

## Job Satisfaction and the Parent Worker: The Role of Flexibility and Rewards

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The purpose of this study was to examine relative differences in the role of facet satisfactions, including a flexibility facet, in explaining overall job satisfaction and intention to quit for parent workers versus non-parent workers. Survey data were collected from a sample of 88 parent workers and 56 non-parent workers from two departments of a large retail company. Results indicated that facet satisfactions affect parent workers and non-parent workers differently. Traditional facet satisfactions were significantly more important in explaining overall satisfaction for non-parent workers than for parent workers. Additionally, the relations between satisfactions with rewards and flexibility and turnover intentions were stronger for parent workers than for non-parent workers; however these two facets were not more strongly related to overall satisfaction for parent versus non-parent workers. These results are discussed in light of theories in the job satisfaction and work-family literatures. © 1994 Academic Press, Inc.

Job satisfaction is one of the most commonly studied work outcomes in vocational and in organizational research. For example, in Crites' (Crites, 1976; Cytrynbaum & Crites, 1989) model of career adjustment, the two primary outcomes are job satisfaction and success. Similarly, in Dawis and Lofquist's (1984) theory of work adjustment, the outcomes which lead to tenure on the job are job satisfaction of the employee (satisfaction) and satisfaction of the employer with that employee (satisfactoriness). Two prominent career theorists (Sekaran & Hall, 1989) have recently argued that because of changes in society such as dual-career couples, questions of what constitutes success in the discussion of careers have become more complex. They point out that linear, upward mobility models of success are becoming less relevant in society today, whereas models of success which use the individual's own definition of success may

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be more and more relevant. According to this argument, satisfaction will be even more important in the years ahead.

In organizational research, job satisfaction is an important area of study not only in and of itself, but also because of its relationships to other job attitudes and behaviors such as performance, absenteeism, and turnover. Job satisfaction is related to commitment, motivation potential, job involvement, absenteeism and turnover (Bateman & Strasser, 1984; Brooke, Russell, & Price, 1988; Carsten, & Spector, 1987; Glisson & Durick, 1988; Hackett & Guion, 1985; Shore & Martin, 1989; Zaccaro, Craig, & Quinn, 1991). Job satisfaction has also been shown to be weakly related to individual performance (Iaffaldano & Muchinsky, 1985) and more strongly to organizational performance (Ostroff, 1992).

In both vocational/career and organizational research, job satisfaction has traditionally been measured in one of two ways—overall/global job satisfaction or separate facets of satisfaction. Studies for different purposes use one or the other of these types of measures. In addition, overall job satisfaction is measured in one of two ways—as the sum of the facets or with globally worded items. Nonetheless, it has been shown that the sum of facet satisfactions can often have low correlations with measures of global job satisfaction (Scarpello & Campbell, 1983).

Other studies have shown a relation between work or job satisfaction and other types of satisfaction, such as life satisfaction. Recently, in response to changing family and worker demographics (e.g., more two-career couples), research has begun to examine how workers balance work and family. This research has emphasized the relation of the “world of work” to the “world of family” by focusing on the relation between job satisfaction and life or family satisfaction (e.g., Tait, Padgett, & Baldwin, 1989).

To date, the relation between these two streams of research has been that the work–family researchers borrow job satisfaction measures from the job satisfaction research, while job satisfaction researchers have recognized that satisfaction with facets of life outside of work (e.g., life satisfaction) are related to job satisfaction. However, job satisfaction measures have not been revised to include findings from the work–family research. This study proposes a new facet of job satisfaction that should capture some of the issues relevant to balancing work and family issues. Further, because work and family issues overlap, it is likely that certain life issues, such as parenthood, impact the role that facet satisfactions play in determining overall job satisfaction and intentions to remain in the job.

Job satisfaction theory and research have often focused on satisfaction with facets of the job. Probably the best known theory of job satisfaction is Locke's (1969,1976). Locke's (1969,1976) theory discussed job satisfaction in terms of the elements of the job, that is, a thorough under-

standing of job satisfaction requires that the job be analyzed in terms of these elements or facets of the job. He went on to list the most previously studied facets as work itself, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, and company and management. Locke's theory states that the degree of satisfaction a worker reports is a reflection of both the discrepancy between what the individual wants and perceives they are getting *and* the importance of what is wanted to the individual. This theory also states that overall job satisfaction is the sum of the satisfaction ratings pertaining to the individual job elements. Based on Locke (1976), it is often assumed in research that overall job satisfaction is the sum of the facet satisfactions (Scarpello & Campbell, 1983).

