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BETWEEN PROFESSIONAL LIFE AND PERSONAL HAPPINESS: WHAT SHOULD MANAGERS KNOW ABOUT THE RELATIONSHIP BETWEEN JOB SATISFACTION AND PSYCHOLOGICAL WELL-BEING OF EMPLOYEES?

The relationship between job satisfaction and psychological well-being has been covered in publications dedicated to psychology, sociology, HR management or broadly understood counselling. It is commonly perceived that working professionally is tightly related to the quality of human life as it is time-consuming and requires substantial emotional engagement.

The topic of job satisfaction was often covered by psychologists of work and organization, particularly in the fifties and the sixties of the 20th century. It was also the time that witnessed most researches of job satisfaction in the United States and in the Scandinavian countries and when several models of its structure were developed. The reason of this action was mostly economic; it is easy to imagine the decisive and financial consequences stemming from empirical confirmation of hypothesis about, for example, strong relationship between employee job satisfaction and productivity of work or indicator of absences (Warr, 2003; Robbins, 1991; Borucki, 1988; Remitz, 1960). The ideas to explain the relationship between employee happiness (psychological well-being) and the quality of work were numerous and sometimes absolutely miscellaneous.

1. Theoretical status of a term of job satisfaction

According to Locke (after: Borucki, 1988) job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievements of one's job values. In Locke's opinion job satisfaction influences life satisfaction and is a component of individual's satisfaction with family and himself. The author claims that lack of employee job satisfaction influences increase of absences and fluctuations of human resources in a company. What is more, it also negatively influences health conditions of employees.

Other conclusions about the meaning of job satisfaction in employee's life were drafted by Lafitte (1958), who claims that for a common man job is simply a source of income necessary for the implementation of family and social plans. Work brings satisfaction when it comes with adequate payment. Lafitte's conclusions go even further claiming that an individual can be absorbed by a family or by himself but never by work as such. Engaging "heart and soul" into work applies only to small percentage of independent employees.

Remitz (1960) perceives job satisfaction as a primary psychic function that is ruled by its own rights. It explains to him its low susceptibility to the influence of external variables ("the biggest" impact

on job satisfaction presents: health, education, salary and method of payment but all together they explain only 10% of differences in the levels of experienced satisfaction). Remitz's theory is interesting because of its dynamic character. To explain the topic of level of satisfaction the author referred to Lundberg's Theory of Equilibrium relating to the law of entropy. Drawing further on the achievements of Allport and Hebb he created a dynamic model of human functioning that requires interactions between environment and personality and more specifically between the perceived lack of balance, the desire to restore it and the feeling of satisfaction experienced after the balance has been restored.

The phenomenon of job satisfaction was also studied by Warr (2003, 1976). According to Warr job satisfaction is a function of situational factors that accompanies man at work. In Warr's opinion the feeling of job satisfaction does not depend on human psychological predispositions or demographic character. The author is not in favour of totally ignoring the internal characteristics of an individual; he only assumes that their influence on the quality of one's work is commonly overestimated. Warr argues that the discussion about job satisfaction should be concentrated on its relation with environment. His opinions are based on the detailed analysis of three popular tendencies applied in management, i.e.:

- applying empirical statistics;
- democratization and humanization in management;
- rewarding and standardizing operating procedures.

The model of job satisfaction developed by Warr is a sort of map depicting three groups of satisfaction factors that are hierarchically sorted and extended to two dimensions. The first group shows the factors related to the specific character of job (e.g. independence, responsibility, spectrum of requirements), the second group presents the factors related to interaction between job position and organization (e.g. type of supervision, nature of feedback, importance of job) and the third group concentrates factors related to HR policy running by a company (e.g. method of payment, rules of promoting, social benefits). The two previously stated dimensions are:

- internal – external nature of satisfaction variables (e.g. independence acquired with job – internal variable or company's degree of development – external variable);
- long-term – short-term nature of satisfaction variables (variables that permanently or periodically influence job satisfaction).

Large influence of working environment on job satisfaction experienced by employees has been also covered by Stelmach (2000). Job satisfaction of an individual is created by the sum of factors such as: remuneration acceptance, acceptance/lack of acceptance of HR management in a company, acceptance/lack of acceptance of ways of communication in a company, attitude towards changes introduced in a company. The topic of job satisfaction is more often related to the relationship between satisfaction felt by an employee and the organizational culture of a company perceived by him (see Terelak, 1999).

Jarow (1999) approaches the topic of job satisfaction in an original way and defines it as faith in employee's performance. A man finds work satisfying when he is proud of it himself, not through comparisons with the work of others but through his own well-being and awareness of being in harmony with himself. According to Jarow "carrier" means lack of happiness, life in constant tension

and never-ending struggle for status. Therefore “anti-carrier”, a concept based on human need to express oneself and make good use of one’s own will and skills is what brings man satisfaction. “Anti-carrier” is the rejection of compulsion and the end of seeking recognition of others, it is the denial of mindless human activity. Therefore it is an individual himself who decides about his “anti-carrier” and therefore about happiness, by investing his time, attention, material resources in his dreams, education and interests.

