

The Relationship Between Job Satisfaction And Life Satisfaction Among Saudi Airline Employees In The Jeddah Area of The Kingdom of Saudi Arabia

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INTRODUCTION

Satisfaction is a concept that has attracted the attention of researchers since the early 1990s. General satisfaction has two major components: life and job satisfaction (Boardman, 1985). The study of the relationship between job satisfaction and life satisfaction started as of the late 1950s (Brayfield and Wells, 1957). There are three models which attempt to explain the relationship between job satisfaction and life satisfaction: spillover model, compensatory model and segmentation model. These models will be discussed in detail in this article.

Statement of the Problem

The study address the problem of determining the importance of certain factors for inducing job satisfaction and life satisfaction; and assesses the relationship between both types of satisfaction for Saudi Airline staff members and managers. Although, the relationship between job satisfaction and life satisfaction has been studied extensively in western countries, little has been done on that topic in Middle East, and no research was carried out with reference to it among workers in Saudi

Arabia. Since Saudi Arabia, like many other countries, is trying to improve the working conditions of its people, the employee's job-life satisfaction is therefore becoming an important topic there, and research, is needed to determine the factors promoting or inhibiting the job-life satisfaction relationship.

Research on the relationship between job satisfaction and life satisfaction among workers is potentially valuable, both theoretically and practically. Although much research has been conducted on the relationship between job-life satisfaction, there are few general statements that can be made about this relationship. Thus, further research on the determinants of job-life satisfaction relationship would expand the existing body of knowledge.

Chacko (1983) indicated a need for studies examining the functional relationship between job satisfaction and life satisfaction, and offered reasons why the relationship between both should be studied. He concluded that, from both theoretical and practical standpoints, it is important to identify the direction of the relationship between job-life satisfaction, especially given the concern for improving the quality of life in the workplace. If work satisfaction affects nonwork attitudes, then programs such as job redesign that attempt to enhance job satisfaction will improve not only the quality of work life but also the overall quality of life of workers in general. On the other hand, if nonwork activities, experience, and satisfaction influence work satisfaction, then attempts at improving the quality of work life through job redesign or other work innovations will be less meaningful. This also may suggest that nonwork satisfaction can be an important determinant of work withdrawal responses such as absenteeism and turnover (Chacko, 1983; PP. 163-169).

Therefore, the purpose of this study is to determine:

1. the relation between job satisfaction and life satisfaction.
2. the relation between life satisfaction and marital status, self-esteem, and religiosity.
3. the relation between job satisfaction and job characteristics - autonomy, skill variety, task identity, feedback from the job, and task significance.

The Relationship Between Job Satisfaction and Life Satisfaction

There are three models that attempt to explain the relationship between job satisfaction and life satisfaction: (a) the spillover model, (b) the

compensatory model, and (c) the segmentation model (Kresh, 1982; Schmitt and Bedeian, 1982; Schmitt and Mellon, 1980; Staines, 1980; Loscocco and Roschelle, 1991).

The first model predicts a positive relationship between job satisfaction and life satisfaction. It suggests that satisfaction with one domain of an individual's life would spillover into the other. This model suggests that the causal influence would be either from job satisfaction to life satisfaction or from life satisfaction to job satisfaction, but not both simultaneously (Schmitt and Bedeian, 1982; Schmitt and Mellon, 1980; Kresh, 1982).

In contrast, the second model predicts a negative relationship between job satisfaction and life satisfaction. A person with a boring job would seek out an interesting nonwork life to compensate. Also, an individual with boring life activities would seek out challenge and fulfillment through his job (Schmitt and Bedeian, 1982; Schmitt and Mellon, 1980; Kresh, 1982).

Finally, the third model argues that there is zero correlation between job satisfaction and life satisfaction. That is, people try to segment or compartmentalize their life into work and nonwork activities with no relationship or interdependence between the two activities (Schmitt and Bedeian, 1982; Kresh, 1982).

Staines (1980) reviewed the literature on the relationship between work and nonwork. He found that all three models were supported. However, the most frequently supported model was the spillover model.

Most studies on the spillover model predict that job satisfaction affects nonwork satisfaction. Unfortunately, much of the early results and evidence come from proportional and correlational analysis which cannot address adequately the issue of causality (Loscocco and Roschelle, 1991, p. 202). Therefore, most recent studies try to address the causality issues in the job-life satisfaction relationship. For example, Schmitt and Mellon (1982) studied the nature of the causal relationship between job and life satisfaction. Their results suggest that life satisfaction leads to (causes) job satisfaction but not vice versa.

Schmitt and Bedeian (1982) investigated the nature of the relationship between life satisfaction and job satisfaction by using both two-stage least squares and the analysis of linear structural equations by LISREL. They suggested the possibility of reciprocal relationship (causation) between job satisfaction and life satisfaction. Finally, they concluded that their results

supported the spillover model. Thus, they suggested that additional empirical work is needed.

Tait, Padgett and Baldwin (1989) reviewed published literature in many different disciplines (e.g., management, industrial psychology, sociology, leisure, and vocational behavior). A total of 57 relationships were derived from the 34 studies in the literature review. They found that the best estimate of the population correlation between job and life satisfaction was 44. Therefore, they concluded that there was a strong positive relationship and concurred with other researchers that work should not be studied in isolation from extra-work concerns. Moreover, they found that the relationship was much stronger for men than for women in studies conducted prior to 1974; but when only the more recent researches were examined, the gender difference disappeared. Finally, they suggested that job and life satisfaction are significantly related to one another. It is also clear that much still remains unknown. They suggested that the direction of causality between job and life satisfaction needs to be explored, as should be the possibility that some third variable may be affecting both.

The conceptual model tested in this study is developed by Schmitt and Bedeian in 1982. This is represented in Figure 1. This model indicates that life satisfaction is determined by marital status, self-esteem, the locus of control, and job satisfaction. Job satisfaction is hypothesized to be the result of the job characteristic variable (Hackman and Oldham, 1976): autonomy, skill variety, feedback from the job, task identity, and task significance and life satisfaction.

Since this model will be applied to a different culture other than the original one, the researcher believes that the religious factor is more important as a determinant of life satisfaction than the locus of control in a religion-oriented country such as Saudi Arabia. Therefore, the revised model in this study is represented in Figure 2. This model indicates that life satisfaction is determined by marital status, self-esteem and religiosity, as well as by job satisfaction. Job satisfaction is hypothesized to be the result of job-characteristic factors such as autonomy, skill variety, feedback from the job, task identity, task significance, and life satisfaction.