This generally continues to be the way in which satisfaction is measured. For example, one of the most popular facet satisfaction measures, the Minnesota Satisfaction Questionnaire or MSQ (Weiss, Dawis, England & Lofquist, 1967), uses the following facets: ability utilization, achievement, activity, advancement, authority, company policies and procedures, compensation, co-workers, creativity, independence, job security, moral values, recognition, responsibility, social service, social status, supervision (technical and human resources), variety, and working conditions. Another very popular research instrument, the Job Descriptive Index or JDI, uses satisfaction with work, co-workers, supervision, pay, and opportunities for promotion (Bateman & Strasser, 1984).

Scarpello and Campbell (1983) noted that many researchers were using the sum of facet satisfactions as a measure of overall job satisfaction. Yet, they found that the sum of facet satisfactions often has a low correlation with global measures of job satisfaction. They conclude that this finding is not due to the unreliability of global measures, as had often been supposed, but that

(j)ob satisfaction as presently defined by job satisfaction researchers omits the measurement of major determinants of job satisfaction. The "whole" appears to be more complex than the sum of the presently measured parts. (p. 599).

However, researchers have not directed attention to expanding or modifying facets to better capture the "whole" of job satisfaction. Further, they have not attempted to determine if the "parts" play a different role in determining the "whole" for people with different life situations, although research in the work-family area indicates that this is likely the case.

Recent studies in the work-family area have shown that job satisfaction is affected by factors other than traditional job facets. Much of this work comes out of research on work-family and work-life linkages (cf., George, 1991; Lance, Lautenschlager, Sloan, & Varca, 1989; Schmitt and

Bedeian, 1982; Sekaran, 1985; Shaffer, 1987; Tait et al., 1989). Job satisfaction is not the primary focus of most research in the area of work-family and work-life balancing; however, many of these studies have measured job satisfaction using the measurements developed by job satisfaction researchers. Job satisfaction is then related to other life issues. Results in this field support the notion that job satisfaction is determined by more than traditional facets. For instance, Sekaran (1985) showed that job satisfaction was affected by demographic characteristics, work factors and non-work factors. A recent meta-analysis (Tait et al., 1989) indicated that job and life satisfaction are related; the best estimate of their correlation is .44. Scarpello and Campbell (1983) showed significant correlations of overall job satisfaction with satisfaction with occupational choice, satisfaction with career progress, and satisfaction with life off the job. Other studies emphasize the model that hypothesizes that life satisfaction is affected by job satisfaction and family satisfaction (e.g., Howard, 1992; Lance et al., 1985). Life satisfaction affects and is affected by job satisfaction, satisfaction with social activities, and marital satisfaction (Lance et al., 1989). Thus, relations have been hypothesized and supported for links between job satisfaction and off-the-job life facets.

The vocational/career theory literature is replete with calls for an integration of family issues and other adult development issues into career theory (Cytrynbaum & Crites, 1989; Dalton, 1989; Sekaran & Hall, 1989). For example, Sekaran & Hall (1989) state "(t)he work-family linkages are so strong and pervasive that focusing on career development without simultaneously taking into consideration the family's developmental needs will produce an incomplete understanding. . . . (p. 159)." Thus there is general agreement among vocational researchers that work-family linkages can no longer be ignored. Nonetheless, traditional job satisfaction instruments have not generally incorporated these issues and the way satisfaction is measured has not changed much in 20 years. Additional facets of satisfaction which incorporate these work-family issues appear warranted.

Levinson's (1978) study of men's lives showed that adult male life is made up of the following facets: occupation, marriage/family, friendships/peers, ethnicity, religion, and leisure. However, occupation and marriage/family were found to be the most central aspects of life (Isaacson, 1985). Recent work has suggested that work and family are also central facets in women's lives, although to date these studies are less conclusive as to the most central aspects in women's lives (Sharf, 1992). Thus work and family have been found to be two important areas of life for adults, and satisfaction with one has been shown to affect satisfaction with the other. It is likely that parent workers are more involved in the family area of their lives than their non-parent colleagues. If parent workers are more involved in the family, then aspects of family life are more

likely to have an effect (whether positive or negative) on job satisfaction for these workers versus non-parent workers. This may be reflected in differences in how facet satisfactions determine overall job satisfaction between the two groups.

