



Job Satisfaction Among Kuwaiti Social Workers

Dr. Hend B. AL-Ma'seb*

Ebtesam R. AL-Gaoud**

Abstract:

In recent years, many organizations have shown interest in examining and improving the work conditions for employees that may have an impact on job satisfaction, especially in the social work profession, so that they can have better output. This study investigates and describes the job satisfaction of Kuwaiti social workers in three work sectors (the Ministry of Education, the Ministry of Health, the Ministry of Social Affairs and Labor) with regard to marital status, salary, and work sector variables. A descriptive approach was used to address the research questions. A total 332 Kuwaiti social workers participated in this study. The main findings for this study showed that there are significant differences between the participants based on their salary, marital status, and work Sector and their overall Job Satisfaction at $p < 0.05$.

Introduction

Social work is a demanding profession, which requires from social workers a lot of effort and work, while offering them limited resources. Social work as a profession involves helping individuals, groups, or communities improve their well-being (Barker, 2003). Social workers have to work with organizations and clients who require their full attention. Therefore, it is important for them to feel satisfied with their jobs. When social workers are satisfied with their careers, they will work better with their clients. Job satisfaction is not a one-dimensional, but a multi-dimensional concept. These dimensions

* Assistant Professor, Sociology and Social Work Department, College of Social Sciences. Kuwait University.

** Field work instructor, Sociology and Social Work Department, College of Social Sciences. Kuwait University.

include individuals' relationships with their supervisors and colleagues, salary, social benefits, promotion, and type of work (Al Mashaan, 1993; Ridha, 2004). Hence, Job satisfaction depends on individuals' emotions, their work environment, and their degree of satisfaction on these dimensions.

Job satisfaction has intrinsic and extrinsic factors. The intrinsic factor of job satisfaction is the actual work that individuals do in their organization; the extrinsic factor is the work environment (Al Mashaan, 1993). Buitendach and De Witte (2005) illustrated the difference between the intrinsic and extrinsic factors, where "extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working conditions and co-workers. Intrinsic satisfaction refers to the job tasks themselves (e.g. variety, skill utilisation, autonomy)" (p. 28).

Definition of Job-Satisfaction

There are many definitions of job satisfaction. Lofquist and Davis (1991, p. 27) define "job satisfaction" as "an individual's positive affective reaction to the target environment." According to Locke (1969), job satisfaction is an emotion that brings pleasure to an individual based on his or her job experiences. In addition, Bahnase (2011) defines "job satisfaction" as individuals' degree of acceptance of the type of work they do and of their relationship with others in their work environment.

Significance of the Study

Many researchers have studied job satisfaction from the perspective of sociology, education, psychology and social work in the West and in the Arab world. The current study is one of the first studies that explores job satisfaction among social workers in Kuwait in three main sectors: the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor. Most of the research conducted on job satisfaction among social workers in Kuwait does not distinguish between the sectors, but studies social workers as one group, even though the social workers in each sector have different salaries, different job description, and different client problems. This

study fills an important gap in the literature on job satisfaction by acknowledging and considering the different sectors in which social workers may be working in Kuwait and how the working conditions in each sector may influence a social worker's job satisfaction.

The results will help to build the knowledge of social work and its relationship with other factors such as job satisfaction. Moreover, the results of this study hopefully will assist administrators in the field of social work in Kuwait to identify the level of job satisfaction among Kuwaiti social workers who work in three work sectors.

This study investigates and describes the job satisfaction of Kuwaiti social workers in three work sectors (the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor) with regard to three variables: Marital Status, Participant's Salary, and Work Sector. In addition, the study describes the degree of differences among Kuwaiti social workers with regard to their job satisfaction and the three variables, as well as the three work sectors.