Robbins (1991) defines job satisfaction as individual’s attitude towards work. A person experiencing job satisfaction is characterized by positive attitude toward his job. Considering satisfaction as a dependent variable the author drafted the following conclusions:

- Employee’s good mood is affected by work which presents challenge that is adequate to his skills. The work that is too easy is just boring, whereas the tasks that exceed worker’s capabilities cause frustration and the feeling of incoming failure;
- Salary also influences the increase of job satisfaction experienced by an employee. Its amount truly corresponds with the specific character of job position, the skills of an employee and commonly recognized standards. It should be noted that the amount of salary is not as decisive as acknowledging “me-company” relationship as fair by an employee;
- Working conditions and people with whom he interacts are important for an employee. Good working atmosphere, possibility to make friends, appropriate supervision (sometimes lack of supervision) are all conducive to job satisfaction.

Moreover, Robbins draws attention to positive influence of adjusting the nature of work to human personality by referring to the popular “personality-job fit” theory of Holland (see. Czarnota – Bojarska, 2003). Further dependencies presented by Robbins were particularly interesting for economists and managers, as they referred to the influence of job satisfaction on the quality of performed job. Three types of relations were distinguished while job satisfaction was considered as an independent variable:

- satisfaction – productivity, where the influence of satisfaction appeared to be substantially smaller than it was expected – correlation of 0.14;
- satisfaction – indicator of absenteeism, between each there is a negative correlation of 0.40;
- satisfaction – fluctuation of employees, Robbins confirmed the negative correlation here as well but it is bigger than in the relationship between satisfaction and productivity.

The system of values and employee’s culture of living (Borkowska & Terelak, 2007, Borkowska, 2006, 2007; Boski, 1994, 2009; Robbins, 1991; Keita & Hurrell, 1996; Boski, Jarymowicz & Malewska-Peyre, 1992; Mączyński, 2001) also influence employee job satisfaction. The issue of values and characteristics of different cultures in relation to the topic of work is particularly important now, when the flow of people between countries and continents is so common. There are signs indicating that many people, who are not rooted in Western cultures, find competition and individualism that they face more frequently in their workplaces contradictory to their sociocentric and

collectivist traditions, rules of social life or religion (Borkowska (in press); Mączyński, 2001; Koopmann, Mączyński, Den Hartog & Witkowski, 2001; Keita i Hurrell, 1996; Boski, 1994).

1.2. Definition of job satisfaction according to Weiss, Dawis, England and Lofquist

As a result of years devoted to research of work adjustment Weiss, Dawis, England and Lofquist (after Borucki, 1988) drafted their own definition of job satisfaction. According to the authors each worker assesses the level in which working environment fulfils (or can fulfil) his requirements. Job satisfaction is a result of this assessment as such. The authors distinguished a number of job components that are subjects to this assessment, i.e.:

- opportunity to perform actively;
- independence;
- variety of tasks;
- social position;
- professional skills of superiors;
- financial compensation;
- opportunity to use all capabilities at work;
- opportunity to act pro-socially at work;
- acquiring power;
- way of meeting agreed workplace policy;
- opportunity of formal promotion;
- interpersonal relations with co-workers;
- work assessment and recognition;
- opportunity to work creatively;
- opportunity for achievements;
- level of responsibility of performed professional tasks;
- interpersonal relations with superiors;
- physical conditions of work.

The above stated definition reconciles two important aspects related to job satisfaction. First of all it draws attention to complex conditions of broadly perceived working environment. Secondly, it indicates the importance of role played by an employee himself to perform assessments. Employee assessment does not only depend on objective conditions of work, it is a matter of subjective expectations, individual standards and personal or cultural preferences. Therefore this concept of job satisfaction analyses objective working environment while simultaneously takes into account the individual nature of an employee.

2. Psychological theories of well-being

Extensive review of psychological theories of well-being can be found in the works of Diener (1984), Skrzypińska (2002), Czapiński (2005) and Borkowska (2001, in press).

2.1. Assumptions of Czapiński's "Onion" theory of well-being

Janusz Czapiński (1994, 2001, 2005) is an author of the "Onion" model of psychological well-being. The following biological characteristics of an onion played a crucial factor in decision to choose this vegetable to present the metaphorical model of the structure of well-being:

- layered construction; an onion is composed of few fleshy leaves storing reserve substances;
- despite of the fact that destruction or removal of even few layers (the most peripheral parts are particularly exposed to this action) decreases resources needed for reproduction it does not cross out the possibility to release new shoots and therefore to preserve life. Thus what decides about onion's revival is most deeply hidden and therefore is affected by the negative external factors at the latest.

Czapiński assumes that the construction of psychological well-being is also layered and that impairing the layers surrounding its centre does not eliminate the possibility for the revival of its entire structure. Therefore "stability of positive attitude towards life preserves (...) only if the deepest layers remain intact (Czapiński, 1994, p.192)".

The author assumes that the condition of the layer that is located closest to the centre, deepest in the well-being structure is determined genetically. At this level positive attitude towards life is guaranteed in the life contract. "When you move away from the centre external conditions of life, life circumstances and experiences resulting from facing the world become more important indicator of condition of each layer" (Czapiński, 1994, p. 192).

There were three layers distinguished in the structure of well-being:

1. Will-to-live, the deepest, most stable and least susceptible to changeable life events;
2. General subjective well-being experienced emotionally or expressed in cognitive judgments; it is an intermediate layer, that is also called general feeling of well-being or general feeling of happiness;
3. Domain satisfaction with particular fields or areas of life (work, family, children, leisure, friends, living conditions, income, country, city, etc.) is a layer that constitutes the surface of happiness and therefore is mostly subjected to the external reality.

According to Czapiński internal source of satisfaction and hope is man's indispensable tool, helping him in active struggle with the world and enabling him to sustain positive attitude towards life, even if the conditions are unfavourable. However simultaneously, due to unsymmetrical consequences of good and evil an individual has to keep the "sensitivity" to the negative impact of the world. Negative stimulus is of greater importance for an individual than the positive one (negativity effect), as loss decreases the feeling of happiness more than profit increases it (Czapiński 1988).