Generally, satisfaction has been conceptualized as the result of some kind of fit between personal and work environment characteristics for the individual. As was stated earlier, Locke's (1976) theory views satisfaction as partly the reflection of the perceived discrepancy between what the individual wants (personal characteristic) and what that individual perceives they are getting (work environment characteristic). More recently, it has been proposed that job satisfaction is caused by personal characteristics, situational characteristics, and an interaction (or fit) between the two (Ostroff, 1993), as well as by genetics (Arvey, Carter, & Buerkley, 1991). Likewise, career theorists, such as Dawis and Lofquist (1984), propose models in which job satisfaction is caused by the right match (or fit) between individuals' needs and the rewards of the job.

The other part of satisfaction, according to Locke's (1976) theory, is the importance of the facet to the individual. Importance is reflected in the rating an individual gives to a facet (Locke, 1976; Rice, Gentile, & McFarlin, 1991), and thus it is already included in facet measurement. However, research has not considered how facet importance affects overall job satisfaction and other job outcomes for different groups of workers. For example, it is likely that workers with families will value (or find important) different facets of the job than will non-parent workers.

For workers who do not have much family involvement or responsibility, traditionally measured facets of the work world are likely to account for a relatively large portion of overall job satisfaction. Thus non-parent workers will likely focus on these facets and gain more satisfaction from a good fit between their needs and their jobs in these aspects of work. On the other hand, parent workers may exhibit a "dual focus" in that both family and work require time and involvement. Hence, different aspects of the work world are likely to be important to these workers. These generalizations will not apply to every worker; nonetheless, it is likely that parental status indicates greater responsibility for the care (both personal and financial) of others. These responsibilities will likely lead to a greater importance to the employee of facets which facilitate the employee's ability to address the demands on their time and money. Thus parent workers may be relatively less concerned about the traditionally measured types of issues and more concerned with work world issues which facilitate their roles in the family as well. Some of these issues may be flexibility in work scheduling, day care benefits provided by employers, sufficiency of rewards (especially pay and benefits), stability of the job, and so forth. Because these issues are likely more important to parent workers, the more traditional facets should play less of a role in deter-

mining the overall job satisfaction for parent workers than for their non-parent colleagues. Thus it was hypothesized that:

*Hypothesis 1.* Traditional facet satisfactions will explain a larger proportion of variance in overall satisfaction for non-parent workers than for parent workers.

In an attempt to capture some of these family and other off-the-job issues in job satisfaction measurement, one could postulate other facets, such as flexibility in scheduling, that have not traditionally been measured. Workers with children, especially young children, need flexibility to attend to children's needs, such as illnesses, school functions, and so forth. One of Scarpello and Campbell's (1983) findings was that facets of satisfaction which are not traditionally measured exist. Among these is "flexibility in scheduling hours of work." Kraut (1992) found that, although the results had not made it into mainstream research, private company studies have shown the increasing importance of flexibility to employees. These studies, conducted at DuPont, Merck, BellSouth, Honeywell, and IBM, showed numerous causes of stress in the work-family balancing act for employees, but one of the suggested and implemented outcomes in every case was increased flexibility in handling work hours, including flex-time options. Apparently, industry is recognizing the importance of flexibility for satisfaction, while it has yet to be incorporated into research. Because of family demands, it is believed that flexibility is a more important facet for parent workers than for other workers. Thus it was hypothesized that

*Hypothesis 2.* Satisfaction with flexibility in the job will explain significantly more variance in overall job satisfaction for parent workers than for non-parent workers, once the variance explained by traditionally measured facet satisfactions has been accounted for.