Theoretical Framework and Literature Review

In recent years, many organizations have shown interest in examining and improving the work conditions for employees, which may have an impact on job satisfaction, especially in the social work profession, so that employees can offer better output. Job satisfaction can affect the quality of service that social workers provide to their clients, since those who are satisfied with their jobs are more likely to be committed to their work and to provide good service to their clients than those who are not (Acker, 1999). In addition, satisfied workers are more likely to continue to work in the same organization and to use their skills to achieve the goals that have been set by their organizations. In contrast, dissatisfied workers are more likely to withdraw from their jobs and their input at work is very limited (Freund, 2005). According to Jessen (2010), "When satisfied at work, employees are likely to be more stable, productive and accomplished towards organizational goals" (p. 2).

Many researchers have studied job satisfaction among social workers and its relationship with many variables, such as motivation, turnover intentions, gender, age, and stress (Acker, 1999; Freund,

2005; Himle et al., 1986; McLean, 1999; McLean & Dolan, 1999; Smith et al., 1998). Other researchers have studied the relationship between job satisfaction and salary among employees in general, not particularly among social workers. Some studies have found that salary is a fundamental variable that may affect the job satisfaction of an employee (Derlin & Schnieder, 1994; Solly & Hohenshil, 1986). For instance, the findings of Dyer and Theriault (1976) showed that salary is one of the most significant factors that determine job satisfaction.

Social workers have many complaints such as having poor pay at their jobs, limited chances of getting a promotion, and feeling that their good work is almost not recognized (Coffey *et al.*, 2004). All of these concerns affect social workers' satisfaction with their jobs. While social workers have many responsibilities at their work, they get low pay, which can be both demoralizing and take away one's motivation to do one's work well. Income is a powerful motivator in the process of job choice and for individuals' performance in their work (Sinclair *et al.*, 2005). When one's salary is low, it may affect one's performance at one's job, if the person feels that his or her good work is not appreciated by the organization.

A few studies have examined the factors that affect job satisfaction among Kuwaiti social workers. One study, by Ridha (1999), identifies and examines the factors that contribute to job satisfaction for social workers in Kuwait. The author identified five factors that affect job satisfaction among social workers in Kuwait. These factors include age, income, work hours with clients, level of education, and gender. The findings showed that there is no relationship between marital status and job satisfaction.

In Kuwait, social work as a career is one of the lowest paid jobs, which may affect social workers' job satisfaction, leading to low productivity and less interest in one's work. It is important to study job satisfaction among Kuwaiti social workers after the recent changes that took place in Kuwait. One of the major changes is the benefits that were given to workers in other professions. Most of the employees in other professions like teaching, engineering, and accounting received a raise in their salary. However, the social workers in Kuwait did not

receive any raise or any other benefits. Furthermore, Kuwait is a country characterized by high living expenses, and social workers who already have low income compared with other jobs may have difficulties meeting their families' and their own needs in Kuwait.

Theories on Job-Satisfaction

There are many theories that explain the concept of job satisfaction. The job-satisfaction theories are grouped either by the nature of the theories or by chronology (Saif *et al.*, 2012). Shajahan and Shajahan (2004) explained that job-satisfaction theories are either based on content, such as Maslow's needs hierarchy, Herzberg's two-factor theory, and Alderfer's ERG theory; or they are based on process, such as behavior modification, cognitive evaluation theory, and equity theory.

In the content theories, individuals are the ones who identify the priority of their needs, drives, incentives and goals (Luthans, 2005). McClelland's theory of need is classified as a content theory. The theory of need explains that the needs of individuals are obtained over time. These needs are categorized as achievement, affiliation, and power. Achievement refers to individuals who seek to excel. Affiliation is the desire to cooperate with others in a situation and a need for having a close relationship with other workers. Power is the desire to control and direct others (Shajahan & Shajahan, 2004).

The process-theories are "more concerned with 'how motivation takes place'" (Saif *et al.*, 2012, p. 1388). One of the process theories is equity theory, based on the concept of "input and outcome." The individuals compare what effort they put into the job, which is called "input," to what they get in return from their job, which is called "outcome." They then compare this input-outcome ratio to the input-outcome ratio of other workers (Saif *et al.*, 2012).

