

## Employees' Perception on Quality Work Life and Job Satisfaction in a Private Higher Learning Institution

Hanita Sarah Saad\*, Ainon Jauhariah Abu Samah\*\* and Nurita Juhdi\*\*\*

*The aim of this study is to find out about the employee's perception of their work-life quality in the university. Previous studies indicated that employees' perception on work life quality significantly influenced their job satisfaction. 251 employees in the university participated in this study. Ten variables to measure Quality Work Life (QWL) are examined namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested the relationship with job satisfaction. The test indicated that each of the QWL variables on its own is a salient predictor of Job Satisfaction. However, 7 QWL variables are no longer significant predictors for job satisfaction when all the 10 QWL variables are entered into the regression equation. Using multiple linear regressions, only 3 QWL variables (meaningfulness of job, optimism on organizational change and autonomy) are significantly related to Job Satisfaction. However, they only explained 28.8% of the variance in Job Satisfaction,  $F(10, 240) = 11.134, p < .05$ .*

Field of Research: work life, motivation, satisfaction, organizational commitment.

### 1.0 INTRODUCTION

As early as 1960's researchers have begun to study and connect the dots between work and family. Numerous works on work life thereafter proves that what happened in the workplace have significant impact on individuals and their families. (Greenhaus & Beutell, 1985; Kossek & Ozeki, 1998; Lewis & Cooper, 1987). The combination of a fluctuating work environment with competing job and family commitments has negatively affect employees in the form of lowered morale and motivation, reduced productivity, and increased burnout and turnover (Galinsky & Stein, 1990, Benedict & Taylor, 1995). Moreover the inability of employee to balance the equally challenging demands of their work and personal life has contributed to the escalating stress and conflict of today's workforce (Edwards & Rothbard, 2000). This in turn leads to significant rise in stress related health problem, which translates to financial cost both to the employer as well as the government (Johnson, Duxbury & Higgins, 1997, Frone, Russell, & Cooper, 1997)

---

Hanita Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi are lecturers in the Faculty of Business Administration, Tun Abdul Razak University, Malaysia. They can be contacted at [hanita@unitar.edu.my](mailto:hanita@unitar.edu.my), [ainonj@unitar.edu.my](mailto:ainonj@unitar.edu.my) and [nurita@unitar.edu.my](mailto:nurita@unitar.edu.my).

## **2.0 OBJECTIVES OF THE STUDY**

The survey was conducted to study whether employees' perceptions towards QWL has any impacts on their job satisfaction. Past research indicated that employees have different perceptions towards their work life quality and this may have an impact on their job satisfaction. Stress in day to day work life is also assessed by looking at employees' personal life aspects as well as occupational related stressors. Specifically, the objectives of the study were first, to see whether the current organizational climate influences employees' perception of job satisfaction; second, to find out about the sources of stress among employees in a higher learning institution environment and finally to find out about employees level of satisfaction with regard to various job related aspects.

## **3.0 LITERATURE REVIEW**

### **3.1 Facets of QWL: Organizational Climate**

In this study, QWL is measured using organizational climate facets that have been used in previous researches. It consists of 3 facets namely affective, cognitive and instrumental. Affective facet is measured using two dimensions namely quality of relationships and pessimism about organizational change. Quality of relationships is a critical component of the social relations aspect of climate and has been used in past climate studies. Pessimism about organizational change, as developed by Wanous, Reichers & Austin (2000) is another important indicator with regards to the affective climate as cynicism is usually backed by perceptions of ineffective leadership practices. Pessimism about change may be negatively related to job satisfaction because hope in future improvement would be low.

The cognitive climate facet consists of a sense of deriving intrinsic rewards from one's work. The cognitive facet of is measured in this study through several dimensions of cognitive climate: meaningfulness, competence, self-determination, impact and work-family interference. Meaningfulness has been described as the "engine" of empowerment (Spreitzer, Kizilos & Nason, 1997) which gives the feeling that you are doing something that is worth your time and effort and it is worthwhile in the large scheme of things; competence is the confidence you feel in your ability to do your work well; self-determination is the freedom to choose how to do your work; and impact involves the sense that the task is proceeding and that you are actually accomplishing something and making a difference in the organization. Together these individual dimensions of cognitive department climate suggest that if employees do not experience these cognitive elements of their work, they may become dissatisfied. Finally the level of work-family interference which describes the extent to which an employee's work demands interfere with family responsibilities is also measured through items developed by (Guterk, Searle & Kepa, 1991).