The spillover hypothesis will be supported when we have a positive relationship between life and job satisfaction in either direction or in both directions. The compensation hypothesis will be supported when we have a negative correlation between job-life satisfaction, and the segmentation

hypothesis will be supported when we have null or zero correlation between life-job satisfaction.

The Determinants of Job Satisfaction

Hackman and Oldham's Job Diagnostic Survey (JDS) is the most influential specification of the core dimension of the job (Loscocco and Roschelle, 1991). Hackman and Oldham (1975) have designed the Job Diagnostic Survey Instrument to address the degree to which particular jobs possess the conceptually independent task characteristics of skill variety, task identity (the degree to which the job requires completion of a whole piece of work), task significance, autonomy, and feedback from job (Loscocco and Roschelle, 1991; Katz, 1978).

The first three components contribute to the meaningfulness of the work, autonomy taps responsibility for work outcomes, and feedback reflects knowledge about the results of job activities (Loscocco and Roschelle, 1991).

Previous studies suggest that these job characteristics, especially autonomy and skill variety, correlate in general strongly with overall job satisfaction (Katz, 1978). Therefore, as a job provides intrinsic rewards such as autonomy, challenge, meaning, variety, importance, and complexity, it will be more satisfying to the job incumbents (Hackman and Oldham, 1975; Katz, 1978; Kalleberg, 1977; Schmitt and Bedeian, 1982; Gerhart, 1987; Glisson and Durick, 1988; Loscocco and Roschelle, 1991).

Katz (1978) examined the relationships between overall job satisfaction and the five task dimensions of skill variety, task identity, task significance, autonomy, and feedback from job for employees at different stages of their jobs, as measured by their length of employment on their current jobs, as well as in their current organization. He concluded that the correlation between job satisfaction and each of the task dimensions depends on both the job longevity and organizational longevity.

Hackman and Oldham (1975) assumed that the causal flow is unidirectional, where job perceptions affect job satisfaction. However, James and Jones (1980) examined the relationship between job satisfaction and job characteristics. They argued that job satisfaction and job perceptions are directly, as well as reciprocally, related to each other. Therefore, the model presented in Figure 2 indicates that as a job is

perceived more autonomous, challenging, and important, it will also be more satisfying (Schmitt and Bedeian, 1982).

The determinants of life satisfaction

1. Marital status

Ball and Robbins (1986) studied the relationship between marital status and life satisfaction among black Americans. The study consists of 373 black women and 253 black men. They concluded that the married, widowed, and divorced women are more satisfied with their lives than are those separated or single. On the other hand, the married men are the least satisfied persons of any category.

Marital status has been most frequently correlated with life satisfaction (Schmitt and Bedeian, 1982; Rice, et al., (1980). Most studies report that being married is usually related to higher levels of life satisfaction (Campbell, Converse, and Rodgers, 1976; Glenn and Weaver, 1979; Gove, Hughes, and Style, 1983).

In his book, *The Sense of Well-Being in America*, Campbell (1981) identified marital status as an important factor in life satisfaction. He reported that a successful marriage appears to enhance the quality of individual's lives.

2. Self-esteem

Tharenou and Harker (1982) studied the relationship between the organizational variables of job complexity, job level, job satisfaction and job performance, and the employee's global self-esteem and sense of task competence in a multivariate study. The sample consisted of 116 male electrical apprentices. They concluded that global self-esteem and sense of competence could be predicted by the four variables, with job level most associated with global self-esteem, and job satisfaction and complexity most associated with competence. They concluded that the nonorganizational variables of defensiveness, age, and urbanicity were most associated with global self-esteem.

Tharenou (1979) suggested that self-esteem might more appropriately be treated as an independent variable than as an outcome of work. Therefore, Schmitt and Bedeian (1982) argued that it seemed reasonable that persons who viewed themselves in a positive way would be happy

with their current life status and that persons of low self-esteem would be dissatisfied. Their argument was supported by their data.

3. Religiosity

Most studies suggest that there is a positive relationship between religiosity and life satisfaction (Hadaway, 1978). In their study on the church and the old persons, Gray and Moberg (1977) reported that religious behavior and beliefs are causal factors that contribute to life satisfaction among older people.

Hunsberger (1985) studied eighty-five persons to determine the relationship between religiosity and life satisfaction. He concluded that there was an evidence of a positive relationship between religiosity and life satisfaction.

Hadaway (1980) reexamined the findings of Campbell et al. in *The Quality of American Life*, suggesting that religious people tend to be somewhat less satisfied with their lives than the nonreligious people. By using the same data source and variables, he showed that the interpretation of Campbell et al. is in error and that, to the contrary, religion functions more as a resource of life satisfaction than a compensation.

Gee and Veevers (1990) examined the relationship between religious involvement and self-reported satisfaction with life in general in Canada. The sample consisted of 6,621 persons aged 25-59 surveyed in 1985 in the first Canadian General Social Survey. He concluded that there is a positive correlation between religious involvement and satisfaction for both men and women.

Hypotheses

Based on the literature review, the following hypotheses were formulated and tested in this study:

1. There is a positive relationship between religiosity and life satisfaction.
 2. There is a positive relationship between self-esteem and life satisfaction.
 3. Married employees are more satisfied in their lives than other employees.
 4. There is a positive relationship between job satisfaction and autonomy in the job.
 5. There is a positive relationship between job satisfaction and the extent
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- of skill variety in the job.
6. There is a positive relationship between job satisfaction and the extent of feedback from the job.
 7. There is a positive relationship between job satisfaction and the extent of task identity in the job.
 8. There is a positive relationship between job satisfaction and task significance in the job.
 9. There is a reciprocal positive relationship between job satisfaction and life satisfaction.

Method

The target population for this study was all Saudi Airline employees in Jeddah during 1994. The sample was selected by means of simple random sampling (Sproull, 1988); 550 employees were randomly selected. On January 20, 1994, the public relations department and the researcher distributed the questionnaires among the sample. Four weeks later, the public relations department collected the completed questionnaires and returned them to the researcher. The returned questionnaires were 372 of which 359 were usable.

In 1963, the University of Minnesota developed its satisfaction questionnaire according to the Work Adjustment Theory which holds that job satisfaction is a function of both individual vocational needs and work environment reinforcement (Weiss et al., 1967).