In general, traditionally measured facets of satisfaction have included "work itself" facets such as ability utilization, achievement, advancement, autonomy, creativity, independence, responsibility, social service, social status, and variety as well as things more peripheral to work such as coworkers, cooperation, participation, company policies and procedures, job security, recognition, supervision, compensation or pay, advancement opportunities, and working conditions (Bateman & Strasser, 1984; Scarpello & Campbell, 1983). These facets could be categorized another way, however. Many of these facets affect individuals only while they are at work. These facets could be called "work-only" facets. For example, supervision, although peripheral to the work itself, only affects an individual while they are at work. Other facets may have a "life-balancing effect" in that they affect an individual at work, but also have a significant affect on the individual's life outside of work. For example, compensation or pay may both directly affect job satisfaction and significantly affect the lifestyle one has off the job. Thus, while all facets are work related, they may be categorized as two types. The first type, called "work-only" here,

do not overlap family issues and responsibilities (i.e. achievement, autonomy, structure, participation, cooperation). The second type, called "life-balancing" here, facilitate balancing family responsibilities (i.e., flexibility, pay, benefits).

Parent workers will likely find that dual-purpose facets of the job are relatively more important to them, as they have more responsibilities off the job. One of these facets is likely to be flexibility. In addition, one of the traditionally measured facets of job satisfaction, namely pay and rewards, is such a dual-purpose facet. Parent workers may be more concerned with having sufficient pay and benefits since they need sufficient income and health care plans to adequately care for their family. These responsibilities to persons other than oneself that parents have are likely to lead to satisfaction with flexibility and satisfaction with rewards being more strongly related to overall satisfaction for parent worker than for other workers, while work-only facets take on less significance for parent workers. Thus:

*Hypothesis 3.* Satisfaction with flexibility and satisfaction with rewards will be more strongly related to overall job satisfaction for parent workers than for non-parent workers.

*Hypothesis 4.* The other traditional work-only satisfaction facets (i.e. achievement, autonomy, structure, participation, cooperation) will be less strongly related to overall job satisfaction for parent workers than for non-parent workers.

One reason satisfaction is viewed as important by organizational researchers is due to its relation to turnover intentions and subsequent turnover. In a meta-analytic study, Carsten and Spector (1987) found correlations between overall satisfaction and turnover were generally in the range of  $-.26$ . Turnover models (e.g., Mobley, 1977) indicate a direct link between job satisfaction and turnover thoughts and intentions. Turnover intentions are then purported to lead to actual turnover. Meta-analyses support the link between intentions and turnover (Carsten & Spector, 1987; Steel & Ovalle, 1984) with the estimate of the population correlation being  $.47$ . It is likely that different relations between facet satisfactions and turnover intentions exist depending on the importance of the facet to the worker, as indicated by the workers' life situation. Given the extra, off-the-job demands on parent workers and their need for sufficient pay/benefits to support a family, it is likely that satisfaction with flexibility and rewards are critical determinants of parents' intentions to remain on the job, while other facets have a less important role in turnover intentions for parents. Therefore, it was hypothesized that:

*Hypothesis 5.* Satisfaction with flexibility and satisfaction with rewards will be more strongly related to intention to quit for parent workers than for non-parent workers.

*Hypothesis 6.* The other traditional work-only satisfaction facets (i.e.

achievement, autonomy, structure, participation, cooperation) will be less strongly related to intention to quit for parent workers than for non-parent workers.

## METHOD

### *Sample and Procedures*

Survey questionnaires were distributed to 343 people in two departments of a large midwestern retailing company. Specifically, computer programmers from the Management Information Systems (MIS) department and Distribution Center supervisors were surveyed. The questionnaires contained items pertaining to facet satisfactions, overall job satisfaction, intention to quit, and demographic information, as well as additional items for another purpose. A cover letter explaining the project was included with the survey, as well as a postage-paid return envelope. Participants were informed, in writing, that their responses were confidential.

One hundred and fifty-one people (44%) returned surveys. Complete, usable data was available for 144 workers. The average age of the respondents was 34.9 ( $SD = 7.6$ ) years, 90% were white, and 51% were female. The majority (66%) had at least a college degree. The average number of years working in the organization was 5.0 ( $SD = 4.4$ ) and the average number of years in their position was 2.9 ( $SD = 3.1$ ).

Respondents were also asked to indicate the number of children living with them. For the purposes of this study, workers were designated as a "parent worker" if they had at least one child living with them. Respondents were designated as a "non-parent worker" if no children were living with them. Of the 144 participants, 88 were parent workers and 56 were non-parent workers. In order to determine if there were significant differences in demographic characteristics based on parental status,  $t$  tests were conducted between parent and non-parent samples for age, sex, race, education, marital status, years in the organization, and years in the current position. Significant differences were found for age ( $t = 2.17$ ,  $p \leq .05$ ) and marital status ( $t = 2.4$ ,  $p \leq .05$ ). No other significant differences were found. Parent workers were slightly older and were more likely to be married than other workers; this finding is not surprising. Examination of the means of overall job satisfaction, intention to quit and facet satisfactions indicate no significant differences between parent and non-parent workers.

