand there is no relationship between career salience and life satisfaction, thus suggesting that when a career becomes an increasingly important part of an individuals life space, this does not necessarily increase his or her life satisfaction. It is the author's contention that the idea of a well

planned career is much influenced by the cultures to which we belong to and is not really ascribed to by the general population. This study was conducted primarily on an Indian sample. It is the opinion of the author that the Indian culture still ascribes to collectivist notions and the idea of a well planned career with prime implications for one's own individual growth and self-actualisation remains relatively less emphasized though maybe not discouraged. The relative absence of vocational and counselling programs in schools in Lenasia for both teachers and students is probably symptomatic of this. Hence the importance of a career in the individual's life is likely not to have implications for his or her life satisfaction, because of its place in his or her culture which forms an important part of his or her life space. It should also be noted increasing legislative and social changes which enable cross cultural communications and value transferences may change the relationship between career salience and life satisfaction for this group (i.e. Indians) over time.

It should be noted that in general interpersonal relationships, group relationships- in a nutshell relationship with others- forms an important part of the individual's life space and maybe more so for Indian and African cultures that ascribe to collectivist notions. The individual is thus likely to also draw life satisfaction from these relationships. Allen (1999) indicates, while work has implications for the satisfaction of basic needs (such as the need for money, accommodation, food, and possible companionship and a sense of purpose), a career has greater implications for the satisfaction of higher-order needs (such as self-esteem and self-actualisation). In light of this it can be easily seen why work salience unlike career salience is likely to have a relationship with life satisfaction ,since the notion of work is associated with benefits (such as finance, food, shelter, etc.) that in the author's contention are more transferable to others (such as ones children, spouse, elderly parents, dependent siblings,

etc.) in ones social field. These others as suggested earlier are likely to form an important part of the individual's life space. On the other hand career salience is more linked to benefits that are less transferable to others and more directly linked to the individual.

4.3. The relationship between JS-LS before the consideration of possible moderators.

As was reflected in the statistical analysis, the relationship between JS and LS was already significantly positive before the consideration of possible moderating variables. The addition of some variables, however, made this relationship more significantly positive. This significantly positive relationship may be indicative of a spillover hypothesis. This hypothesis suggests a reciprocal interaction between job satisfaction and life satisfaction such that job satisfaction spills over into one's life in such a way that life satisfaction increases and life satisfaction spills over into one's job in a manner that would increase job satisfaction (Rain et al., 1991). These results make an important contribution to previous literature. Previous literature (see for e.g. Kabanoff, 1980; Kabanoff and O' Brien, 1980; Pond and Green, 1983; Rain et. al, 1991; Steiner and Truxillo, 1987) has suggested that the form of the relationship (spillover, segmentation, compensation) may vary as the circumstances and conditions vary. While this may well be true, we may add to this the possibility that the strength of each form may well vary as the circumstances and conditions vary. That is, while the spill over hypothesis may be *strong* under various circumstances and conditions, it may be *more stronger* under some than under others.

The following explanations may be provided for the significantly positive relationship for different individuals. It should be noted that these explanations are at best tentative and not based on past research and literature but primarily on the intuitive reasoning of the researcher. It is contention of the author that the current economic situation may be exerting a powerful effect on various groups in South Africa and this may account for the significantly positive relationship for different individuals. It is indicated that basic needs such as physiological needs (hunger, thirst, etc.) and safety and security needs assumes centrality and pertinence in everybody's life, whether they be low or high in work and career salience, young or old, married or single, etc. since they have implications for one's survival. Insofar as a job has implications for these needs the overlap between the two domains (i e. life and job) is increased. Or alternatively and better stated: Insofar as outcomes of a job such as pay, promotions, job security, hours of work, etc. has important implications for the satisfaction of these basic needs, job satisfaction will affect life satisfaction and spill over into the life domain because of the ease with which these outcomes are transferred to areas of one's life. In times of economic prosperity it is possible that the importance of a job to meeting these needs is overlooked and taken for granted. This may account for the possibility of other relationships (segmentation and compensation) between JS and LS in other circumstances for some groups. In times of economic adversity its pertinence to meeting these needs is however highlighted, and, this may explain the significantly positive association between JS and LS for different individuals. Statistics reflect the current economic instability and crisis in South Africa (Kirsch, 1998; Doig; 1999). This crisis has increased fears in people concerning the satisfaction of their basic survival needs thus increasing the overlap between the job and life domains.