The Minnesota Satisfaction Questionnaire (MSQ) consists of three scales: a general job satisfaction scale, an intrinsic job satisfaction scale, and an extrinsic job satisfaction scale.

This study used the short form of the MSQ, whose twenty items are:

1. Ability utilization. The chance to do something that makes use of my abilities.
 2. Achievement. The feeling of accomplishment I get from the job.
 3. Activity. Being able to keep busy all the time.
 4. Advancement. The chances for advancement on this job.
 5. Authority. The chance to tell other people what to do.
 6. Company policy and practices. The way the company policies are put into practice.
 7. Compensation. My pay and the amount of work I do.
 8. Co-workers. The way co-workers get along with each other.
 9. Creativity. The chance to try my own methods of doing the job.
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10. Independence. The chance to work alone on the job.
 11. Moral values. Being able to do things that don't go against my conscience.
 12. Recognition. The praise I get for doing a good job.
 13. Responsibility. The freedom to use my own judgement.
 14. Security. The way my job provides for steady employment.
 15. Social service. The chance to do things for other people.
 16. Social status. The chance to be "somebody" in the community.
 17. Supervision - human relations. The way my boss handles his employees.
 18. Supervision - technical. The competency of my supervisor in making decisions.
 19. Variety. The chance to do different things from time to time.
 20. Working conditions (Weiss, pp. 1-2).

Each item or statement requires that the respondent indicate satisfaction with a work reinforcer by means of a Likert-type scale ranging from 1 = very dissatisfied to 7 = very satisfied. Items concerning the intrinsic scale are 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, and 20; items concerning the extrinsic scale are 5, 6, 12, 13, 14, and 19. (Item 17 and item 18 were not included in the above scales.) A general satisfaction score was obtained by summing responses to all twenty items.

Weiss et al. (1967) reported that "since the short form of MSQ is based on a subset of the long form items, validity for the short form may in part be inferred from validity of the long form" (p. 24). Reliability coefficients for general job satisfaction range from .87 to .92. The reliability coefficients (Cronbach's alphas) of the present sample were .88 for the intrinsic scale, .81 for the extrinsic scale, and .93 for the general job satisfaction scale.

Job perceptions were measured by five subclasses of the Job Diagnostic Survey that was developed by Hackman and Oldham (1976): autonomy, skill variety, feedback from the job, task identity, and task significance. The Job Diagnostic Survey contains five three-item scales to measure employees' perceptions of each job characteristic. Items are split between two sections of the questionnaire. In the first section, respondents will indicate directly on a seven-point continuum the amount of each job characteristic they perceive to be present in their job; in the second section respondents will be asked to assess the accuracy of a number of statements about features of their job.

Section 1

1. How much autonomy is there in your job? that is, to what extent does your job permit you to decide on your own how to go about the work?
Response scores: 1 = very little, the job gives me almost no personal "say" about how and when the work is done. 4 = moderate autonomy, many things are standardized and not under my control, but I can make some decisions about the work. 7 = very much, the job gives me almost complete responsibility for deciding how and when the work is done. Intermediate numbers (2, 3, 5, 6) are included in the response continuum.
 2. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or, is it only a small part of the overall piece of work, which is finished by other people or by automatic machines? Response scores: 1 = my job is only a tiny part of the overall piece of work, the results of my activities cannot be seen in the final product or service. 4 = my job is a moderate sized "chunk" of the overall piece of work, my own contribution can be seen in the final outcome. 7 = my job involves doing the whole piece of work from start to finish, the result of my activities are easily seen in the final product or service. Intermediate numbers (2, 3, 5, 6) are included in the response continuum.
 3. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents? Response scores: 1 = very little, the job requires me to do the same routine things over and over again. 4 = moderate variety. 7 = very much, the job requires me to do the same routine things over and over again. 4 = moderate variety. 7 = very much, the job requires me to do many different things, using a number of different skills and talents. Intermediate numbers (2, 3, 5, 6) are included in the response continuum.
 4. In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people? Response scores: 1 = not very significant, the outcomes of my work are not likely to have important effects on other people. 4 = moderately significant. 7 = highly significant, the outcomes of my work can affect other people in very important ways. Intermediate numbers (2, 3, 5, 6) are included in the response continuum.
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5. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing, aside from any "feedback" co-workers or supervisors may provide? Response scores: 1 = very little, the job itself is set up so I could work forever without finding out how well I am doing. 4 = moderately, sometimes doing the job provides a "feedback" to me, sometimes it does not. 7 = very much, the job is set up so that I get almost constant "feedback" as I work about how well I am doing. Intermediate numbers (2, 3, 5, 6) are included in the response continuum.

Section 2

Items 6 to 15 will be scored as: 1 = very inaccurate' 2 = mostly inaccurate' 3 = slightly inaccurate; 4 = uncertain; 5 = slightly accurate; 6 = mostly accurate; 7 = very accurate.

6. The job requires me to use a number of complex or high-level skills.
7. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.
8. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
9. The job is quite simple and repetitive.
10. This job is one where a lot of other people can be affected by how well the work gets done.
11. The job denies me any chance to use my personal initiative or judgement in carrying out the work.
12. The job provides me the chance to completely finish the piece of work I begin.
13. The job itself provides very few clues about whether or not I am performing well.
14. The job gives me considerable opportunity for independence and freedom in how I do the work.
15. The job itself is not very significant or important in the broader scheme of things.

Items in each sub-scale are as follows: skill variety, 3, 6, 9; task identity, 2, 7, 12; task significance, 4, 10, 15; autonomy, 1, 11, 14; feedback from the job, 5, 8, 13. The reliability coefficients (Cronbach's alphas) of the present sample were. 62 for the skill variety scale, .46 for the task identity scale, .50 for the task significance scale, .60 for the

autonomy scale, and .63 for the feedback scale. These scales are also known to have low reliability in the studies conducted in the United States in general.

The Gurin, Veroff and Feld (1960) Scale was used to measure general life satisfaction. Respondents were asked to indicate their satisfaction or dissatisfaction on three seven-point Likert format items: (1) I generally feel in good spirits, (2) I am very satisfied with life, (3) I find a good deal of happiness in life. In addition, life satisfaction was indexed by questions concerning satisfaction with community, family, and friends. The reliability coefficients (Cronbach's alphas) of the present sample were .70 for the life satisfaction scale.

Self-esteem will be measured by Rosenberg's (1965) scale. In this study, respondents will be asked to indicate their agreement or disagreement with the following items on a seven-point scale: 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree, and 7 = strongly agree.