### *Measures*

Overall job satisfaction and intention to quit, as well as seven facet satisfactions were assessed. A 5-point Likert-type scale ranging from strongly disagree or strongly dissatisfied (1) to strongly agree or strongly



satisfied (5) was used for all items. For each scale, responses were averaged across items for each individual.

*Overall job satisfaction* was assessed with five items, similar to those used by Hackman and Oldham (1975). Coefficient  $\alpha$  was .87.

The *intention to quit* scale from the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins & Klesh, 1979) was adapted to assess individuals' desire to remain with the organization. The scale contained four items. Coefficient  $\alpha$  was .90.

*Facet satisfactions.* Seven separate facets of job satisfaction were assessed. Six of these seven facets are representative of the major facets included in facet satisfaction measures such as the MSQ and the JDI. The seventh facet was added for this study. With the exception of the flexibility facet, items were adapted from previously used scales (Hackman & Oldham, 1975; Ostroff, 1993; Porter, 1962; Smith, Kendall, & Hulin, 1969; Sutton & Rousseau, 1979). A factor analysis was conducted to confirm the a priori dimensionality of the facet satisfactions.

*Achievement* satisfaction was assessed with eight items adapted from Porter's (1962) self-actualization scale and Hackman and Oldham's (1975) growth scale. The scale assessed the extent to which the individual finds their job challenging and exciting; the extent to which the individual feels there are opportunities to reach high standards, achieve a feeling of accomplishment, and to grow and develop their skills in the job. Coefficient  $\alpha$  was .90. *Autonomy* satisfaction was assessed with five items similar to Porter's (1962) autonomy scale. This scale measured the extent to which the individual finds opportunity to decide freely and independently how the work should be done and the judgment and responsibility they have. Coefficient  $\alpha$  was .87. *Structure* satisfaction measures the extent to which the individual feels that forms, procedures, policies, activities, responsibilities, and rules are clearly presented and followed. It was assessed with five items similar to Ostroff's (1993) structure scale. Coefficient  $\alpha$  was .83. *Participation* satisfaction was assessed with eight items adapted from Sutton and Rousseau's (1979) participation in decision making scale. This scale measures the extent to which the individual feels that they can participate in goal setting, procedure and policy decisions, work methods and other job aspects that are important to them, as well as how open management is to making changes based on this participation. Coefficient  $\alpha$  was .84. *Cooperation* satisfaction measures satisfaction with the relationships between employees, and between employees and supervisory personnel, including support and help, friendliness, and fairness between employees and between employees and their supervisors and management. It was assessed with nine items similar to Porter's (1962) and Hackman and Oldham's (1975) social scales. Coefficient  $\alpha$  was .79. *Rewards* satisfaction was assessed with five items similar to Hackman and Oldham's

(1975) pay scale and Smith, Kendall and Hulin's (1969) pay and promotion scales. This scale measures satisfaction with pay, advancement opportunities, credit and recognition and with the fairness of the procedures with which these rewards are given. Coefficient  $\alpha$  was .82.

The satisfaction with *flexibility* facet was developed for this study. It measures the extent to which the individual feels that they have flexibility in scheduling, in doing part-time or flex-time work, and in balancing work and family responsibilities. It was assessed with five items developed exclusively for this study as follows: (1) The extent to which management accommodates family responsibility needs without any negative consequences; (2) The opportunity to perform your job well and yet be able to perform home-related duties adequately; (3) The ease of getting time off for family as needed; (4) The opportunity to do part-time or flex-time work without being penalized; and (5) The amount of flexibility in work scheduling. Coefficient  $\alpha$  was .87.