The instrumental climate facet is defined as follows: work processes, structure, and extrinsic rewards (Carr Schimdt, Ford & DeShon , 2003). The specific dimensions of instrumental climate selected in this study include: access to resources and time control. Access to resources includes access to work space, funds, support staff, supplies and materials. Time control on the other hand denotes the ability of employees to control the time at work and give priority to what they perceived to be the most important task at hand.

### **3.2 Facets of QWL: Organizational Support**

Besides items relating to organizational climate, the level of support offered by the organization was also measured as an indication of the work-life quality at an institution. Perceived Organizational Support (POS) is defined as the extent to which employees perceive that the organization values their contributions and cares about their well-being. POS is a key factor in influencing employee commitment to the organization, job satisfaction, and general quality of work life. Many researchers have studied the relationship between perceived organizational support and work-life quality of workers and have found it to have a positive impact on organizational commitment, employee performance as well as job satisfaction (Rhoades & Eisenberger, 2002; Dixon & Sagas, 2007).

### **3.3 Job Satisfaction**

The relationship of job satisfaction with work life quality is another aspect of working life that is often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality. (Cohen, Kinnevy & Dichter, 2007; Aryee, Fields & Luk ,1999). This study utilized instrument developed by Aryee et al (1999), which contained items to determine the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation. (Herzberg, Mausner & Snyderman, 1967; Herzberg, 1968).

### **3.4 Quality Work Life (QWL), Job Satisfaction and Stress**

Some of the elements that are relevant in determining an individual's quality of work life would include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Che Rose, Beh, Uli and Idris, 2006). A study conducted in Malaysia by Che Rose et al (2006) further concluded that the most important predictor of QWL is organizational climate, followed by career achievement, career satisfaction and career balance. Carr et al in their 2003 study used Ostroff's (1993) taxonomy to organize dimensions labeled as workplace climate and then used meta-analytic techniques to test a path analytic model. The results suggest that there are 3 higher order facets of climate (affective, cognitive, and instrumental) that affected individual level outcomes of job performance, psychological well-being, and withdrawal through their impact on organizational commitment and job satisfaction.

Employees' source of stress and level of satisfaction regarding several aspect of work are also measured to get a better understanding of the overall QWL in the institution and although these aspects are not work life on their own, perception of quality of work-life is often assessed using job satisfaction and organizational climate surveys (Krueger, Brazil, Lohfeld, Edward, Lewis, Tjam, 2002). The negative consequences of occupational stress are recognized as major problems for both employees and organizations. For employees, stress frequently contributes to the risk of accidents, burn-out and illnesses like coronary heart disease, hyper-tension and severe depression (Sutherland & Cooper, 1988) For organizations, stress-related problems result in low job satisfaction, poor quality of performance, increased absence from work and high turn over (Montowidlo, Packard & Manning, 1986).

## **4.0 RESEARCH METHODS**

### **4.1 Data Collection**

The survey was conducted in a private university in Malaysia in January 2007. All employees (around 460 employees) in the institutions from all levels were asked to participate in the survey. However, only 251 survey questionnaires were returned, yielding a response rate of 54.6%.

### **4.2 Research Instruments**

The survey items were modeled after some of the quality of work life studies done by various organizations in the United States. The survey instrument was based on validated measures of work environment and organizational climate but some items were changed or customized to suit the targeted audience in this institution. Most of the scales used in this study has been utilized in other studies before and has been validated by past researches (Wanous et al, 2000; Gutek, Searle & Kepa, 1991; Jones & James 1979; Spreitzer, 1995; Spreitzer, 1996; Callister, 2006; Hackman and Oldham, 1979). All the items in the questionnaire are based on a five-point Likert scale ranging from 1= Strongly Disagree to 5= Strongly Agree.