1. On the whole, I am satisfied with myself.
2. At times I think I am no good at all.
3. I feel that I have a number of good qualities.
4. I am able to do things as well as most other people.
5. I feel I do not have much to be proud of.
6. I certainly feel useless at times.
7. I feel that I am a person of worth at least on an equal plane with others.
8. I wish I could have more respect for myself.
9. All in all, I am inclined to feel that I am a failure.
10. I take a positive attitude toward myself.

Self-esteem score was obtained by summing responses to all 10 items. The reliability coefficient (Cronbach's alpha) of the present sample was .66 for the self-esteem scale.

Religiosity was measured by the following statement: (1) I find my religious beliefs are important in directing my everyday's behavior. (2) To what extent do you practice your religion rituals? (3) Frequency of (A) watching or listening to religious lectures on T.V. radio, or tapes (B) going to religious lecturers at different places, and (C) attendance at worship services at the mosque. For Moslems, religiosity scale score was obtained by taking the mean of responses to all five items. For non-Moslems,

religiosity scale score was obtained by taking the mean of responses to item 1 and item 2. The reliability coefficient (cronbach's alpha) of the present sample was .62 for the religiosity scale. Finally, marital status was dichotomous; married persons were coded 2; all others were coded 1.

Data Treatment

LISREL-7 procedures within the SPSS statistical package were used to test the model hypotheses. There are some assumptions implied when LISREL is used: (a) the errors in the equations are assumed to be uncorrelated with the exogenous latent variables, (b) the measurement errors are assumed to be independent from the exogenous latent variables, and (c) the observed indicators are assumed to be multinormally distributed (Joreskog and Sorbom, 1978).

Because we are collecting data at a single point in time, we assumed that both job and life satisfaction occurred at the same time. Moreover, we assumed that the causal effects have occurred rapidly. Therefore, the system of relationships among the variables was assumed to be stable at the time of data collection, and that the direction of causal flow was correctly specified (Schmitt and Bedeian, 1982).

Respondents to life satisfaction scale indicated their satisfaction on six seven-point Likert format items (y1 to y6). Job satisfaction was measured by Minnesota Satisfaction Questionnaire which yields an intrinsic satisfaction subscale and extrinsic satisfaction subscale (y7 and y8). Variables exogenous to life satisfaction included marital status, self-esteem, and religiosity. Marital status was dichotomous; married persons were coded 2; all others were coded 1 (x1 to x3).

Variables exogenous to job satisfaction included autonomy, skill variety, feedback from the job, task identity and task significance (x4 to x18). The full model evaluated by LISREL is presented in Figure 3.

Because a single indicator existed for marital status, self-esteem, and religiosity, the observed-underlying construct relationship was set equal to 1.00. The model shown in Figure 3 was estimated using LISREL-7 on the correlation matrix for the observed variables. This program facilitates the analysis of the proposed model. The researcher specifies the structure of eight matrices based upon the model to be tested. Thus, using the correlation matrix among the variables, the program estimates the element of the eight matrices using the method of maximum likelihood. Moreover,

the LISREL-7 program yields Chi-square test of significance of the difference between the observed and reproduced correlation matrix. The larger the difference, the poorer the model fits the data.

FINDINGS

Findings in this study will be discussed in two sections. The first section presents the means, standard deviations, and frequency distributions of respondents. The second section reports results pertaining to hypotheses and testing the model.

Descriptive Findings

Most respondents (51.3 percent) were younger than 39 years (Table 1). The smallest age group was the group (9.6 percent) of 29 years or younger, and the group (11.5 percent) of 50 years or older. Only 27.6 percent of respondents were in the group of 40-49 years.

Table 2 shows respondent frequencies according to marital status. Greater than 90 percent of participants were married, whereas approximately 26 participants (7.2 percent) were single. Only 1.7 and .3 percent were divorced and widowed.

Table 3 shows respondent frequencies according to educational background. About 49 percent of participants had a bachelor's degree. Only 4.5 percent had a master's degree. Finally, the second largest category (37.4 percent) is those who had high school degree.

Table 4 indicates that more than half the respondents had worked for 11 to 20 years, 15.2 percent for 5 years or fewer, 16 percent for 6-10 years, 6.5 percent for 20-25 years, and 5.1 percent for more than 26 years.

Table 5 shows respondent frequencies according to salary. About 40 percent of employees had monthly salaries of SR 7,000-9,999 (1 U.S. dollar = 3.75 SR); 26.5 percent had salaries of SR 10,000-12,999; 3.9 percent had salaries of less than SR 3,999; about 15 percent had salaries of SR 4,000-6,999; and 15 percent had salaries of SR 13,000 or more.

Table 6 shows respondent frequencies according to nationality. More than 80 percent of employees were Saudi nationals, and nearly 20 percent of employees were non-Saudi nationals whose nationality varied.

Table 7 represents respondent frequencies according to job title. 27.1

percent of subjects in this study were middle level managers, about 27 percent were clerks, 14 percent were high level managers, 14.3 percent were specialists, 11.1 and 5.3 percent were engineers and technical workers, respectively.

Table 8 shows respondent frequencies according to their religion. More than 90 percent (91.1) of employees were Moslem, and only 8.9 percent were non-Moslem, which included only Christian people.

Results

Hypothesis testing was conducted using the path model presented in Figure 3. This simplified interpretation of the results because the use of latent variable with multiple indicators allowed the inclusion of many variables, yet kept the number of relationships to be tested at a minimum. It also tested the relationships while holding other variables in the model constant (Linneman, 1985).

The full model was tested and the parameter estimates (coefficient) and model fit were examined. The standardized values of the maximum likelihood estimate of coefficients for the model are shown on the model path in Figure 4. Statistically significant gamma and beta estimates are denoted by asterisks. The criterion for statistical significance of the parameters at the .05 level was a t-value of two or greater (Lewis-Beck, 1980). According to Joreskog and Sorbom (1989), the "parameter whose t-value are larger than two in magnitude are normally judged to be [significantly] different from zero" (p. 89).

The following hypothesized relationships were confirmed by the presence of a statistically significant relationship in the predicted direction:

1. Hypothesis 1: There is a positive relationship between religiosity and life satisfaction.
2. Hypothesis 2: There is a positive relationship between self-esteem and life satisfaction.
3. Hypothesis 4: There is a positive relationship between job satisfaction and autonomy in the job.