The Research Question

Based on the above literature and theories the study asks, What are the differences between Kuwaiti social workers' Job Satisfaction and the following variables: Marital Status, Participant's Salary, and

the three work sectors (the Ministry of Education, the Ministry of Health, the Ministry of Social Affairs and Labor)?

There is a difference between the participants' salary which is the amount of money in KD that participants receive monthly (independent variable in this study) and salary which is related to individuals' satisfaction with their salary (dependent variable in this study). The research hypothesis can be stated in the following:

- There is a significant difference between Job Satisfaction and Marital Status among a sample of Kuwaiti social workers.
- There is a significant difference between Job Satisfaction and participants' Salary among a sample of Kuwaiti social workers.
- There is a significant difference between Job Satisfaction and the three work sectors (the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor) among a sample of Kuwaiti social workers.

Methodology

This is a descriptive study. According to Rubin and Babbie (2001), "descriptive studies seek to portray accurately the characteristics of a population" (p. 247). A social survey approach was selected to address the research questions. The population used in this study was 332 Kuwaiti social workers. The sample of this study was recruited on a voluntary basis from three work sectors, which are the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor. In this study, we used descriptive analyses to provide information about the means and standard deviations of the sample of the study. In addition, we used univariate ANOVA analyses.

Participants

The population in this study consists of Kuwaiti social workers who work in three sectors (the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor). The study used a non-probability, convenience-sampling method to recruit the study participants. The sample was recruited January through March of 2012.

A total of 332 Kuwaiti social workers participated in this study. The average age of the participants was 37 years old; the majority (70.2%) of the workers were females and 29.8% were males. The participants in this study were employees from the Ministry of Education (55.1%), the Ministry of Social Affairs and Labor (24.1%), and the Ministry of Health (20.8%). In terms of the number of years of work experience, 25.9% of the social workers had between 1-5 years of experience, 16.9% had between 6-10 years of experience, 20.8% had between 11-15 years of experience, 30.4% had 16 or more years of experience. The majority of the sample were married (66.9%), followed by those who were single (21.7%), divorced (4.5%), and widowed (2.4%). The monthly income of 50% of the sample was between 700 KD and above; 36.4% earned between 500 KD and 699 KD, and 6.9% earned between 300 KD and 499 KD. In terms of educational level, 95.7% of the sample had a bachelor's degree in social work, 2.1% had a master's degree in social work, and only 0.3% had a PhD in social work.

Questionnaire

The participants in this study completed a questionnaire that included two parts. The first part asked about relevant demographic items such as marital status, age, level of education, work organization, and gender. The second part included the job satisfaction scale developed by Al Mashaan, (1996). The instrument is known as "Scale of Job Satisfaction." Al Mashaan (1996) conducted his study on forty Kuwaiti workers and he found the job satisfaction scale to be valid and reliable.

The job satisfaction scale included seven dimensions. The General Satisfaction dimension is based on eight items measuring social workers' stability in their jobs. The Job Conditions dimension consists of six items such as whether the workers have a break during their work, and if their work provides them with what they need, such as equipment. The Work Colleagues dimension includes five items like cooperation and assistance between colleagues. The Supervisors dimension is based on nine items measuring supervisor's cooperation

with his or her staff. The Salary dimension includes nine items that describe the salary appropriate for workers. The Appreciation dimension consists of seven items that measure how much the administration appreciates the employees' work. The Responsibility dimension includes six items that describe whether the institutions in which social workers are working allow them to take responsibilities so they can develop themselves and make new plans for their organizations.

The Job Satisfaction scale consists of 50 self-descriptive statements to which participants respond on a 5-point scale ranging from 5 = strongly agree; 4 = agree; 3 = I don't know; 2 = disagree; 1 = strongly disagree.

Cronbach's alpha was calculated to determine whether the instrument had adequate internal consistency. The alpha for each dimension in the Job Satisfaction scale is General Satisfaction ($\alpha=0.58$), Job Conditions ($\alpha=0.61$), Work Colleagues ($\alpha=0.68$), Salary ($\alpha=0.65$), Supervision ($\alpha=0.74$), Appreciation ($\alpha=0.84$), and Responsibility ($\alpha=0.78$).