The Onion Theory can reconcile above mentioned contradictions, well-being is not a unitary construct, it is composed on layers of different level of reactivity – generativity. Levels that are more reactive are the ones that are subjected to fast changes under the influence of objective external conditions. These levels witness very realistic attitude of an individual towards life: it's not good so I am not glad, etc. Levels that are more generative depend on objective external conditions less, the

attitude towards life depends on an individual, himself, not on what fate brings. "The model of onion helps to reconcile the requirement of realism (sensitivity to negative stimuli), fulfilled in scope of domain satisfactions with the necessity of maintaining affirmative attitude towards life, which guarantor is, in fact, the deepest level of happiness – an inner desire to life" (Czapiński, 1994, p. 193).

This model organises and explains the results of empirical researches that showed that:

- people do not have to have a particular reason to experience happiness, though they have to have the reason to feel unhappy;
- the feeling of misfortune is state of transition, an individual regains positive attitude towards life even after having experienced exceptionally painful events.

Researches conducted under the "Onion" program resulted in findings that objective determinants of quality of life influence psychological well-being by domain satisfactions that correspond with them. For example, low income results in less material satisfaction but the influence of low income on deeper layers of well-being depends on the influence of not only income itself but of domain satisfaction corresponding with it, therefore it is significantly weakened. Low income is therefore significantly reflected on material satisfaction of an individual but it has not significant impact on the general feeling of happiness. "Domain satisfactions are like the barrier that pulls negative psychological consequences of life stress, that protects deeper layers of happiness from erosion" (Czapiński, 1994, p. 193).

3. Relationship between job satisfaction and subjective psychological well-being in the light of empirical studies

Tait, Youtz Padgett and Baldwin (1989) reviewed 34 researches concerning relationship between job satisfaction and life satisfaction originating from the work of psychologists, sociologists of organization, sociologists and managers. The researchers conducted meta-analysis of 57 correlations between job satisfaction and life satisfaction (57 instead of 34 as a part of 34 researches additionally differentiated the research group according to sex or particular aspects of jobs) and the whole group that was taken into account gathered 19 811 people. According to the conducted meta-analysis it was shown that the correlation between job satisfaction and life satisfaction is 0.44. Furthermore, it was also stated that the correlation between job satisfaction and life satisfaction within women was much smaller in the older research than in the new one. The last research shows the disappearance of differences between the correlations in female and male groups.

According to the researchers the demographic and social changes that have occurred in the recent years influenced the increase of correlation of job satisfaction and life satisfaction of women. First of all, the number of working women has significantly grown. Secondly, nowadays more frequently than before, women hold managerial positions that are time-consuming, responsible and require more engagement. It is worth to emphasize that the reason why job satisfaction has such a big impact on life satisfaction has not been explained. The authors briefly mention the possibility of third variable that modifies studied correlation.

An interesting idea for examining the relationship between job satisfaction and individual happiness was presented by Davis and Chans (1975). The authors describe a model of variables that

determine the quality of human life created by Goodale, Hall, Burke and Joyner. The two following factors were taken into consideration in the process of creating a model: the quality of life perceived by an individual and an individual in various aspects of life (family life, job, social environment, recreation, etc.) It was observed that job constitutes a certain fragment of human identity, but it is not the only or the most important element. 17 variables were distinguished to describe quality of different aspects of life and environmental influences on the quality of particular aspects of life. The variables were divided into four categories, within which three elements were distinguished: task, social and personal. The four categories mentioned above are:

- features of character (feeling of control, self-esteem, identity);
- activity (task, social, self-directed development);
- objective aspects of life (successfully ended tasks, social successes, physical and economic well-being);
- perceived aspects of life (personal, subjective assessment of objective aspect of one's own life, e.g. commitment to tasks, sense of security).

The authors studied the influence of 17 variables on job, family life, social environment and recreation. The gathered data served as the basis for research conducted between 53 people differentiated by the level of experienced control (high-low) and employment (working-not working). The conclusions were as follows:

- psychological well-being, working environment, meeting goals and company of other people influence the quality of life the most;
- people rarely assess the quality of their own lives, they rarely think about it;
- the most favourite man's activities are: recreation, work other than professional and meeting with friends;
- the activities stated above are the favourite ones due to the fact that they bring satisfaction, are challenging and are related to contact with other people;
- people assess their past in positive terms;
- relations with other people, challenge and independence are considered to be the most satisfying aspects of job;
- interpersonal problems, unfavourable time of work and monotony are considered to be the biggest disadvantages of job;
- man considers family and contacts with other people as the most important aspects of life, while work or studies comes third;
- An individual usually ignores the influence of features of character (sense of control and identity) on the quality of life but self-assessment is an exception to this rule.

A reliable review of studies concerning the relationship between job satisfaction and life satisfaction was carried out by Czapiński (1994), who researched Polish (1396 people) and Belgian (441 people) population under the "Onion" program, applying a questionnaire created for that purpose. Data gathered by Czapiński shows that job satisfaction is truly related to the higher assessment of one's life (PI, B), lower number of negative emotional experiences (PI, B), better current mood (PI) and

stronger will to life (B). "However, the amount of diversity of responses on those dimensions of happiness that explain job satisfaction does not exceed 3%" (Czapiński, 1994, p. 59).