The following hypothesized relationships were not confirmed:

1. Hypothesis 3: Married employees are more satisfied in their lives than other employees.
 2. Hypothesis 5: There is a positive relationship between job satisfaction and skill variety in the job.
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3. Hypothesis 6: There is a positive relationship between job satisfaction and feedback from the job.
4. Hypothesis 7: There is a positive relationship between job satisfaction and task identity in the job.

Finally, the hypothesized positive relationship between task significance and job satisfaction was disconfirmed by the presence of negative relationship instead.

The squared multiple correlations for the structural equation represent the amount of variance in the latent endogenous variables explained by the exogenous variables. These coefficients can be interpreted as R-square values for each endogenous variable. The squared multiple correlation for job and life satisfaction, respectively, were .62 and .54. The squared multiple correlation for the overall model equalled .75.

The LISREL-7 solution for this model indicates a poor fit to the data. The Chi-square with 265 degrees of freedom was 560.29 ($p = .000$). A low Chi-square is associated with good model fit, because it measures the difference between the sample variance-covariance matrix (S) and the one reproduced through model estimation (sigma). Whereas a low Chi-square value generally is viewed as disconfirmatory evidence, several authors have warned that Chi-square test is affected by the sample size (Jöreskog, 1978; Long, 1983; Pedhazur, 1982). Carmines and McIver (1981) suggested that a proposed model fits the data adequately when the ratio of Chi-square to the associated degree of freedom (the relative Chi-square) ranges from 2 to 3. Wheaton et al. (1977) suggested that the relative Chi-square must be less than 5. The relative Chi-square must be less than 5. The relative Chi-square statistic of the model in this study was 2.11. This figure suggests an adequate fit for the model using the Carmines and McIver (1981) and Wheaton et al. (1977) criteria.

Discussion

This section discusses the findings of the research work. The exogenous variables of task significance, task identity, feedback and skill variety were found to be generally less important in the prediction of job satisfaction than has been predicted. Also, marital status was found to be generally less important in the prediction of life satisfaction than had been predicted.

Hypothesis testing was conducted within the context of a LISREL model. The first hypothesis was that there is a positive relationship

between religiosity and life satisfaction. The data supported this hypothesis, and results agree with those of previous studies (Reed, 1991; Hadaway, 1978; Gray and Moberg, 1977; Hunsberger, 1985; Gee and Veevers, 1990).

Data also supported the hypothesis of a positive relationship between self-esteem and life satisfaction. This finding agrees with that of Tharenou and Harker (1982), Schmitt and Bodeian (1982), and Tharenou and Harker (1982), Schmitt and Bodeian (1982), and Tharenou (1979).

Data did not support the hypothesis that married employees are more satisfied in their lives than other categories. There was no statistically significant difference between the two groups, possibly because in Saudi Arabian culture, single, widowed, and divorced employees are expected to live with their large families and thus have responsibilities quite similar to those of married employees.

The data supported the hypothesis of a positive relationship between job satisfaction and autonomy in the job. These results agree with those of previous studies (Katz, 1978; James and Jones, 1980; Hackman and Oldham, 1975; Schmitt and Bedeian, 1982; Loscocco and Roschelle, 1991).

Data did not support the following hypothesized relationships: (1) between skill variety and job satisfaction, (2) between feedback from job and job satisfaction, and (3) between task identity and job satisfaction. Finally, the hypothesized positive relationship between task significance and job satisfaction was disconfirmed by the presence of a negative relationship instead. These results disagree with those of previous studies which suggest that as a job provides intrinsic rewards such as challenge, meaning, variety, importance, and complexity, it will be more satisfying to the job incumbents (Hackman and Oldham, 1975; Katz, 1978; Kalleberg, 1977; Glisson and Durick, 1988; Loscocco and Roschelle, 1991).

Data also did not support the hypothesis of a reciprocal positive relationship between job satisfaction and life satisfaction by the presence of only positive causal influence from job satisfaction to life satisfaction instead. This result agrees with the spillover theory which predicts a positive relationship between job satisfaction and life satisfaction. It suggests that satisfaction with one domain of an individual's life would spillover into the other. This model suggests that the causal influence would be either from job satisfaction to life satisfaction or from life satisfaction to job satisfaction, but

not both simultaneously (Schmitt and Bedeian, 1982; Schmitt and Bedeian, 1982; Schmitt and Mellon, 1980; Kresh, 1982). Also the results in this study agree with that of Kornhauser (1965), who found that job satisfaction positively correlated to life satisfaction.

There was substantial lack of fit in the proposed model. Little variance in job satisfaction was explained by its relationship with the latent exogenous variables such as task significance, task identity, feedback and skill variety, a situation that was probably aggravated by poor measurement. Perhaps some of the concepts were not measured properly due to the respondents' unwillingness to give explicit answers and inability to recall the needed information. Marital status, self-esteem, and religiosity were the only latent exogenous variables with a single indicator for each. The model explained little variance in life satisfaction, perhaps as a result of reliance upon indicators. This could also have contributed to poor measurement of those latent variables.

Another reason for the lack of fit in the proposed model is probably that the relationship between job satisfaction and job characteristic variables - skill variety, feedback from job, task identity, and task significance - have reciprocal relationship. Recall that James and Jones (1980) examined the relationship between job satisfaction and job characteristics variables. They also argued that job satisfaction and job perceptions are directly, as well as reciprocally, related to each other.

Although the role of measurement error should not be overlooked as a cause of poor model fit, considerable specification error also exists. A number of variables relevant to job satisfaction were not included in the model such as income, citizenship, commitment to the organization and work commitment. Organization characteristics such as size, location, organizational climate, and type of organization were not included, since this study dealt with one large organization.

Recommendations

The following recommendations are based on the findings of this study. The results of this study indicate that employees are quite satisfied with their lives and jobs. A significant positive relationship was established between job satisfaction and life satisfaction: thus, positive and negative experiences within the work life of employees have an impact on behavior and attitude within their nonwork life.

This direction of the relationship between job and life satisfaction was identified. Thus, improving the quality of life in the workplace affects not only job satisfaction but also nonwork attitude and life satisfaction in general. Therefore, programs such as job redesign that attempt to enhance job satisfaction will improve not only the quality of work life but also the overall quality of life of workers in general.