The relationship between job satisfaction and life satisfaction is probably more complex than what is stated above. In a context of general fear and insecurity, insofar as the job secures the basic needs of the individual and those dependent on his or her income, life satisfaction results. There is less pressure and strain exerted on the individual and a sense of appreciation of a materially satisfying job within a context of insecurity results. This appreciation thus translates into a satisfaction of one's job. When the job does not secure the material and practical needs of the individual then great pressure and strain results. Those dependent on the individual's income may exert role demands and expectations which are pressing and stressful. Interpersonal conflict and family dissatisfaction can result especially when there is no support from others materially and emotionally (In fact the reality of the current South African situation is that for many black and Indian families the recourse to family support either emotionally or practically is less likely. This is due to the effects of apartheid which have left many families broken). Hence, life dissatisfaction results. This life dissatisfaction may cause the individual to have a negative attitude towards his or her job because it appears not be materially satisfying. This negative attitude then translates into job dissatisfaction.

4.4. Career salience as a moderator of the JS-LS relationship

In terms of hypothesis 1 career salience was expected to moderate the JS-LS relationship such that the individuals high in career salience would exhibit a significantly positive relationship. However, the results reflect no such influence, the relationship between JS and LS being equally significantly positive for subjects both low and high in career salience.

The author has proposed the following explanation: Subjects who are both high and low in career salience may be beleaguered by fears of living in an economically adverse context. Subjects high in career salience may have temporarily suspended an overemphasis and an over concern with the enactment of their career and may be more concerned with having jobs that secure their material, practical and basic needs. The jobs may well not offer the enactment of their career related attitudes and behaviours, but, either life satisfaction or dissatisfaction may result depending on whether the job offers them security of their basic needs (which are focal to their living and livelihood), within a general context of fear and insecurity. Within this context, individuals low in career salience like those high in career salience may also be more concerned with having jobs that secures their basic needs. Since these basic needs are a focal aspect of their life both job satisfaction and life satisfaction or job dissatisfaction and life dissatisfaction may result depending on whether the job fulfills these needs or not.

Previous research has suggested an increasing overlap between the job and life domains as result of the centrality of work and a career in an individual's total life space life (Tait et al, 1989). This may well be true, but as reflected in the above explanation other needs may at times exert a more powerful influence on the JS-LS relationship. The relative neglect of these other needs is in the author's contention probably symptomatic of the poor terminology characterising previous literature. The mixed and often interchangeable use of the referent terms job, career and work (Allen, 1999; Isaacson and Brown, 1997) may well have resulted in the inevitable postulate by researchers that a career salience more then the salience of any other role or activity, or need will increase the overlap between the two domains (i.e. job and life) because the essence of a career is so much like the essence of a job. However, the

essence of a job is not so much like the essence of a career. While a job does have implications for one's career, as suggested earlier it also has implications for other needs which assume pertinence within the individual's life space. The latter allows for the recognition that other needs may also increase the overlap between job and life domains and they may exert at times a more influence on the job satisfaction-life satisfaction relationship.

4.5. Work Salience as a moderator of the JS-LS relationship

The results of the present study confirmed the moderating effects of work salience. The results suggest that while a strong positive correlation (possibly providing support for the spill over hypothesis) is *as likely* for individuals both high and low in work salience, this already strong positive correlation becomes significantly stronger as the subjects work salience increases. Or alternatively and better stated: When work plays an important part in one's life relative to other roles and activities, then the overlap between the two domains (i.e. job and life) increases and this would possibly explain the stronger significantly positive correlation between life satisfaction and job satisfaction for subjects high in work salience.

The following explanation is provided by the author to explain the observed results: Work salience like career salience does not preclude the importance of other roles (parental, spousal, etc.), activities, needs (such as the need for autonomy, control and independence, the need for affiliation, etc.), within the life space of the individual, but, merely asserts the greater importance of work relative to these. It may be that for both individuals high and low in work salience that these other roles and activities assume importance in their total life space. Insofar as a job has implications for these other roles and activities

both job and life satisfaction or alternatively job and life dissatisfaction will result. This may explain the significantly positive correlation for the different subjects. However when in addition to these other roles and activities the importance of work is added to the life space of the individual and where it plays a more important role relative to these others than the overlap between the job and life domains increases even more.