## **5.0 THE CONCEPTUAL MODEL**

As expounded earlier in the literature, QWL facets have significant impacts on employees' job satisfaction. Thus, in the present study, 10 QWL variables (work-family interference, quality of relationship, meaningfulness, pessimism about organizational change, self competence, impact, self determination, access to resources, time control and support) were tested the relationships with job satisfaction. Correlations tests and multiple linear regressions were used to examine the relationships.

## **6.0 DATA ANALYSIS**

## 6.1 Demographic Analysis

A total of 251 employees in the institutions participated in this survey. Majority of the respondents were female staff (59.1%). Sixty five percent were at the younger age group (26 to 35 years old) and most of them (58.6%) have been working in the institution from 4 to 10 years. Academicians made up 44.5% of the respondents and the second largest groups were executives (28%) and non-executives (23.3%). Majority of the respondents (46.4%) possessed Bachelor degree, 26% with Masters and 19.1% with diploma. Minority was made up of those with doctorate (0.9%) and SPM (5.5%).

## 6.2 Measurement Items

Seventy items were used to measure the QWL and job satisfaction. A factor analysis was carried out to summarize the structure of the sets of variables. The rotated factor matrix produced 20 columns whereas the intended variables were only 11. The Bartlett test of sphericity is significant and the Kaiser-Meyer-Olkin measure of sampling adequacy is .914 (which is far greater than .6). Out of 20, only 11 variables were interpretable and meaningful. Reliability tests were conducted to measure the Cronbach's alpha and all the (independent and dependent) variables obtained scores ranging from .699 to .923.

## 6.3 Results from Correlations Tests and Linear Regression Tests

Correlation tests were conducted to examine the individual relationships between the QWL dimensions and job satisfaction. The outputs of the tests were summarized in Table 1 below:

**Table 1: Correlations between individual QWL variable and Job Satisfaction**

QWL – Job Satisfaction relationships	r and the associated p values*
<i>Support</i>	$r = .308, p = .000$
<i>Work Family Interference</i>	$r = .174, p = .003$
<i>Quality of Relationship</i>	$r = .303, p = .000$
<i>Meaningfulness</i>	$r = .367, p = .000$
<i>Pessimism about organizational Change</i>	$r = .368, p = .000$
<i>Self Competence</i>	$r = .213, p = .000$
<i>Impact</i>	$r = .208, p = .000$
<i>Self Determination</i>	$r = .269, p = .000$
<i>Access to Resources</i>	$r = .282, p = .000$
<i>Time Control</i>	$r = .194, p = .001$

\*Correlations are significant at the .01 level (1-tailed)

The above correlation tests indicated that all the individual QWL variables have significant impacts on job satisfaction. Another test (using multiple linear regression tests) was run to examine the simultaneous effects of all the QWL variables on job satisfaction. The test output indicated that 7 QWL variables (namely Support, Work Family Interference, Quality of Relationship, Self Competence, Impact, Access to

Resources and Time Control) are no longer significant predictors when all the 10 QWL variables are entered into the regression equation. Only 3 QWL variables (Meaningfulness, Pessimism about Organizational Change and Self Determination) are significantly related to Job Satisfaction. However, they only explained 28.8% of the variance in Job Satisfaction,  $F(10, 240) = 11.134, p < .05$ .

#### 6.4 Employees' Perceptions on Other Job Related Aspects as Sources of Stress

Table 2 below summarized the sources of stress and the mean scores. The results showed that the sources of stress that obtained relatively high scores are like child care, discrimination and unproductive committee work. In general, since none of these stressors obtained scores above 3, it is indicative that the respondents did not regard these factors as their major stressors.

**Table 2: Source of Stress (1 – not a source of stress, 2- minimal stress, 3 – moderate stress, 4 – extreme stress, 5 – not applicable)**

	Mean	Std. Deviation
Managing household responsibilities	2.4760	1.41755
Child care	2.8480	1.56290
Your personal health	2.1680	1.18719
Marital or family problem	2.4395	1.98077
Personal financial problem	2.7080	1.09340
Illness or death of family members	2.7280	1.58495
Care of elderly parents	2.4032	2.49670
Discrimination	2.7218	1.45625
Lack of promotional opportunities	2.7880	1.16468
Departmental budget concern	2.8394	1.31611
Work load	2.6480	1.01598
Frequency of meetings	2.5282	1.21362
Unproductive committee work	2.8219	1.29125
Problems with colleagues	2.1084	1.14665
Relationship with superiors	2.1250	1.14730
Institutional procedures	2.8280	1.26682
Relationship with other departments	2.3080	1.30073
Problem with students/clients/outside	2.0600	1.07938
Coping with new technology	1.7460	1.13287
Changes in the organization	2.3680	1.15495