Therefore, administrators of Saudi Airline should examine a summary of this study to become aware of the factors influencing job and life satisfaction in order to improve employees' satisfaction and organization effectiveness. Finally, students preparing for careers as airline workers should examine a summary of this study to become aware of the factors influencing employees' job and life satisfaction.

Conclusion

As previously discussed, the model tested in this study excluded a number of important variables. The effects of these variables need to be incorporated into attempts to explain the job satisfaction and life satisfaction. Finally, replication of the study with various groups or various regions of the country may provide additional insights into job-life satisfaction.

Table 1.
Age of the respondents

Age	Frequency	Percent
Less than 29	34	9.6
30-39	182	51.3
40-49	98	27.6
50 or more	41	11.5
Total ^a	355	100.0

^aMissing cases = 4.

Table 2.
Marital status of the respondents

Marital Status	Frequency	Percent
Single	26	7.2
Married	326	90.8
Divorced	6	1.7
Widowed	1	.3
Total ^a	359	100.0

^aMissing cases = 0.

Table 3.
Educational background of the respondents

Educational degree	Frequency	Percent
Pre-high school degree	24	6.7
High school degree	134	37.4
Bachelor's degree	175	48.9
Master's degree	16	4.5
Beyond master's degree	1	.3
Others	8	2.2
Total ^a	358	100.0

^aMissing cases = 1.

Table 4.
Working experience of the respondents

Working Experience	Frequency	Percent
Less than 5 years	54	15.2
6 years - 10 years	57	16.0
11 years - 15 years	125	35.1
16 years - 20 years	77	21.6
21 years - 25 years	23	6.5
26 years or more	20	5.6
Total ^a	356	100.0

^aMissing cases = 3.

Table 5.
Salary of the respondents

Salary	Frequency	Percent
Less than SR 3,999	14	3.9
4,000 - 6,999	54	15.0
7,000 - 9,999	141	39.3
10,000 - 12,999	95	26.5
13,000 or more	50	15.3
Total ^a	354	100.

^aMissing cases = 5.

Table 6. Nationality of the respondents

Nationality	Frequency	Percent
Saudi	287	80.2
NonSaudi	71	19.8
Total ^a	358	100.0

^aMissing cases = 1.**Table 7. Job titles of the respondents**

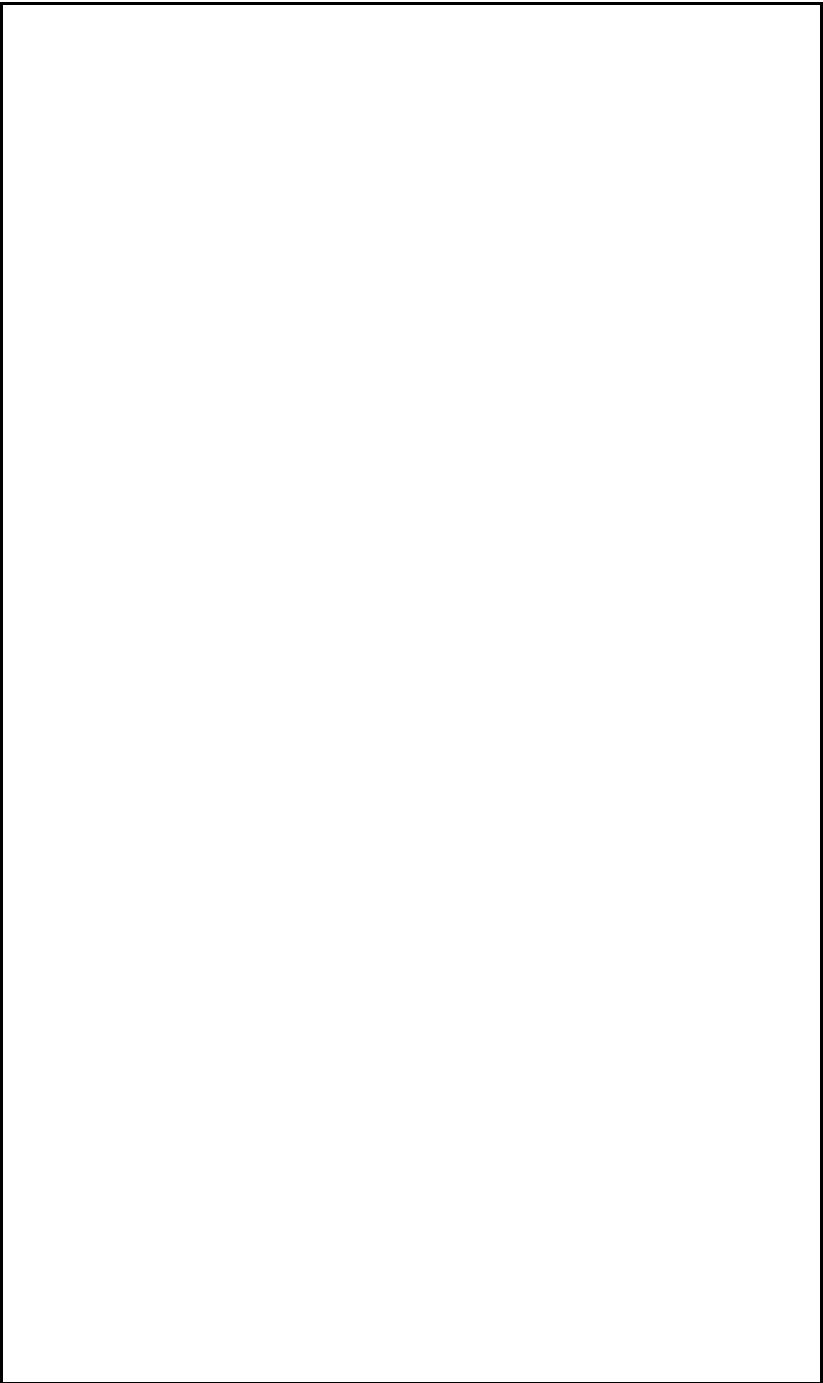
Job Title	Frequency	Percent
Clerk	92	26.8
Specialist	49	14.3
Technical	17	5.3
Engineering	38	11.1
Middle level managers	93	27.1
High level managers	48	14.0
Others	6	1.7
Total ^a	343	100.0

^aMissing cases = 16.**Table 8. Religion of the respondents**

Religion	Frequency	Percent
Moslem	326	91.1
NonMoslem	32	8.9
Total ^a	358	100.0

^aMissing cases = 1.