The fact that work salience moderates the job satisfaction-life satisfaction relationship and career salience does not, provides further support for the contention that these two constructs are independent and theoretically distinct. It is interesting to ask why work salience would moderate this relationship, whereas career salience would not. It has already been indicated by the author that in times of economic crisis, there may be less of an overemphasis on one's higher order needs such as self-actualisation and a greater need to secure one's basic and essential needs. Whether or not the job secures one's higher order needs is not as important as to whether it secures these basic material and practical needs which are focal to one's life. Insofar as it as it secures these lower order needs both job satisfaction and life satisfaction results. Insofar as it doesn't both job and life dissatisfaction results. Allen (1999) has suggested while work often makes reference to the satisfaction of these basic needs, a career makes more reference to ones higher order needs such as self-esteem and self-actualisation. In light of what has already been said it can be seen why work salience more than career salience within this context of economic insecurity, moderates the relationship between job and life satisfaction. While all individuals are preoccupied with the need to secure their basic needs some individuals may see work as the venue through which to do this. In this process such individuals may be propelled to higher levels of work salience. Some individuals may propel themselves to higher levels of work

salience in order to satisfy their basic needs. To the extent that these basic needs which are focal to their life are met both job satisfaction and life satisfaction results.

4.6. Biographical Variables

The possibility that various biographical variables may well moderate the relationship between JS-LS constituted a secondary endeavour. Because of their peripheral status within this study, they are not extensively discussed or analysed; though a few comments are due. It should also be noted at the outset that because of the lack of extensive literature with respect to many biographical variables most of the explanations framed represent the author's own intuitive reasoning.

The relationship between JS and LS was significantly positive for both males and females but both males and females were not significantly different in terms of the correlation between JS and LS. These results confirmed the findings of Tait et al (1989) which found the difference in correlations to be small between men and women. These results may be, as Tait et al (1989) suggested, symptomatic of the increasing salience of work, a career and a job to a women's identity thus making them more similar to males in terms of the JS-LS relationship.

In terms of age while the relationship appeared significantly positive for subjects at different ages, the relationship was more significantly positive for older subjects than for younger subjects. Different roles, activities, needs relating to ones career, personal life may assume prominence within the individual's total life space for both young and old subjects and insofar as a job has implications

for them JS and LS or alternatively job and life dissatisfaction will result depending on how successfully they are met. As the subject ages however some of these roles, activities may assume greater prominence relative to earlier stages in one's life thus making the relationship between JS and LS even more significantly stronger relative to earlier stages in one's life

It is possible that the intensity of the job satisfaction-life satisfaction may well differ because of the varying degree of importance attached to different roles, activities, needs, etc by different race groups. Because race correlates highly with home language (blacks tend to primarily speak African languages, coloureds tend to be primarily Afrikaans speaking, whites primarily English and Afrikaans, etc) the differences which are actually an artifact of racial socialisation may be reflected also when considering home language. However when race is controlled, as the present sample afforded, there appears to be no clear intuitive and theoretical reason why the JS-LS relationship should differ among the different home languages. This was confirmed in the present study as Indians who spoke either English, Afrikaans or one of the Indian languages all reflected an equally significant positive correlation between JS and LS.

With respect to marital status, it was indicated that marital status would moderate the JS-LS relationship such that individuals who are married would exhibit greater spill over effects (indicated by a more stronger positive correlation between JS and LS) then those who were single. The results disconfirmed these expectations. Married and single subjects reflected an equally significantly positive correlation. The need to look after one's dependents and to secure their future financially, the need to balance one's involvement in one's job and career with one's involvement in one's family, etc. may assume centrality not only in a married person's life **but** also in the life of a

single subject. It is the author's own personal observation that relative to other race groups single subjects who are Indian tend to hardly leave their homes and live separately from their families and if they do it often tends to be at the onset of marriage. While they are living with their parents and siblings, as soon as they get a job they are expected to contribute to the family income, the career and job should not require significant sacrifices in terms of their commitment to their culture and family, etc. These needs appear to be similar to those of married subjects and may well exhibit as powerful an influence in the lives of single subjects as they do in the lives of married subjects. This would explain the equally significant correlation between JS and LS for both married and single subjects. Insofar as the job allows one to meet these needs both job and life satisfaction will result. When the job does not facilitate and support these needs than both job and life dissatisfaction may result