### *Analysis*

Hypotheses were tested using correlational and regression techniques. To test Hypothesis 1, regressions of overall job satisfaction on the traditionally measured facet satisfactions were computed for parent workers and for non-parent workers independently. A hierarchical regression was computed to test Hypothesis 2, entering the traditional facet satisfactions on step 1 and satisfaction with flexibility on step 2. To test Hypotheses 3 through 6, regressions of both overall job satisfaction and intention to quit on the facet satisfactions were computed for the total sample, on parent workers alone and on non-parent workers. Overall *F* tests for differences between the regression equations of the parent workers versus the non-parent workers were performed and partial *F* tests were performed to test each facets' beta weight for significant differences. Differences between the correlation coefficients of the facet satisfactions with overall job satisfaction and with intention to quit for parent versus non-parent workers were also examined.

## RESULTS

Table 1 contains the means, standard deviations and intercorrelations of the satisfaction, intention to quit, and parental status variables. Examination of this table indicates that the reliabilities for the measures are acceptable and that the facet satisfactions are moderately intercorrelated. For the new flexibility facet, the pattern of correlations confirms a priori beliefs that satisfaction with flexibility and satisfaction with autonomy would be more strongly correlated than the correlations between flexibility and other facets, as both reflect some control over one's own work. Thus, there is some convergent and discriminant validity evidence for the flexibility facet.

TABLE 1  
Means, Standard Deviations, and Intercorrelations for Satisfaction and Intention to Quit

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
Parental status	0.60	0.49	—									
Overall satisfaction	3.71	0.66	.06	.87								
Intention to quit	1.92	0.82	.07	-.58	.90							
Facet satisfactions												
Achievement	3.70	0.65	.00	.62	-.59	.90						
Autonomy	3.73	0.64	-.02	.50	-.56	.64	.87					
Structure	3.25	0.65	-.02	.22	-.19	.28	.32	.83				
Participation	3.26	0.57	-.06	.48	-.44	.58	.56	.52	.84			
Cooperation	3.51	0.47	-.12	.44	-.47	.57	.51	.39	.61	.79		
Rewards	3.11	0.74	-.05	.40	-.48	.63	.40	.19	.47	.49	.82	
Flexibility	3.53	0.62	-.06	.34	-.45	.43	.50	.26	.36	.41	.39	.87

Note.  $n = 144$ . Diagonal entries are  $\alpha$  coefficients. For parental status, 0 = non-parent, 1 = parent. Correlations above .16 are significant at  $p \leq .05$ ; correlations above .21 are significant at  $p \leq .01$ .

Hypothesis 1 predicted that traditionally measured facet satisfactions would explain a larger portion of variance in overall job satisfaction for non-parent workers than for parent workers. To test this hypothesis, two regressions were performed. Overall job satisfaction was regressed on the six traditionally measured facet satisfactions (achievement, autonomy, structure, participation, cooperation and rewards) for the parent worker subsample and for the other worker subsample separately. The results of the regression for parent workers produced an adjusted  $R^2$  of .32 ( $F = 7.63$ ,  $p \leq .001$ ). For other workers, the adjusted  $R^2$  was .58 ( $F = 13.81$ ,  $p \leq .001$ ). These results support Hypothesis 1 and the notion that there are additional unmeasured aspects which determine overall satisfaction for workers with children. The difference in adjusted  $R^2$  between the two subsamples was quite large and practically meaningful.

Hypothesis 2 predicted that satisfaction with flexibility would explain more of the variance in overall satisfaction for parent workers than for other workers, after the variance explained by traditionally measured facet satisfactions was taken into account. A hierarchical regression was performed in which the traditional facet satisfactions (achievement, autonomy, structure, participation, cooperation and rewards) were entered in the equations first, followed by satisfaction with flexibility in step 2. The change in adjusted  $R^2$  for satisfaction with flexibility for non-parent workers was .01 and for parent workers was .00. These results were not significant independently or when compared to each other. Hypothesis 2 was not supported.

Hypotheses 3, 4, 5, and 6 stated that satisfaction with flexibility and satisfaction with rewards (dual-purpose facets) would be more strongly related to both overall job satisfaction and intention to quit for parent workers than for other workers, while the other five (work-only) facet satisfactions (achievement, autonomy, structure, participation and cooperation) would be less strongly related to satisfaction and turnover intentions for parent workers in comparison to non-parent workers. To test these hypotheses, both correlations and regressions between facet satisfactions and overall satisfaction, and between facet satisfactions and intention to quit were computed. Significant differences between correlations for the two samples were examined. Results are presented in Table 2.