#### 6.5 Employees Perceptions on Other Job Related Aspects as Sources of Job Satisfaction

Based on the findings in Table 2 below, the respondents are particularly not satisfied with most of the job related aspects. However, they indicated moderate satisfaction towards health care benefits, working environment, flexible work hours, relationship with

co-workers and superiors as well as opportunity to work independently. None of these factors received scores above 4 (satisfied) and these may imply the moderate to low level satisfaction towards other job related aspects.

**Table 2: Level of Satisfaction with Job Related Aspects (1- Not applicable, 2- Not satisfied, 3- Moderately satisfied, 4- Satisfied, 5- Very satisfied)**

	Mean	Std. Deviation
Salary	2.3765	.69254
Health care benefits	3.1040	.91242
Access to recreational/fitness facility	2.5320	.94475
Work load	2.8750	.82748
Opportunities to develop new skills	2.7490	.84208
Working environment	3.0766	.82360
Fair and equitable performance appraisal	2.7200	.83209
Opportunity for scholarly pursuit	2.9360	.95895
Flexibility of working hours	3.0400	.97684
Job security	2.9200	.91045
Relationship with co-workers	3.5760	.81909
Relationship with supervisors	3.4137	.87158
Opportunity to work independently	3.4120	.82764
Recognition of achievement	2.8280	.89084

## 7.0 DISCUSSION OF FINDINGS

This research attempts to find out the influence of employees' perception of work-life quality towards job satisfaction. As per findings from the previous research the independent variables which we use to determine the employees' perception toward QWL as a whole are proven to be directly related to job satisfaction. These findings are consistent with the ones in previous researches for example by Hagedorn (1994) as well as Olsen and Near (1994) as reported in Johnsrud (2002); where work life variables such as salary, perceived support of colleagues, satisfaction with the administration, work and non work conflict have been proven to directly affects or are predictive of job satisfaction.

However, the insignificance of the variables individually in determining job satisfaction except for meaningfulness, pessimism and autonomy, perhaps point to the fact that there are other elements which influence job satisfaction that we didn't address in this study. Herzberg's two factor theory (Herzberg et al, 1967; Herzberg, 1968) for instance identifies two sets of factors, motivator and hygiene to be instrumental as sources of job satisfaction or job dissatisfaction. While the instrument used in this study employ some of the factors indicated, some others that represent the intrinsic and extrinsic rewards for example the competitiveness of employees' pay, opportunity for career advancement or fringe benefits as well as awards and other kinds of recognition for good performance was not included in the survey, hence the said findings of this study.

The relatively young average age of the respondents (32.97) and the fact that 58.6% of them are married indicate that they are still in the productive stage of expanding their family size and most likely to have small children or school going children. As such financial rewards and fringe benefit like medical coverage would likely contribute to their level of job satisfaction. This is supported by the low mean score (lowest among fourteen job related aspects tested) on the level of satisfaction with salary recorded among the respondents.

The respondents' average years of service in the university together with the high percentage of those in the non-academic post holding positions other than the managerial level (92.37%) on the other hand may imply that opportunity for career advancement can lead to job satisfaction. It should be noted that although on the average the respondents did not indicate their outright dissatisfaction with fair and equitable performance appraisal or performance recognition, the means for those dimensions of job aspect are only 2.72 and 2.82 respectively. The mean score for scholarly pursuits is also below 3 signifying below moderate level of satisfaction. For the academia, career advancement has always been based on paper qualification as well as the number of researches published and presented. Hence room for knowledge pursuit in their chosen field of expertise is absolutely critical.