In terms of the number of children, the relationship between JS and LS remains the same such that individuals with a few children exhibit an equally significantly positive correlation between JS and LS as subjects with more children. It does seem intuitive that the financial burdens imposed by an increase in the number of dependents and the extra amount of family time that is required may increase the overlap between the two domains (i.e. job and life). However, It should also be noted that subjects with a few children do not necessarily have a few dependents. One's parents, grandparents, siblings, spouse, etc may also constitute dependents. It is suggested that instead of investigating the possible moderating influence of number of children on the JS-LS relationship, it would be more advisable to investigate number of dependents as a possible moderator of this relationship.

Average age reveals that the already significantly positive correlation between JS and LS increases significantly as the average age of the child in the household increases. It should be noted that the clock out times for teachers tends to be at 2:30. As the children begin to age in the household and also begins to attend school a better balance between ones job requirements and domestic and family duties is attained. This balance allows one to fulfill one's domestic and family responsibilities thus resulting in greater life satisfaction. It also allows one to fulfill the role expectations and demands of one's job, thus resulting possibly in greater job satisfaction. The growth of children also gives the subjects greater flexibility in pursing their careers and achievements in their work and job. With the growth of children, the latter which may have receded into the background once again emerges into the foreground of the individual's life and assumes greater pertinence. This increases the overlap between the two domains (i.e. job and life).

Educational status revealed a significantly positive correlation between JS and LS for both degree and diploma subjects. This may reflect that the different roles, activities and needs relating to one's career, work, personal and family life etc. may be exerting as powerful an influence on the job satisfaction and life satisfaction relationship for degree and diploma subjects. It is possible that a different subset of roles, activities, needs, etc characterises diploma subjects and a different subset characterises degree subjects, but on the balance each subset exerts an equally powerful influence on the JS-LS relationship so that the correlations are not significantly different. Future studies may wish to investigate the different subset of roles, activities, needs etc characterising the life space of degree and diploma subjects.

In terms of tenure, subjects both low and high on this variable may have various roles, activities, needs, etc which assumes pertinence within their total life space and for which a job has important implications. However, as one's tenure at one's job increases one receives more concrete feedback in terms of the job fulfilling these various needs, roles etc. This may explain why subjects with a more lengthier service or tenure reflect a much more stronger positive correlation between JS and LS.

4.7. Implications

- An important finding of this study, is the confirmation of similar results to those found by Allen (1999), which suggests that work salience and career salience are theoretically distinct and independent. This has important implications for researchers as they may find it more useful to understand and develop theories of human behaviour in the workplace by considering these constructs as separate. Organisations may find it useful to separate out these constructs when developing and implementing interventions such as motivation strategies and incentive schemes.

- In terms of understanding the impact of the work domain on the life domain and vice versa, organisations and practitioners may find it useful to consider how the relationship between these two domains differs for different individuals. In the current study support for the moderating effects of work salience, age of respondents, average age of children and tenure at school has been found. If interventions and strategies are to be developed so that the two domains effectively complement and support each other, then industrial and social pratictioners may need to emphasize different issues for

different subjects, as different individuals may draw their motivation from different variables that impact on the job satisfaction-life satisfaction relationship.

- Interventions and strategies developed so that work and non-work domains effectively complement and support each other will also need to consider the broader economic context of South Africa. This variable is likely to influence the interplay between job satisfaction and life satisfaction and moderator variables such as work and career salience.

- Finally, it was also suggested that instead of merely considering how the form of the JS-LS relationship (i.e. spillover, compensation or segmentation) varies as the circumstances and conditions vary, researchers may also need to acknowledge in addition to this that the strength of each form may vary as the circumstances and conditions vary. For instance, while a spillover hypothesis may be strong under various conditions, it may be *more stronger* under some than under others.