Figure 1. Structural model of the determinants of job and life satisfaction (Schmitt and Bedeian's model)



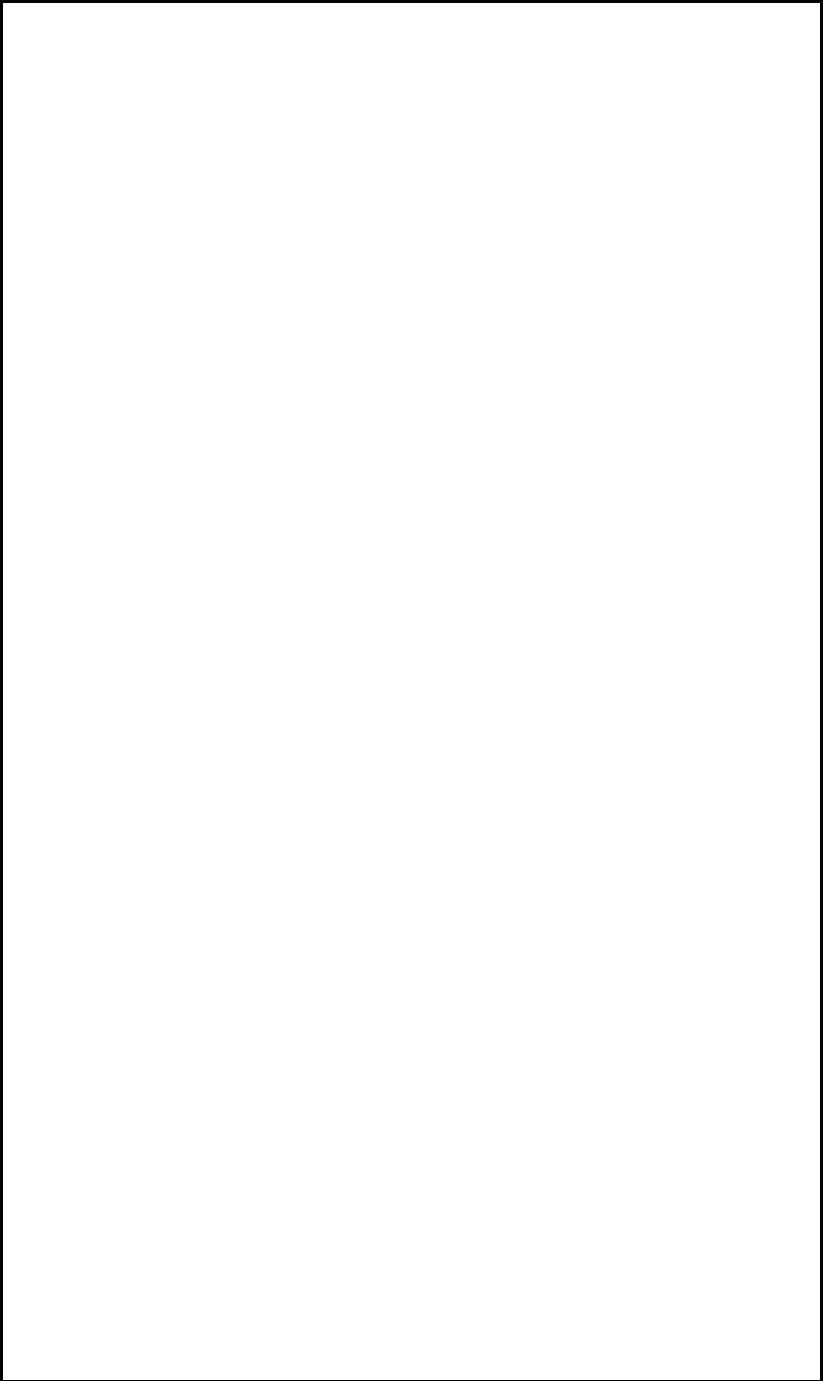


Figure 2. Structural model of the determinants of job and life satisfaction (the revised model)