In the current study, the overall alpha for the Job Satisfaction scale is $\alpha=0.93$. The alpha for General Satisfaction is $\alpha=0.80$, Job Conditions $\alpha=0.50$, Work Colleagues $\alpha=0.52$, Salary $\alpha=0.78$, Supervision $\alpha=0.79$, Appreciation $\alpha=0.75$, and Responsibility, $\alpha=0.84$.

Results

One-way ANOVA was conducted to test differences between job satisfaction and the participants' salary, where the salary was divided into three parts: 300-499 KD, 500-699 KD, 700 KD and above. The results show that there are significant differences at $p < 0.05$ between the participants' salary and the overall job satisfaction. Participants who had a salary of 700 KD and above scored significantly higher on overall job satisfaction than did those who had a salary of 300-499 KD, and 500-699 KD.

In addition, the results of one-way ANOVA showed that there are significant differences at $p < 0.05$ between five dimensions of job satisfaction and the participants' salary. The five dimensions are General Satisfaction, Supervisors, Salary, Appreciation, and Respon-

sibility. Participants who had a salary of 700 KD and above scored significantly higher on Supervisors, Salary, Appreciation, and Responsibility dimensions than did those who had a salary of 300-499 KD, and 500-699 KD. However, participants who had a salary of 300-499 KD scored significantly higher on the General Satisfaction dimension than did those who had a salary of 500-699 KD and 700 KD and above. Moreover, there are not significant differences between the Job Conditions and the Work Colleagues dimensions and the Participants' Salary at $p < 0.05$. (See Table 1: One-way ANOVA between Job Satisfaction and the Participants' Salary)

Table 1
One-way ANOVA between Job Satisfaction and the Participants' Salary

	300-499 KD		500 -699 KD		700 KD & above		df	F
	M	SD	M	SD	M	SD		
General Satisfaction	24.0	6.6	20.0	6.4	23.4	5.9	308	11.6***
Job Conditions	18.8	3.9	17.9	4.6	18.9	3.6	308	2.5
Work Colleagues	17.4	3.5	17.4	3.2	17.9	3.4	308	0.3
Salary	21.3	7.6	20.5	7.6	24.0	6.7	308	8.7***
Supervisors	32.4	8.3	30.2	8.6	33.8	6.7	308	7.9***
Appreciation	23.8	4.9	24.6	5.0	26.0	5.1	308	3.6*
Responsibility	19.9	5.7	18.5	5.5	21.3	4.9	308	10.3***
Job Satisfaction	156.8	31.6	149.5	32.9	164.6	28.3	308	8.5***

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$ (2-tailed)

One-way ANOVA was conducted to test differences between Job Satisfaction and Marital Status. The results show that there are significant differences at $p < 0.05$ between Marital Status and Overall Job Satisfaction. Participants who are divorced scored significantly higher on Overall Job Satisfaction than did those who are married, single, and widowed.

Moreover, the results of one-way ANOVA showed that there are significant differences at $p < 0.05$ between the General Satisfaction

dimension and Marital Status. Participants who are widowed scored significantly higher on General Satisfaction than did those who are married, single, and divorced. In addition, there are significant differences at $p < 0.05$ between Salary and Work Colleagues dimensions and Marital Status. Participants who are divorced scored significantly higher on Salary and Work Colleagues dimensions than did those who are married, single, and widowed. However, there are not significant differences at $p < 0.05$ between Job Conditions, Appreciation, Supervisors, and Responsibility dimensions and Marital Status. (See Table 2: One-way ANOVA between job satisfaction and marital status).