The contribution of meaningfulness, pessimism and autonomy elements to job satisfaction as compared to the other individual dimensions tested in this study conform to the findings of previous researches on cognitive elements and their relationship with job satisfaction (Speitzer et. al, 1997) and the correlation between affective facet and organization climate (Wanous et. al, 2000). Malaysian job market is becoming more saturated as the number of educated population increased. Being competent is seen as a job requirement, a necessity to obtain a job and stay employed rather than a factor to determine satisfaction level. Despite the increasing level of competition and short span of technical life-cycle in the education industry, keeping abreast with new technology is rated as the least cause of stress by the respondents implying that they are confident with their level of competence. In fact with such confidence and competence the staff of the university can and will be more satisfied if given ample autonomy in carrying out their job. An organization which believes in autonomy would empower its people rather creating stress among the employees by tangling them in red tapes. The respondents of this study however, rated institutional procedures as one of the sources of stress. They also single out involvement in unproductive committee work as stress originator. Although the mean score for the said factor is between minimal to moderate, it is worth noting that the score for institutional procedures and committee works rank third and fourth (behind child care and departmental budget concerns) in stress causation, even higher than the mean for organizational change. It is not surprising to see institutional procedures causing a lot of stress among the employees. Being a private higher learning institution in Malaysia, the university has to contend with policies and regulations not only from the Ministry of Higher Education (as an education provider) but also regulations by the Companies Commission (as a private limited company). Add these compliance procedure to that of the Malaysian Qualifications Agency's requirement together with adherence to ISO:9002 standard, that translates to a uphill



battle against forms and procedures that could make even the most committed employee weary.

Another angle to be considered in determining why only three of the ten QWL variables are significantly related to job satisfaction is the fact that almost half of the respondents (41.83%) are academicians. Academicians may derive their satisfaction from seeing their students graduating and knowing those students are employed immediately after graduation. Autonomy is also extremely important to academicians in carrying out their duties. As a private university, however, cannot provide much space for academicians to maneuver as the bottom line must always be considered.

## **8.0 CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH**

The present study indicated that QWL variables only are insufficient to measure employees' job satisfaction. The findings from the study were partly inconsistent with the previous research done in this area. However, any generalization made from the findings of this study must be made with extreme care as the respondents seem to be somewhat indecisive in answering the questionnaire. Data collection for this study was done in collaboration with the university's human resource department and questionnaires were given out and collected through head of departments. Despite the confidentiality and anonymity assurance we found that the average score for majority of the items tested for job satisfaction, sources of stress and job related aspects' satisfaction level to be around 2.0 to 3.6 (scale of 1 to 5) only. We suggest that future studies in this area be made independent of the human resource or any department in the sample organizations so that a fair response can be extracted. Future research on job satisfaction in the education industry should also include other dimensions of job satisfaction especially on the intrinsic rewards and key performance indicators or the performance evaluation criteria used by the sample organizations in evaluating their employees.

## **REFERENCES**

- Abouserie, R. 1996. Stress, coping strategies, and job satisfaction in university academic staff. *Educational Psychology*, 16, 49-56
- Aryee, S., Fields, D. & Luk, V. 1999. 'A cross-cultural test of model of the work-family interface', *Journal of Management*, 25(4): 491-511
- Benedict, R., & Taylor, C. A. 1995, "Managing the overlap of work and family: A shared responsibility", *CUPA Journal*, (Fall), 1-9.
- Burton J. Cohen, Susan C. Kinnevy and Melissa E. Dichtera. 2007, The quality of work life of child protective investigators: A comparison of two work environments, *Children and Youth Services Review* vol 29 (4),