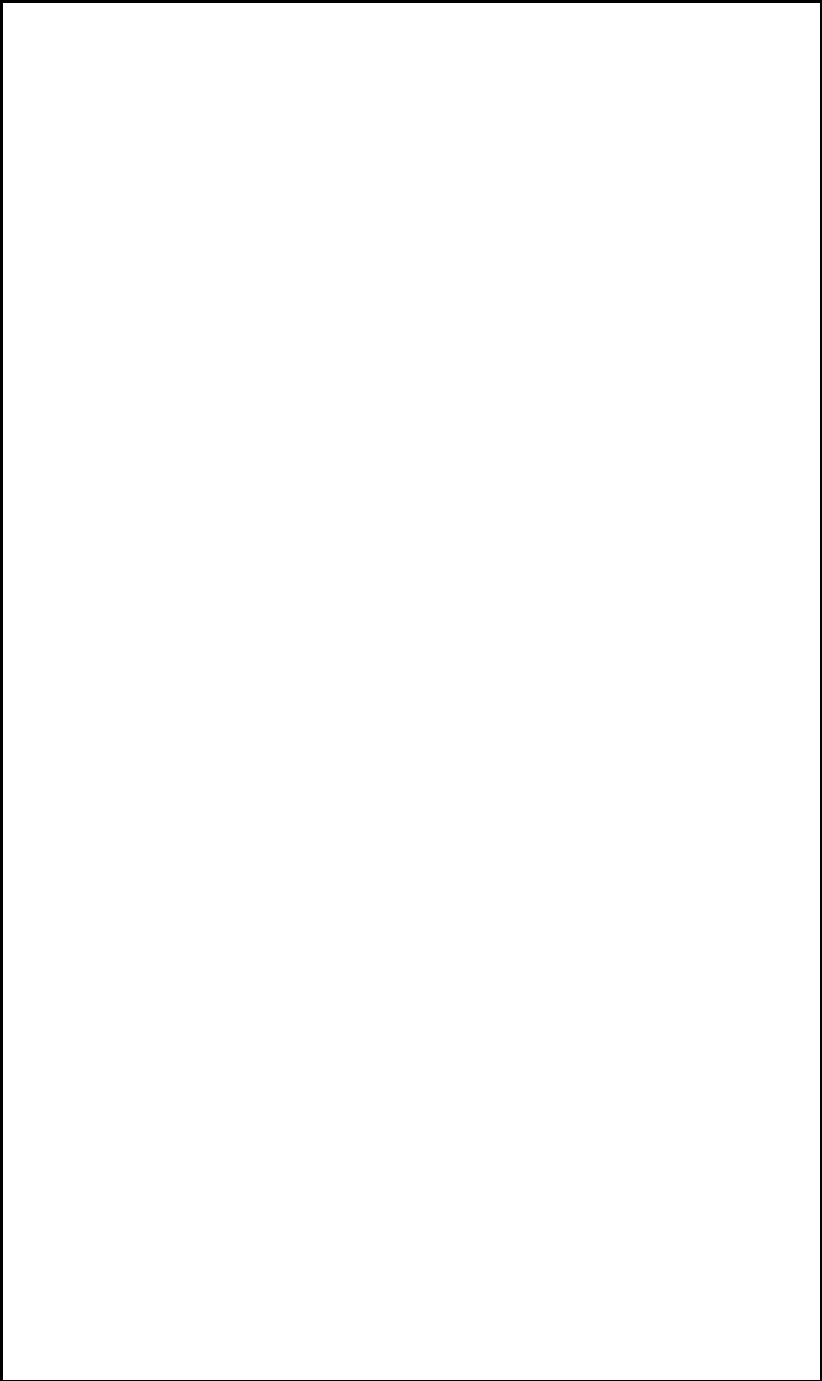
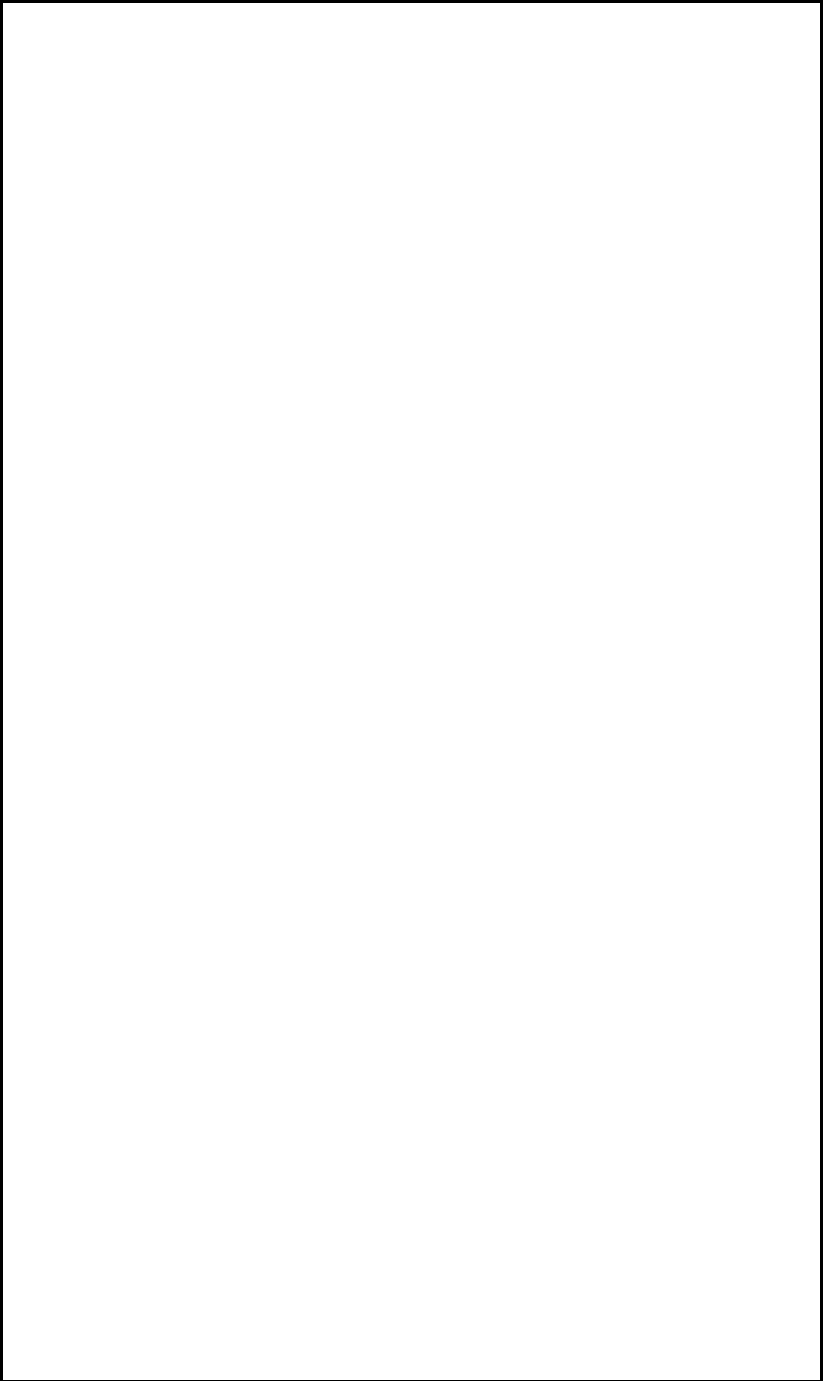


Figure 3. Structural and measurement model evaluated by LISEREL 7.71 = Gamma, β_i = Beta)

Figure 4. Standardized results of LISREL analysis



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The relationship between job satisfaction and life satisfaction among Saudi Airline employees in the Jeddah area of the Kingdom of Saudi Arabia

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This study aims to determine the life-job satisfaction relationship. The study encompassed 359 managers and non-managers of the Saudi Airline organization. A simple random sampling was applied. The questionnaire consisted of four parts: (1) Job Diagnostic Survey (JDS); (2) the short-form Minnesota Satisfaction Questionnaire; (3) information about life satisfaction, self-esteem; and religiosity, and (4) information about employee characteristics. LISREL-7 procedures (Jöreskog and Sörbom, 1983) were used to test the hypotheses and the proposed model. There was a substantial lack of fit in the proposed model. The data supported the following hypothesized relationships: (1) between religiosity and life satisfaction, (2) between self-esteem and life satisfaction, and (3) between autonomy in the job and job satisfaction. The data did not support the following hypothesized relationship: (1) between skill variety and job satisfaction, (2) between task identity and job satisfaction, (3) between feedback from job and job satisfaction, and (4) between task significance and job satisfaction. Also, data did not support the hypothesis of a reciprocal positive relationship between job satisfaction and life satisfaction, but demonstrated the occurrence of only causal positive influence from job satisfaction to life satisfaction instead. The positive causal influence from job satisfaction to life satisfaction supports the spillover theory.