No significant differences between parent and other workers were found for correlations between flexibility satisfaction and overall satisfaction or between satisfaction with rewards and overall satisfaction. Thus Hypothesis 3 was not supported. For the other five facets, significant differences between correlations for the two samples were found. The magnitude of the correlations for parent workers was significantly weaker than those for non-parent workers, supporting Hypothesis 4.

The results for the correlations between satisfaction with flexibility and

TABLE 2  
Correlations between Facet Satisfaction and Overall Satisfaction and Intention to Quit for Parent and Non-parent Workers

Satisfaction	Parent		Non-parent		Overall satisfaction		Intention to quit		p value
	Mean	SD	Mean	SD	Parent	Non-parent	Parent	Non-parent	
Achievement	3.71	0.68	3.68	0.63	.57	.71	-.59	-.59	.50
Autonomy	3.71	0.70	3.75	0.57	.38	.69	-.54	-.60	.31
Structure	3.24	0.68	3.27	0.60	.06	.48	-.10	-.37	.05
Participation	3.24	0.56	3.29	0.59	.37	.64	-.40	-.50	.24
Cooperation	3.46	0.47	3.58	0.47	.35	.59	-.42	-.55	.16
Rewards	3.09	0.74	3.14	0.74	.48	.31	-.60	-.25	.01
Flexibility	3.50	0.67	3.58	0.56	.37	.32	-.55	-.22	.01

Note.  $n = 88$  for parent workers;  $n = 56$  for non-parent workers. For parent workers, correlations above .21 are significant at  $p \leq .05$ ; correlations above .27 are significant at  $p \leq .01$ . For non-parent workers, correlations above .26 are significant at  $p \leq .05$ ; correlations above .35 are significant at  $p \leq .01$ .  $p$  values indicate the critical values for the comparisons of the correlation for parent and non-parent workers.

TABLE 3  
Regression Analysis for Overall Satisfaction and Intention to Quit

Facet satisfaction	Total sample ( $\beta$ )	Parent workers ( $\beta$ )	Non-parent workers ( $\beta$ )
Overall satisfaction			
Achievement	.46**	.37**	.57**
Autonomy	.13	-.02	.25
Structure	-.04	-.13	.13
Participation	.18	.15	.23
Cooperation	.06	-.01	.07
Rewards	-.02	.11	-.18
Flexibility	.04	.13	-.00
$R^2$	.43	.37	.62
Adjusted $R^2$	.40	.32	.57
$F$	14.68**	6.78**	11.60**
Intention to quit			
Achievement	-.30*	-.24	-.41
Autonomy	-.33**	-.20	-.36
Structure	.09	.16	.01
Participation	-.03	-.10	-.01
Cooperation	-.18	-.02	-.40
Rewards	-.14	-.32*	.12
Flexibility	-.19	-.38**	.15
$R^2$	.44	.52	.46
Adjusted $R^2$	.42	.48	.38
$F$	15.71**	12.29**	5.97**

Note.  $n = 144$  for total sample;  $n = 88$  for parent worker;  $n = 56$  for non-parent workers.  $\beta$ s are unstandardized regression weights.

\*  $p \leq .05$ .

\*\*  $p \leq .01$ .

intention to quit, and between satisfaction with rewards and intention to quit were strong. For parent workers, significantly stronger correlations between these two facets and intention to quit were found compared to other workers, supporting Hypothesis 5. However, differences in correlations for the two samples for the other five traditional facets with intention to quit were much weaker. The only significant difference found was for the satisfaction with structure facet. Thus, Hypothesis 6 was not supported.

Because intercorrelations among facets are not reflected in correlations, and the intercorrelations among facets are moderate (ranging from .19 to .64), multiple regressions of overall job satisfaction on facet satisfactions and of intention to quit on facet satisfactions were performed. Results are presented in Table 3. These regressions were all highly significant. Overall  $F$  tests for differences between the equations for parent workers

versus non-parent workers were significant at  $p \leq .10$ , indicating some support for differences between the two subpopulations for both the overall satisfaction equation and the intention to quit equation.