Table 2
One-way ANOVA between Job Satisfaction and Marital Status

	<u>Married</u>		<u>Single</u>		<u>Widowed</u>		<u>Divorced</u>		df	F
	M	SD	M	SD	M	SD	M	SD		
General Satisfaction	21.9	6.2	22.1	6.7	26.6	5.2	25.5	4.4	315	2.9*
Job Conditions	18.5	4.2	18.4	3.7	18.4	3.3	19.5	5.0	315	0.3
Work Colleagues	17.5	3.3	17.4	3.1	14.5	4.9	19.2	2.7	315	3.5**
Salary	21.0	7.1	24.3	6.9	25.5	4.9	29.0	7.4	315	9.4***
Supervisors	31.7	8.1	32.7	7.3	32.5	6.1	37.0	3.9	315	2.3
Appreciation	25.0	5.4	25.2	4.9	23.6	3.2	28.4	3.5	315	2.3
Responsibility	19.8	5.4	20.4	5.4	22.7	2.9	22.8	4.5	315	2.3
Job Satisfaction	155.2	31.5	160.2	30.1	162.6	16.3	181.6	26.9	315	3.7**

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$ (2-tailed)

In this study, the researchers used one-way ANOVA to test differences between the three work sectors where social workers are employed (the Ministry of Education, the Ministry of Health, the Ministry of Social Affairs and Labor) and Job Satisfaction. The results show that there are significant differences at $p < 0.05$ between the three work sectors and the Overall Job Satisfaction. Participants working in the Ministry of Health scored significantly higher on

Overall Job Satisfaction than did those working in the Ministry of Education and Ministry of Social Affairs and Labor. Furthermore, the results of one-way ANOVA showed that there are significant differences at $p < 0.05$ between General Satisfaction, Supervisors, Job Conditions, Salary, Responsibility, and Work Colleagues dimensions and the three sectors.

Participants who work in the Ministry of Health scored significantly higher on General Satisfaction, Supervisors, Job Conditions, Salary, and Responsibility than did those who work in the Ministry of Education and the Ministry of Social Affairs and Labor. Moreover, participants working in the Ministry of Social Affairs and Labor scored significantly higher on Work Colleagues than did those working in the Ministry of Education and Ministry of Health. However, there are not significant differences at $p < 0.05$ between the three sectors and the Appreciation dimension. (See Table 3: One-way ANOVA between job satisfaction and the three sectors).

Table 3
One-way ANOVA between Job Satisfaction and the Three Sectors

	The Ministry of Education		The Ministry of Social Affairs and Labor		The Ministry of Health		df	F
	M	SD	M	SD	M	SD		
General Satisfaction	19.7	6.1	24.7	5.6	24.9	5.1	328	32.6***
Job Conditions	18.0	4.7	19.4	3.4	19.0	2.5	328	4.3**
Work Colleagues	17.1	3.2	17.6	3.5	18.3	3.3	328	3.3*
Salary	19.5	6.3	24.8	7.2	25.8	7.1	328	30.5***
Supervisors	29.9	8.4	34.6	6.2	35.9	4.4	328	22.7***
Appreciation	24.5	5.2	25.3	5.1	26.0	5.4	328	2.1
Responsibility	18.6	5.6	20.9	5.1	22.3	4.3	328	14.9***
Job Satisfaction	147.6	31.6	166.6	27.5	171.2	24.6	328	21.7***

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$ (2-tailed)

Discussion

This study investigated the relationship between job satisfaction and participants' salaries, marital status, and work sector variables. The findings of this study reveal that there are significant differences between participants' Salaries, Marital Status, and Work Sector variables and Job Satisfaction among Kuwaiti social workers.

The results show that participants who receive a higher salary score higher on overall job satisfaction and on the four dimensions which are Supervisors, Salary, Appreciation, and Responsibility. This means that Kuwaiti social workers who have a salary between 700 KD and above have a higher level of job satisfaction than Kuwaiti social workers who receive a salary of 300-499 KD and 500-699 KD. However, this finding is different from Ridha's study (1999) findings.