Studying the influence of work on individual's life it was observed that it was not only work itself that generated human happiness but it was the loss of work that led to the feeling of misfortune. The rate of suicide attempts and suicides is bigger among unemployed than among the general population, though the nature of this relation has not been fully recognized. S. Platt suggests, for example, that loss of job can be in fact the result of mental disorders developed previously and increasing the risk of suicide; unemployment, on the other hand, can be a factor that encourages an attempt to commit suicide, particularly when the job search is long (after: Czapiński, 1994).

Interesting examples of researches are the ones carried out by Danes, conducted among a thousand of shipbuilders in 1983-1986. Iversen and Sabroe entered the shipyard with their research project in the time of crisis and when it was planned to be largely downsized. The research was conducted three times, with yearly breaks, and applied sets of questionnaires with one of them studying general psychological well-being (will to life, feeling of depression, disability to cope with life problems and others). It was observed that in a year scale, the well-being of unemployed people and the well-being of people who were employed had not undergone any change, however the well-being of people, who started working again after being unemployed had significantly increased. Iversen and Sabroe claim that unemployment has negative effect on human psyche. They did not study the reverse relation, which is how bad mental condition influences the possibility to loose job, however, the existence of this relation is proven by the lack of changes in well-being among people who lost their jobs during the process of researching.

It is also worth to point out that the subjects of the research – people who lost their job showed lower level of psychological well-being yet before having lost job, in comparison with people who were employed the whole time. Therefore people who are supposed to be fired in the future (so people who are still working) manifest negative symptoms very similar to the ones that can be observed after becoming unemployed. While analysing the same data later Iversen and Sabroe showed that the feelings of loneliness and little contact with people are the factors that enable to predict (to some degree) future unemployed.

The way how the feeling of happiness influences the risk of losing one's job and the chances of getting the job back was studied also in the Netherlands. In 1990 Verkley and Stolk (after Czapiński, 1994) carried out longitudinal research observing that people who are less happy have better chances of losing job, they do not cope well with unemployment and finally their chances of re-employment are lower.

Interesting conclusions were also drafted by Wanberg, Carmichael and Downey (1999). They researched 256 people according to the job satisfaction experienced while working for the last company that employed them (before they lost their jobs). The results of their studies contradict the popular among psychologists thesis about the negative impact of being highly satisfied with the effects of one's recent job on the reactions in case of unemployment and exceptional problems that are experienced while coping with this situation.

Are psychologists too precipitate in ascribing unemployment toxic impact on individual mental condition? The researches to confirm these assumptions were carried out in the United States in 1978-1982. Dooley, Catalano and Rook measured the level of depression symptoms among 8000 people (it is worth to observe that this period was particularly difficult due to the economic recession in the States). The researchers observed differences between employed and unemployed. Aiming at studying the direction of causal relation on part of the sample they conducted double measurement of depression (at 3 months intervals). "It turned out that the best predictor of depression in the second measurement is the level of depression in the first measurement, (...) loss of job in the time between the measurements had no influence on changing the level of depression (...)". Furthermore, it was claimed that come back to working actively caused the increase of the symptoms of depression while staying unemployed was related to its decrease (Czapiński, 1994, p.55).

There are three theories that attempt to explain the relationship between job satisfaction and life satisfaction that can be found in the subject literature (Wright, Bennett and Dun, 1999):

- compensation – e.g. a successful family life can compensate for a job that does not bring satisfaction;
- segmentation – job satisfaction is not related to other aspects of life; job satisfaction has nothing in common with satisfaction that is experienced with activities other than professional (e.g. leisure, children, education), although some particular satisfactions influence (regardless of each other) on overall happiness of an individual;
- spillover – job satisfaction influences other aspects of individual's life; a person experiencing job satisfaction is happier and the happiness manifests itself in other aspect of life (e.g. marriage satisfaction, higher self-esteem, country or place of living satisfaction etc.).

Each of theories presented above found its confirmation in empirical researches. Reviewing the subject literature revealed that the theory of compensation had been confirmed by older researches. Basing on research carried out among 127 men Lafitte stated the absolute advantage of family and social values over the professional ones. The work of Davis and Chans also revealed that professional activity does not constitute a particularly important aspect of life satisfaction. Social contacts, recreation and activity other than professional appeared to be the more important for individual satisfaction. An employee can accept the job which is not interesting if he finds satisfaction in more important aspects of his life (family, friends, spare time and atmosphere at work).

Basing on research conducted among 479 policemen Hart (1999) stated there was no relationship between job satisfaction and other aspects of life satisfaction (segmentation theory). Moreover, Hart proves that life satisfaction or lack of life satisfaction is influenced by the following factors (in order of importance): other than professional aspect of life satisfaction, neuroticism, problems other than professional, job satisfaction, extraversion, problems at work, professional successes.

Basing on the results of their researches Wright, Bennett and Dun (1999) incline towards the theory of spillover. Life satisfaction of 63 tested people significantly influenced salary satisfaction and job satisfaction alone. Similar conclusions were drafted by Kantak, Futrell

and Sager (1992), who researched 162 managers of different status of one of American concerns. According to the authors job satisfaction is tightly correlated with life satisfaction, regardless the place (in a company's hierarchy) of the job itself. Large scale researches were conducted by Cranswick (1997). Basing on the results gathered from 1993 people (personnel managing organization helping handicapped people and personnel working directly with customers) it was stated that the position held in the company did not influence job satisfaction. However it was the attitude towards work that played a decisive role.