4.8. Limitations of the current study

- Because of the limited research and knowledge in this area the present study has relied on a literature review without an extensive research and theoretical base. Hence it lacks a strong framework to guide it in its exploration and from which to interpret results.

- The present investigation is essentially non-experimental and correlational and hence is limited in its ability to draw firm causal inferences. Job

satisfaction was correlated with life satisfaction and other variables were assessed as potential moderators of this relationship. Thus the study is limited in understanding the interplay between variables though cause and effect relationships. Also, it's over emphasis on a quantitative technique leaves it at a disadvantage with respect to the depth and richness of information, that is often lost through highly numerical analyses. In the current study various relationships were found and in order to understand these statistical relationships various explanations were framed. However, whether these explanations or some other explanations account for the observed results is not entirely certain.

- The study was limited to Teachers located in Lenasia. The sample was also entirely Indian. Hence conclusions reached may not be generalisable to other subjects and to other contexts. Also, because of the lack of available data concerning the characteristics of the target population, the sample characteristics could not be empirically compared to any standards to determine if it was representative of the target population. Random sampling procedures may have allowed for a representative sample, but than again in the absence of data on the population characteristics, there is no concrete way of checking this.

- Although the researcher did attempt to control for the tendency of subjects to fake their responses by emphasizing anonymity and the need for subjects to answer honestly and openly, there is no way to check that these procedures actually controlled for this. Hence conclusions reached may not necessarily be based on entirely true responses and may therefore be limited.

- There appears also to be some limitations in respect of some of the statistical procedures. The moderating effects of particular variables can go undetected through the use of moderated multiple regression techniques due to difference in measurement error and the use of nonlinear scales (Howell, 1992). When moderating effects are revealed through these statistical procedures then some faith can be placed in the results. However when moderating effects are not revealed there is no real certainty that moderator effects are absent as the limitations of the statistical techniques may have allowed for the moderating effects of a particular variable to go undetected (Howell, 1992).

4.9. Suggestions for further research

- It is unlikely that this study on its own will be able to rectify the paucity of knowledge with respect to the relevance of career and work salience to the job satisfaction-life satisfaction relationship. Hence additional research examining the interplay of these variables will certainly prove useful

- An investigation with a qualitative focus may also prove useful. In addition to finding certain patterns or relationships between variables, investigators may find it useful to examine through the use of interviews and focus groups *why* exactly these patterns emerged instead of merely relying on their own intuitive reasoning to explain results. Such a qualitative focus may also prove useful in light of the limitations of statistical procedures such as moderated multiple regression techniques. The moderating effects of variables which go undetected through these statistical procedures may well emerge through the qualitative procedures.

- Future researchers should also examine the interplay of career salience, work salience, life and job satisfaction in other South African populations so that the utility of assertions made by theorists and practitioners in this field can be compared with respect to different populations. Cross-cultural comparisons can be made to assess the role of culture.

- Future researchers should attempt to replicate their findings and should use more appropriate designs such as a cross-lagged panel designs to enable more firm causal conclusions to be made.

4.10 Conclusion

This non-experimental research study has utilised quantitative techniques to investigate the moderating effects of career and work salience and different biographical variables on the job satisfaction-life satisfaction relationship. More specifically, these aims were investigated in a sample of teachers from schools located in Lenasia.

It was found that career salience and work salience are theoretically distinct and independent constructs through moderate correlations with each other and through their different patterns of correlations with life satisfaction. The value of work ascribed to by broader society and the culture of subjects was used to explain the significantly positive relationship between work salience and life satisfaction and the non-significant relationship between career salience and life satisfaction.

Work salience, unlike career salience, appeared to be a significant moderator of the job satisfaction-life satisfaction relationship. While many explanations were framed, in the main it was suggested that the broader economic context of South Africa, characterised by material insecurity and fear, may be shaping the relationship between job satisfaction and life satisfaction and the relevance of career and work salience to this relationship.

Though the biographical variables occupied a peripheral status within the current research study and an extensive explanation was therefore precluded, interesting relationships emerged, and the reasons for the observed results were briefly contemplated.

Though this study may have important implications, the results and explanations of this study should be approached with circumspect in view of the limitations identified. Nonetheless, it is the author's contention that this primarily exploratory endeavour may serve as a useful benchmark from which to start further developments in this area.

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