The findings in Ridha's (1999) study showed that social workers in Kuwait who have a higher income are more likely to have low job satisfaction than social workers who have lower income. These differences between the two studies may relate to the quality of work, which means that if an employee works hard and produces good work, but his or her salary is low, that may lead to job dissatisfaction. If an individual feels that his or her salary is either too high or too low for the amount of work that he or she is doing, the individual may be dissatisfied with his or her job (Adams, 1966).

Another finding of this study shows that participants who are divorced scored higher on Overall Job Satisfaction than did those who are married, single, and widowed. In addition, participants who are divorced scored higher on salary and Work Colleagues dimensions than did those who are married, single, and widowed. However, on the General Satisfaction Dimension, participants who are widowed scored higher than did those who are married, single, and divorced. The findings of this study are different from those of Ridha (1999), who found no significant association between Job Satisfaction and Marital Status.

In addition, the results show that between the three sectors participants who work in the Ministry of Health scored higher on overall job satisfaction than did those who work in the Ministry of

Education and the Ministry of Social Affairs and Labor. Moreover, participants who work in the Ministry of Health scored higher on General Satisfaction, Supervisors, Job Conditions, Salary, and Responsibility than did those who work in the Ministry of Education and the Ministry of Social Affairs and Labor, which may be related to the stress and work expectations. McLean and Andrew (2000) illustrated that stress and satisfaction are related. Therefore, if an organization has a stressful environment, this may affect an individual's job satisfaction, which may lead to low job satisfaction. The work environment at the Ministry of Education in Kuwait is very stressful. Not only do social workers who work there, but also teachers complain about the work conditions there. Therefore, it is not surprising that social workers who work in the Ministry of Education in Kuwait have the lowest score in Overall Job Satisfaction.

Implications for Social Work

The results of this study have implications that may prove to be valuable to social work professionals and organizations. The results of this study demonstrate that the social workers who receive a higher salary are scoring higher on Overall Job Satisfaction. Social workers in Kuwait especially in the public sector, such as at the Ministry of Education, the Ministry of Health, and the Ministry of Social Affairs and Labor do not get an appropriate salary that compensate their valuable efforts. Therefore, the Kuwaiti government needs to consider giving a raise to social workers so they can receive an equivalent salary compared to other employees like teachers and lawyers.

In addition, the work and effort that social workers provide is not appreciated in many organizations, especially public organizations, which may lead to increased stress and dissatisfaction among social workers. There is a need to create a supportive and less stressful work environment for social workers.

Future Research and Recommendations

Many studies have been conducted in the area of job satisfaction among social workers in different parts of the world. However, there

are few studies on job satisfaction among social workers in Kuwait. This indicates a need in Kuwait for conducting more studies in this area. Researchers could investigate the relationship between job satisfaction and stress, and burnout among Kuwaiti social workers. In addition, it would be useful to conduct comparative studies between social workers who work in public and private organizations based on their job satisfaction.

There are some recommendations based on the findings of this recent study. There is a need for devising a strategy that can assist social workers who are dissatisfied with their work. Coping strategy is one of the strategies that can help dissatisfied employees. According to Collins (2008), "In order to empower social workers to combat stress, maximize job satisfaction, build appropriate coping strategies and support systems, develop resilient personalities who enjoy good self-esteem and a sense of self-control, then work is needed to encourage appropriate developments at individual, team and organizational levels" (p. 1188). Coping strategies have an impact on social workers' job satisfaction (Um & Harrison, 1998). Furthermore, social work organizations should improve the work environment for social workers so they can provide better service to their clients.