The subject of the relationship between professional work and happiness has been also covered in the studies of cross-cultural psychology. Due to the fact that many studies have shown the relationship between job satisfaction and well-being (or well-being and the productivity of work) many countries begun to wonder how to create working conditions that would be accepted by the workers of different nationalities (Keita & Hurrell, 1996, Mączyński, 2001). Psychology of management more frequently cover the issues of national minorities, stereotypes, prejudices, discrimination or racism in working environment (Matsumoto & Juang 2007). Interpersonal conflicts in company or divisions of any kind do not serve work's productivity or employees themselves.

Studying the influence of work/unemployment on well-being will become even more complicated if our analysis starts to involve its cultural context, as culture undoubtedly influences creating man's values, attitudes, beliefs and standards. There are different cultures that offer different "ways of life", there are different philosophies connected with particular geography, history or religion. Their implications appear in everyday life of every person, in his sorrow and happiness.

4. Own research¹

There were 55 Poles (men) taking part in this research, aged from 28 to 55. The researches were conducted individually. Each research was preceded by a conversation with a person interviewed and by applying a proper instruction.

The following survey methods were used to conduct the research:

- Minnesota Satisfaction Questionnaire MSQ – Short Form elaborated by Borucki (1988) – to measure job satisfaction;
- Cantril Ladder CL (Cantril Self-Anchoring Scale, 1965) – to measure general life satisfaction (cognitive component);
- Scale of Emotions (Lucas and Gohm, after Borkowska, 2001), parts A (frequency of experiencing) and B (intensity of experiencing) – to measure general life happiness (emotional component).
- Will to Live Scale (Czapiński, 1994) – to measure will to live².

¹ Presented studies are a part of project devoted to the topic of job satisfaction and well-being of Poles and Polish emigrants in Canada.

² The results considering will to live are not presented in this study. According to Czapiński's theory the relationship between job satisfaction and will to live was not expected. Statistical analysis confirmed this thesis – received results were not statistically relevant.

In the presented studies independent variable X was agreed to be job satisfaction in the definition of Weiss, Dawis, England and Lofquist. Dependent variable Y is psychological well-being according to the theory of Czapiński.

An indicator of independent variable X (job satisfaction) is a result obtained by a person measured in MSQ – Short Form. The higher the score the person experiences more job satisfaction.

The indicator of dependent variable Y1 (general life satisfaction expressed in cognitive assessments) is a result obtained by a person interviewed in CL scale. The higher the result the bigger life satisfaction expressed in cognitive appraisals.

The indicator of dependent variable Y2 (general life satisfaction expressed in experienced emotions: positive Y2+, negative Y2-) are results received by a person interviewed in Scale of Emotions. The higher the results the more frequently and the more intensively a person experiences positive/negative emotions.

Analysed theories of job satisfaction and well-being as well as the results from empirical researches served as the basis to draft the following hypothesis:

1. There is a relationship between an individual's job satisfaction and one's well-being expressed in cognitive appraisals: the bigger job satisfaction the better the overall assessment of one's life;
2. There is a relationship between job satisfaction and psychological well-being expressed in experienced positive emotions: the bigger job satisfaction the more positive emotions an individual experiences;
3. There is a relationship between job satisfaction and psychological well-being expressed in experienced negative emotions: the lower the job satisfaction the more negative emotions are experienced;
4. According to negativity rule the relationship between job satisfaction and experienced negative emotions will be higher than the relationship between job satisfaction and positive emotions: negative correlations between job satisfaction and experienced negative emotions will be more numerous and the levels of their statistic relevance (p) will be lower than positive correlations between job satisfaction and experienced positive emotions.

In order to verify the formulated hypotheses the following statistical analyses were applied:

- the values of basic statistics for a sample group were calculated;
- the matrices for r-Pearson linear correlation for a sample group were calculated.

The following signs to mark particular variables were agreed to appear in the result tables:

- CL – general life satisfaction expressed in cognitive appraisals;
- Jo – joy;
- Sa –satisfaction;
- Pr – pride;
- Co – commitment;
- Fe – fear;
- So – sorrow;

- An – anger;
- Gu – feeling of guilt;
- number 1 with the symbol of emotion is its frequency;
- number 2 with the symbol of emotion is its intensity
- MSS – job satisfaction (general indicator);
- MS1 to MS20 – particular factors of job satisfaction:
 - MS1 – opportunity to work actively,
 - MS2 – independence,
 - MS3 – variety of tasks,
 - MS4 – social position,
 - MS5 – professional skills of superiors,
 - MS6 – financial compensation,
 - MS7 – opportunity to use all capabilities at work;
 - MS8 – opportunity to act pro-socially at work,
 - MS9 – acquiring power,
 - MS10 – way of meeting agreed workplace policy,
 - MS11 – opportunity of formal promotion,
 - MS12 – interpersonal relations with coworkers,
 - MS13 – work assessment and recognition,
 - MS14 – opportunity to work creatively,
 - MS15 – opportunity for achievements,
 - MS16 – level of responsibility of performed professional tasks,
 - MS17 – interpersonal relations with superiors,
 - MS18 – level of importance of performed work,
 - MS19 – physical conditions of work,
 - MS20 – opportunity for personal development at work.

In order to verify the first hypothesis the linear r-Pearson correlations for a tested sample were calculated. Coefficients of correlation are presented in Table 1.