- Callister R. R, 2006 The Impact of Gender and Department Climate on Job Satisfaction and Intentions to Quit for Faculty in Science and Engineering Fields *The Journal of Technology Transfer*, 2006, vol. 31, issue 3, pages 367-375
- Carr, J. Z., Schmidt, A. M., Ford, J., & DeShon, R. P. 2003. Climate perceptions matter: A metaanalytic path analysis relating molar climate, cognitive and affective states, and individual level work outcome, *Journal of Applied Psychology*, 88, 605–619.
- Che Rose, R; Beh L.S, Uli, J, Idris K. 2006, An Analysis of Quality of Work Life (QWL) and Career- Related Variables, *American Journal of Applied Sciences* 3 (12): 2151-2159
- Dixon, M. and Sagas, M. 2007. The relationship between organizational support, work-family conflict, and the job-life satisfaction of university coaches. *Research Quarterly for Exercise and Sport*, 78, 236-247.
- Edwards, J.R., Rothbard, N.P. 2000, "Mechanism linking work and family: clarifying the relationship between work and family constructs", *Academy of Management Journal*, Vol. 25 pp.178-99.
- Frone, M., Russell, M., & Cooper. 1997. "Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents", *Journal of Occupational and Organizational Psychology*, 70, 325-335
- Galinsky, E., Stein, P.J. 1990, "The impact of human resource policies on employees: balancing work/family life", *Journal of Family Issues*, Vol. 11 No.4, pp.368–83.
- Greenhaus, J., & Beutell, N. 1985. "Sources of conflict between work and family roles". *Academy of Management Journal*, 10, 76-88.
- Gutek, B., Searle, S., & Kelpa, L. 1991. Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76, 560-568.
- Hackman, J. R., and Oldham, G. R. 1975, "Development of the job diagnostic survey," *Journal of Applied Psychology* 60, 159-170
- Hagedorn, L. S. 1994. Retirement proximity's role in the prediction of satisfaction in academe. *Research in Higher Education* 35(6): 711–728.
- Herzberg, F. (1968), "One more time: how do you motivate employees?", *Harvard Business Review*, Vol. 46 No.January-February, pp.53-62.
- Herzberg, F., Mausner, B., and Snyderman, B. B. 1967 *The Motivation to Work* (2nd ed.). New York: Wiley.

- Johnson, K., Duxbury, L., & Higgins, C. 1997. "Making work and lifestyle initiatives work: Beyond best practices" . Ottawa: Industry Canada
- Johnsrud, L. 2002. Measuring the quality of faculty and administrative worklife: implications for college and university campuses, *Research in Higher Education*, 43(2), pp. 379 – 95
- Jones, A. P., & James, L. R. 1979. Psychological climate: Dimensions and relationships of individual and aggregated work environment perceptions. *Organizational Behavior and Human Decision Processes*, 23, 201–250.
- Kossek, E.E., Ozeki, C. 1998. "Work-family conflict, policies and the job-life satisfaction relationship: a review and direction for organizations' behavior-human resources research", *Journal of Applied Psychology*, Vol. 83 pp.139–49.
- Krueger P, Brazil K, Lohfeld L, Edward HG, Lewis D, Tjam E. 2002 Organization specific predictors of job satisfaction: Findings from a Canadian multi-site quality of work life cross-sectional survey. *BMC Health Serv Res*. 2002;2:6.
- Lewis, S., Cooper, C. 1987, "Stress in two-earner couples and stage in the life cycle", *Journal of Occupational Psychology*, Vol. 60 pp.289–303
- Motowidlo, S.J., Packard, J.S., Manning, M.R. 1986, "Occupational stress: its causes and consequences for job performance", *Journal of Applied Psychology*, Vol. 71 pp.618-29.
- Olsen, D., and Near, J. P. 1994. Role conflict and faculty life satisfaction. *Review of Higher Education* 17(2): 179–195.
- Ostroff, C. 1993. The effects of climate and personal influences on individual behavior and attitudes in organizations. *Organizational Behavior and Human Decision Processes*, 56, 56–90.
- Rhoades, L and Eisenberger, R. 2002. Perceived Organizational Support: A Review of the Literature, *Journal of Applied Psychology*, Volume 87, Issue 4, August 2002, Pages 698-714
- Spreitzer, G. M., 1996, "Social structural characteristics of psychological empowerment," *Academy of Management Journal* 39, 483-504
- Spreitzer, G.M., Kizilos, M.A., Nason, S.W. 1997, "A multidimensional analysis of the relationship between psychological empowerment, and effectiveness, satisfaction, and strain", *Journal of Management*, Vol. 23 No.5, pp.679-705
- Sutherland, V.J., & Cooper, C.L. 1988. Sources of Work Stress. In J. Hurrell, L. Murphy, S. Sauter, C. Cooper (Eds.). *Occupational stress*. London: Taylor & Fran

Wanous, J .P. Reichers, A. E and Austin, J. T., 2000, "Cynicism about organizational change: Measurements, antecedents and correlates," *Group & Organization Management* 25, 132-153