References

- Acker, G. M. (1999). The impact of clients' mental illness on social workers' job satisfaction and burnout. *Health and Social Work*. 24(2). 112-119.
- Adams, J.S. (1966). Inequity in social exchange. In L. Berkowitz (Ed.). *Advances -Experimental Social Psychology*. 2 (pp. 267-299). New York: Academic Press.
- Al Mashaan, O.S. (1993). Comparison in job satisfaction between workers in public and private sectors. *Psychology Studies*. 3(4). 569-595. (In Arabic)
- Barker, R. L. (2003). *The social work dictionary* (5th ed.). Washington. DC: NASW Press.
- Bahnase, F. (2011). Job satisfaction for workers from the perspective of social service. Alexandria: House of Loyalty for World Publication. (In Arabic)
- Buitendach, J.H. & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organizational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*. 36(2). 27-37.
- Coffey, M., Dugdill, L. & Tattersall, A. (2004). Stress in social services: Mental well-being, constraints and job satisfaction. *British Journal of Social Work*. 34(5). 735-47.
- Collins, S. (2008). Statutory social workers: Stress, job satisfaction, coping, social support and individual differences. *British Journal of Social Work*. 38. 1173-1193. doi:10.1093/bjsw/bcm047
- Derlin, R., & Schneider, G. T. (1994). Understanding job satisfaction: Principals and teachers, urban and suburban. *Urban Education*. 29(1). 63-68.
- Dyer, L., & Theriault, R. (1976). The determinants of pay satisfaction. *Journal of Applied Psychology*. 61. 596-604.
- Freund, A. (2005). Commitment and job satisfaction as predictors of turnover intentions among welfare workers. *Administration in Social Work*. 29(2).

- Himle, D. Srinika, J., & Thyness, P. (1986). Predictors of job satisfaction, burnout and turnover among social workers in Norway and the USA: A cross-cultural study. *International Social Work*. 29. 323-34.
- Locke, E. A. (1969). What is job satisfaction? *OB and Human Performance*. 4. 309-336.
- Lofquist, L. & Dawis, R. (1991). *Essentials of person environment correspondence counseling*. Minneapolis: University of Minnesota Press.
- Luthans, F. (2005). *Organizational behavior* (10th ed.). New York: McGraw-Hill.
- McLean, J. and Andrew, T. (2000). Commitment, satisfaction, stress and control among social service managers and social workers in the UK. *Administration in social work*. 23. 93-117.
- McLean, J. (1999). Satisfaction, stress and control over work. In S. Balloch, J. McLean, & M. Fisher (eds.), *Social services: Working under pressure*. Bristol: Policy Press.
- McLean, J. & Dolan, L. (1999). Moving jobs and staying put. In S. Balloch, J. McLean, & M. Fisher (eds.), *Social Services: Working under Pressure*. Bristol: Policy Press.
- Ridha, H. (1999). Contributing factors to social workers' job satisfaction: An exploratory. *Journal of the Gulf and Arabian Peninsula Studies*. 24(94). 97-118 (in Arabic).
- Ridha, H. (2004). The relation between the degree of religiosity and job satisfaction among social workers in Kuwaiti society. *Social issues*. 83(21). 125-148 (in Arabic).
- Rubin, A. & Babbie, E. (2001). *Research methods for social work* (4th ed.). Belmont. CA: Wadsworth.
- Saif. S. K., Nawaz, A., Jan, F. A., & Khan, M. I. (2012). Synthesizing the theories of job-satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary Journal of Contemporary Research in Business*. 3(9). 1382-1396.
- Shajahan, D. S. & Shajahan, L. (2004). *Organizational behavior*. New York: New Age International Publications.
- Sinclair, R.R., Tucker, J.S., Cullen, J. C., & Wright, C. (2005).

Performance differences among four organizational commitment profiles. *Journal of Applied Psychology* 90(6). 1280-1287.

- Smith, P. L., Smits, S. J., & Hoy, F. (1998). Employee work attitudes: The subtle influence of gender. *Human Relations*. 51(5). 649-666.
- Solly, D. C., & Hohenshil, T. H. (1986). Job satisfaction of school psychologists in a primarily rural state. *School Psychology Review*. 15(1). 119-126.
- Jessen, J. (2010). Job satisfaction and social rewards in the social services. *Journal of Comparative Social Work*. 1. 1-18.
- Um, M.Y. & Harrison, D. (1998). 'Role stressors, burnout, mediators and job satisfaction: A stress strain outcome model and an empirical test. *Social Work Research*. 22(2). 110-15.