Table 1. Coefficients of r-Pearson correlation between job satisfaction and its particular factors and life satisfaction expressed in cognitive appraisals (CL)

	CL	
	r	p
MS8	0,27	0,044
MS10	0,27	0,044
MS12	0,30	0,028
MS13	0,38	

		0,005**
MS16	0,36	0,007**
MS17	0,34	0,012
MS18	0,29	0,033
MSS	0,35	0,010
p < 0,05 ** p < 0,01		

The results presented in Table 1 indicate that job satisfaction correlates with CL (r = 0,035; p = 0,010), the other factors of job satisfaction that correlate with CL are as follows:

MS8 – opportunity to act pro-socially (r = 0,27; p = 0,044),

MS10 – way of meeting company’s policy (r = 0,27; p = 0,044),

MS12 – interpersonal relations (r = 0,30; p = 0,28),

MS13 – assessment and recognition (r = 0,38; p = 0,005**),

MS16 – level of responsibility of performed tasks (r = 0,36; p = 0,007**),

MS17 – relations with superiors (r = 0,34; p = 0,012),

MS18 – importance of performed work (r = 0,29; p = 0,033).

In order to verify the second hypothesis linear r-Pearson correlations were calculated for a tested group. Coefficients of correlation for a group are presented in Table 2.

Table 2. R-Pearson coefficients between job satisfaction and its particular factors and life satisfaction expressed in experienced positive emotions.

	Jo1		Jo2		Sa1		Sa2		Pr1		Pr2		Co1		Co2	
	r	p	r	p	r	p	r	p	r	p	r	p	r	p	r	p
MS1	0,29	0,029	0,05	0,720	0,22	0,102	0,13	0,342	0,17	0,220	0,13	0,352	-	0,634	0,10	0,483
MS4	0,12	0,399	0,06	0,676	0,28	0,041	0,15	0,274	0,12	0,392	0,14	0,301	0,11	0,440	0,22	0,110
MS13	0,19	0,168	0,08	0,561	0,21	0,119	0,24	0,082	0,33	0,014	0,18	0,193	-	0,492	-	0,955
MS14	-	0,302	-	0,008**	-	0,308	-	0,060	-	0,275	-	0,569	-	0,024	-	0,386
MS19	-	0,257	-	0,082	-	0,461	-	0,116	-	0,210	-	0,081	-	0,037	-	0,410
p < 0,05 ** p < 0,01																

Results presented in Table 2 do not indicate the relationship between job satisfaction MSS and experienced positive emotions. Five factors of satisfaction correlate with the following positive emotions:

MS1 (opportunity to act actively) correlates positively with Jo1 ($r = 0,29$; $p = 0,029$),
 MS4 (social position) correlates positively with Sa1 ($r = 0,28$; $p = 0,041$),
 MS13 (recognition and work assessment) correlates positively with Pr1 ($r = 0,33$; $p = 0,014$),
 MS14 (opportunity to work creatively) correlates negatively with Jo2 ($r = -0,36$; $p = 0,008^{**}$)
 and Co1 ($r = -0,30$; $p = 0,024$),
 MS19 (physical conditions of work) correlates negatively with Co1 ($r = -0,28$; $p = 0,037$).

In order to verify the third hypothesis linear r-Pearson correlations were calculated for the experimental group, for the control group and for both of them. The coefficients for the group being tested are presented in Table 3.

Table 3. R-Pearson coefficients between job satisfaction and its particular factors and job satisfaction expressed in experienced negative emotions

	Fe1		Fe2		So1		So2		An1		An2		Gu1		Gu2									
	r	p	r	p	r	p	r	p	r	p	r	p	r	p	r	p								
MS2	-	0,14	0,306	-	0,45	0,001**	-	0,181	0,34	0,012	-	0,15	0,268	-	0,22	0,107	-	0,06	0,639	-	0,28	0,036		
MS6	-	0,16	0,250	-	0,09	0,523	0,09	0,520	0,08	0,581	-	0,34	0,010	-	0,14	0,321	-	0,12	0,373	0,02	0,882			
MS7	0,09	0,521	-	0,18	0,185	-	0,24	0,083	-	0,43	0,001**	-	0,39	0,004**	-	0,38	0,004**	0,01	0,935	-	0,14	0,311		
MS8	-	0,10	0,456	-	0,19	0,172	-	0,21	0,119	-	0,21	0,125	-	0,30	0,028	-	0,27	0,046	0,14	0,298	0,16	0,230		
MS10	-	0,12	0,370	-	0,21	0,129	-	0,16	0,242	-	0,26	0,051	-	0,31	0,023	-	0,30	0,024	-	0,06	0,682	-	0,12	0,387
MS11	0,00	0,987	-	0,25	0,067	0,21	0,126	-	0,12	0,396	-	0,18	0,193	-	0,27	0,046	0,25	0,069	0,10	0,461				
MS12	0,05	0,693	-	0,12	0,374	-	0,04	0,774	-	0,25	0,066	-	0,28	0,035	-	0,34	0,011	0,13	0,362	0,00	0,990			
MS13	-	0,26	0,054	-	0,29	0,031	-	0,07	0,610	-	0,12	0,402	-	0,33	0,014	-	0,28	0,036	0,04	0,754	-	0,15	0,262	
MS14	0,21	0,116	-	0,03	0,824	-	0,01	0,965	-	0,21	0,130	-	0,28	0,038	-	0,29	0,029	0,19	0,175	0,05	0,694			
MS15	-	0,08	0,541	-	0,15	0,273	-	0,20	0,134	-	0,34	0,012	-	0,40	0,002	-	0,26	0,054	-	0,01	0,927	0,08	0,566	
MS16	-	0,10	0,452	-	0,14	0,303	-	0,04	0,768	-	0,27	0,044	-	0,28	0,042	-	0,31	0,020	0,16	0,250	-	0,05	0,705	
MS17	-	0,05	0,739	-	0,04	0,746	0,03	0,807	-	0,18	0,201	-	0,33	0,015	-	0,30	0,024	-	0,07	0,596	-	0,02	0,896	
MS18	-	0,07	0,636	-	0,28	0,040	-	0,09	0,497	-	0,31	0,020	-	0,25	0,068	-	0,37	0,006**	-	0,09	0,502	-	0,30	0,028
MS19	0,05	0,705	-	0,19	0,169	0,04	0,753	-	0,17	0,229	-	0,26	0,052	-	0,35	0,009**	-	0,04	0,747	-	0,20	0,142		
MS20	0,16	0,232	-	0,18	0,192	0,01	0,962	-	0,21	0,119	-	0,25	0,070	-	0,31	0,021	0,17	0,219	-	0,03	0,837			
MSS	-	0,06	0,678	-	0,25	0,070	-	0,08	0,548	-	0,30	0,024	-	0,45	0,001**	-	0,37	0,006**	0,09	0,514	0,02	0,899		