Given the level of significance of the overall tests, partial  $F$  tests were performed to further test Hypotheses 3 through 6. The partial  $F$  tests for the individual facets'  $\beta$ s on the overall job satisfaction equations indicate, overall, the same pattern as did the correlational analysis for overall job satisfaction. The  $F$  statistics for the work-only facets (achievement, autonomy, structure, participation and cooperation) are larger than those for rewards and flexibility, the two dual-purpose facets. Thus this analysis supports conclusions drawn from the correlational analysis that support Hypothesis 4, but not Hypothesis 3. Similarly, the overall pattern of partial  $F$  statistics for the intention to quit equations are the same as indicated in the correlational analysis. The  $F$  statistics for the dual-purpose facets (rewards and flexibility) are larger than for the work-only facets. This analysis adds support for conclusions drawn from the correlational analysis which support Hypothesis 5, but not Hypothesis 6.

### DISCUSSION

Although much research has been devoted to studying job satisfaction and its determinants, including research into the area of how job satisfaction relates to other life satisfactions, little research has examined how other life issues directly impact job satisfaction and its measurement. This study takes a step in incorporating life situations or involvements into the consideration and measurement of job satisfaction.

Two important findings from this study emerged. First, results of this study showed that off-the-job life characteristics, in particular, parenthood, affect how facet satisfactions relate to overall global job satisfaction. Traditional facet satisfactions explained 32% of the variance in global satisfaction for parent workers, whereas they explained 58% for non-parent workers. These findings imply that workers with intense involvement in more than one area of life (e.g., both work and family) may be affected very differently with respect to job satisfaction compared to workers without such a dual focus. Further, these findings can help explain previous finding of lower relationships between measures of facet and global satisfaction (cf., Scarpello & Campbell, 1983). It appears that previously ignored life situation variables are a key factor in the relation between facet and global satisfaction. That is, for non-parent workers, the sum of the parts is fairly strongly related to the "whole" of job satisfaction. However, for workers with children, the sum of the parts is not as strongly related to the "whole." Two explanations are possible in the latter case. First, as Scarpello and Campbell (1983) note, other unmeasured facets are likely to be important in determining overall satisfaction for these workers. Alternatively, the results may be due to more

impact on job satisfaction of life or family satisfaction for these workers. For workers who have family involvement or responsibility, life satisfaction or family satisfaction likely have more impact on overall job satisfaction than for workers without this involvement. Regardless, it appears that simply including other facets of satisfaction will be not enough to better explain global satisfaction, rather, additional facets in conjunction with delineation of differences in key life situations is critical.

A second important finding of this study was that the two dual-purpose facets, satisfaction with rewards and a previously unmeasured facet of satisfaction, flexibility, were particularly important for explaining turnover intentions for parent workers. The five work-only facets did not differ for parent workers and non-parent workers in explaining intention to quit. It is likely that parent workers, relative to non-parent workers, *must* have flexibility and rewards in order to balance their off-the-job family responsibilities with their work life. For instance, a worker who is not receiving enough pay to support their family, or who cannot leave work when it is necessary to care for a child, may feel forced to leave their job in order to better balance the dual foci of their lives, work and family. The non-parent worker, on the other hand, has less responsibility for the care of others, and thus flexibility and rewards may play a lesser role in their intentions to quit.

It is also interesting to note that the dual-purpose facets, rewards and flexibility, were no more important in explaining overall satisfaction for parent workers versus non-parent workers, whereas work-only facets were more important in explaining overall job satisfaction for non-parent versus parent workers. Yet, both flexibility and reward satisfaction were strongly related to parents' intentions to quit, and these correlations were significantly larger than those for non-parents. One explanation for the different results for overall satisfaction and turnover intentions pertains to the difference between attitudes (satisfaction) and behaviors, or behavioral intentions (turnover intentions). Different facets may weigh differently in the overall formation of the attitude toward work versus the intent to stay in the job. An attitude such as satisfaction represents an emotional response (Locke, 1969, 1976), whereas behavioral intention may be affected by some more concrete issues such as economic realities. Parent workers may not need flexibility and rewards to a greater extent than non-parent workers in order to be satisfied with the job itself. However, when it comes to the bottom line, whether the parent worker stays in the job, it is likely that flexibility and rewards become more important for parent workers. Without sufficient rewards and flexibility in work, it simply may not be feasible for parent workers to remain in the job, regardless of their global level of satisfaction or satisfaction with work-only aspects of the job.

The results of this study also have important practical implications. For