p < 0,05 ** p < 0,01

Table 3 indicates the existence of correlation between job satisfaction and experiencing negative emotions. MSS correlates negatively with So2 ($r = -0,30$; $p = 0,024$), An1 ($r = -0,045$; $p = 0,001^{**}$) and An2 ($r = -0,37$; $p = 0,006^{**}$). As many as 15 satisfaction factors correlate negatively with experiencing negative emotions:

MS2 (independence) correlates negatively with Fe2 ($r = -0,45$; $p = 0,001^{**}$), So2 ($r = -0,43$; $p = 0,012$) and Gu2 ($r = -0,28$; $p = 0,036$),

MS6 (financial compensation) correlates negatively with An1 ($r = -0,34$; $p = 0,010$),

MS7 (opportunity to use all capabilities at work) correlates negatively with So2 ($r = -0,43$; $p = 0,001^{**}$), Gn1 ($r = -0,39$; $p = 0,004^{**}$) and Gn2 ($r = -0,38$; $p = 0,004^{**}$),

MS8 (ability to act pro-socially at work) correlates negatively with An1 ($r = -0,30$; $p = 0,028$) and An2 ($r = -0,27$; $p = 0,046$),

MS10 (way of agreed workplace policy) correlates negatively with An1 as well ($r = -0,31$; $p = 0,023$) and with An2 ($r = -0,30$; $p = 0,024$),

MS11 (opportunity for promotion) correlates negatively with An2 ($r = -0,27$; $p = 0,046$),

MS12 (interpersonal relations with co-workers) correlates negatively with An1 ($r = -0,28$; $p = 0,035$) and An2 ($r = -0,34$; $p = 0,011$),

MS13 (work assessment and recognition) correlates negatively with Fe2 ($r = -0,29$; $p = 0,031$), An1 ($r = -0,33$; $p = 0,014$) and An2 ($r = -0,28$; $p = 0,036$),

MS14 (opportunity to work creatively) correlates negatively with An1 ($r = -0,28$; $p = 0,038$) and An2 ($r = -0,29$; $p = 0,029$),

MS15 (opportunity for achievements) correlates negatively with So2 ($r = -0,34$; $p = 0,012$) and An1 ($r = -0,40$; $p = 0,002^{**}$),

MS16 (level of responsibility of performed professional tasks) correlates negatively with An1 ($r = -0,28$; $p = 0,042$) and An2 ($r = -0,31$; $p = 0,020$),

MS17 (interpersonal relations with superiors) correlates negatively with An1 ($r = -0,33$; $p = 0,015$) and An2 ($r = -0,30$; $p = 0,024$),

MS18 (level of responsibility of performed professional tasks) correlates negatively with Fe2 ($r = -0,28$; $p = 0,040$), So2 ($r = -0,31$; $p = 0,020$), An2 ($r = -0,37$; $p = 0,006^{**}$) and Gu2 ($r = -0,30$; $p = 0,028$),

MS19 (physical conditions of work) correlates negatively with An2 ($r = -0,35$; $p = 0,009^{**}$),

MS20 (opportunity for personal development) correlates negatively with An2 ($r = -0,31$; $p = 0,021$).

In order to verify the fourth hypothesis the results presented in Table 2 (concerning correlation of job satisfaction/factors with experiencing positive emotions) were compared to the results from Table 3 (concerning correlation of job satisfaction/factors with experiencing negative emotions). The results of these comparisons are presented in Table 4.

Table 4. Comparison of coefficients of correlation included in Table 2 and Table 3 with respect to A,B,C and D.

Table 2				Table 3			
A+	B+	C	D	A-	B-	C	D
0	6	1	0	3	31	5	0
Legend: A number of correlations of job satisfaction MSS with emotions (+positive, -negative) B number of correlations of MS1-MS20 factors with +/- emotions C number of correlations on the relevance level ** p < 0,01 D number of correlations on the relevance level *** p < 0,001							

The data presented above indicate quantitative advantage of correlation between job satisfaction and negative emotions. Among those correlations there is the majority of those of relevance level $p < 0,01$. Therefore one can conclude there is existence of negativity effect in the study.

4. Discussion of results

The conducted research showed the correlation between job satisfaction and psychological well-being of an individual. Job satisfaction influences the general well-being expressed in cognitive appraisals in the group of tested employees. An employee who is satisfied with his job assesses the overall shape of his life in more positive terms. This fact can be explained, among others, by direct neighbourhood of the layer of partial satisfactions with the layer of general life satisfaction, which was covered in Czapiński's "Onion" theory of well-being.

There are two factors of satisfaction that have special influence on employee well-being: employee satisfaction with work assessment and recognition and satisfaction with the level of responsibility of performed professional tasks. The importance of these two factors for employee job satisfaction was underlined in the works of Stephen P. Robbins (1991). Recognizing "me-company" as a fair relation by an employee is tightly connected with his superiors' fair assessment of his work. The work recognition showed by a company (whether it is material or not) gives an employee joy and motivates him to further activities only when it actually corresponds with effort devoted to the job.

The importance of professional tasks performed by an employee for his well-being was a subject of many psychological researches. According to E.A. Locke (after Borucki, 1988) job satisfaction was determined by opportunities to act according to one's values at work. An employee assesses what's important and meaningful for him, his life satisfaction increases when he finds an opportunity to perform important and (in his opinion) meaningful tasks. Rick Jarow (1999) found individual's faith in executing professional tasks of a great importance for human life. Those tasks have to be important and valuable, they have to be the source of employee's good mood and his way

of expressing himself. Therefore it is very important for an employee to find his work meaningful. The fact whether someone is a physical worker or a scientist is of no importance here. The only relevant thing is sense of making good use of one's will and skills.

Employee's satisfaction with physical conditions of work also influences his well-being. This may result from widespread identification of high social position or achieved success with comfort, high quality of interiors, goods or clothes. Spending every day in comfortable accommodation can indeed improve employee's mood. The influence of physical conditions of work on the general image of a company and its culture is more frequently observed while the number of ergonomic, aesthetic and safe places of work is increasing.

An individual who is satisfied with his work experiences more positive emotions, he is more often joyful and glad, he is also more inclined to feel proud of his accomplishments. However, satisfaction with some aspect of professional work can also have negative impact. The results of conducted researches showed that creating opportunity for acting creatively at work and perfect physical conditions of work may lower employee's mood and sense of commitment. How can we explain those dependencies?

First of all, creating opportunities for working actively urges workers to perform active tasks but not everyone has predispositions to them. Creative work is connected with increased responsibilities and risk, being in superiors' centre of attention, particular way of settling accounts for ideas and applied methods.

Secondly, a situation when few/few dozen employees may apply conditions for working actively and only some of them actually work actively can be a source of a lot of stress. These opportunities are not comfortable for employees who do not work creatively and who compare themselves with the rest of the group or who are being compared by the superiors. It can give negative influence on employees' morale and according to most researches interpersonal relations at work significantly determine job and life satisfaction (Davis i Chans, 1975; Robbins, 1991; Stelmach, 2000; Warr, 2003).

Thirdly, creative work includes independent planning, managing employee's own time and time of others and more frequently – managing high budget. Not everyone finds working without schedules, assigned resources and clearly defined responsibilities fulfilling. The spectrum of these responsibilities may exceed employee's possibilities, lead to overwork and exhaustion. This is a generally known phenomenon that has been numerously covered in the literature of psychology of stress (Terelak, 1993, 1995, 2001, 2008).

The relationship between good physical conditions of work and more seldom experienced emotions of commitment can be explained as follows: first of all, perfect physical conditions of work are given mostly to people who hold high and responsible job positions, those jobs come with particularly high requirements and higher psychological costs. Secondly, very quickly employees start to perceive very good physical conditions of work as the standard ones. When time goes by an employee starts to look for a different (which does not mean optimal) surrounding, the one that is more interesting and attractive in particular job and life circumstances.

Employee's job satisfaction is connected with negative emotions experienced by him. An individual that experiences more job satisfaction more seldom and less intensively experiences anger. What is more, the intensity of experienced sadness also decreases. The above assumption is extremely important due to the proven relationship between these emotions and existence of psychosomatic diseases. Emotion of anger is accompanied by irritation, tension and aggression (verbal/physical) which is a serious factor of conflicts in professional and family environment. Chronic experiencing of anger is associated with the constant stimulation of vegetative nervous system. This situation usually results in the collapse of defence mechanisms under stress and development of psychological disorders (Tylka, 2000a, 2000b). Increasingly doctors discern the source of emerging human somatic disorders in the professional work.

The relationship between job satisfaction and the emotion of sorrow demonstrated in this study is not without important implications either. Lack of job satisfaction lowers employees' morale, which can result in incorrect interpersonal relations at work and employees perceive values resulted from social relations as one of the most important in professional work (Gliszczyńska, 1981; PKPP Lewiatan and SGH³, 2005, 2007; see Thiery, Den Hertog, Koopman and Wilderom, 2001). Values appreciated by an individual and possibility to achieve them in professional and personal life are the basis of good morale and general satisfaction.

The conducted studies confirm the rule of negativity that has been extensively covered by Janusz Czapiński (1985, 1992, 1994, 2001). An employee who is not satisfied with one aspect of his work will react faster and more intensively than the one who is particularly satisfied. An employee will give less intensive emotional reaction for a raise of 200 PLN than for lowering his salary of 200 PLN. Professional success will satisfy less than a failure will irritate. Making employees aware of negative rule can influence the way how they perceive their professional successes and failures and as the result how they assess working environment and their functioning in it.

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³ Source: www.rynek.pracy.pl basing on PKPP Lewiatan and Warsaw SGH: "Pracujący Polacy 2005 (Working Poles 2005)" and "Pracujący Polacy 2007 (Working Poles 2007)" research projects.

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