



HELLENIC OPEN UNIVERSITY
SCHOOL OF SOCIAL SCIENCE
Master in Business Administration (MBA)

Postgraduate Dissertation

Key factors that influence job satisfaction in the private sector in
Greece

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Patras, Greece, May 2026

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Acknowledgements and Dedication

I would like to thank my supervisor, Mr. Nikolaos Tsounis, for his guidance, explanations, and continuous support, as well as my brother, Stavros, for his valuable help.

I would also like to dedicate this work to my team, Area E, who gave me the inspiration and motivation to explore what truly makes employees happy.

Abstract

Job satisfaction is one of the most important issues that has concerned individuals, companies, and their supervisors over the past century. Job satisfaction largely determines employees' well-being and temper and, in some cases, can even affect their health. This study analyzes employees' overall satisfaction and examines how their overall satisfaction relates to specific aspects of their work, as well as how general demographic characteristics relate both to overall satisfaction and to satisfaction with specific features of their jobs.

The survey covered private export-oriented companies or branches of multinational corporations in Northern Greece, specifically in the Prefecture of Thessaloniki and Kilkis. To evaluate job satisfaction Paul Spector's JSS questionnaire was used. A total of 104 employees participated, almost evenly split between men and women (49% men and 51% women). With a total workforce of fewer than 5,000 employees, the sample represents approximately 2% of the target population. The results were analyzed using statistical methods.

According to the findings, employees are neither satisfied nor dissatisfied with their work overall, they are fairly satisfied with their relationships with colleagues, the nature of the work, and their supervisors, but they are dissatisfied with their pay, additional fixed benefits, and promotion opportunities. Women show lower satisfaction than men in almost all areas, including fixed pay, fixed benefits, performance - based bonuses, promotion opportunities, and relationships with their supervisor. Both genders - and especially women - when they have children in their care, need greater support, flexibility, and understanding from their superiors to meet the demands of their daily lives.

This study recommends that companies prioritize compensation and benefits, especially for lower - paid employees, ensure transparency regarding salary bands and career-progression prospects, and guarantee equal advancement opportunities for both genders. It further emphasizes that companies should offer flexible working arrangements for employees with significant family obligations or frequent overtime.

Keywords

job satisfaction, JSS, private companies, multinationals, exports companies

Οι σημαντικότεροι παράγοντες που επηρεάζουν την εργασιακή ικανοποίηση στον ιδιωτικό τομέα στην Ελλάδα

Ζήνα Βερεσόγλου

Περίληψη

Η εργασιακή ικανοποίηση είναι ένα από τα σημαντικότερα θέματα που απασχολούν τον τελευταίο αιώνα τα ίδια τα άτομα, τις εταιρείες και τους προϊσταμένους τους. Η εργασιακή ικανοποίηση, σε μεγάλο βαθμό, καθορίζει το ευρωστία και διάθεση των εργαζομένων και σε κάποιες περιπτώσεις μπορεί να καθορίσει ακόμα και την υγείας τους. Η παρούσα μελέτη αναλύει την συνολική ικανοποίηση των εργαζομένων, και εμβαθύνει πάνω στη σχέση της συνολικής τους ικανοποίησης με συγκεκριμένες παραμέτρους της εργασίας τους, αλλά και τη σχέση γενικών δημογραφικών χαρακτηριστικών με τη συνολική ικανοποίηση, αλλά και με την ικανοποίηση συγκεκριμένων χαρακτηριστικών της εργασίας τους.

Η έρευνα περιλάμβανε ιδιωτικές εξαγωγικές εταιρείες ή παραρτήματα πολυεθνικών εταιρειών στη Βόρεια Ελλάδα και πιο συγκεκριμένα στο Νομό Θεσσαλονίκης και Κιλκίς. Για να αξιολογηθεί η εργασιακή ικανοποίηση χρησιμοποιήθηκε το ερωτηματολόγιο του Paul Spector JSS. Λάβανε μέρος 104 εργαζόμενοι σχεδόν ισομοιρασμένοι σε άντρες και γυναίκες (49% άντρες και 51% γυναίκες). Με ένα σύνολο εργαζομένων μικρότερο από 5.000 άτομα, το δείγμα αντιπροσωπεύει περίπου το 2% των υπαλλήλων. Τα αποτελέσματα αναλύθηκαν με τη χρήση στατιστικών μεθόδων.

Σύμφωνα με τα αποτελέσματα της έρευνας διαπιστώθηκε πως οι εργαζόμενοι δεν είναι ούτε ικανοποιημένοι, ούτε δυσαρεστημένοι από την εργασία τους συνολικά, είναι αρκετά ικανοποιημένοι από τη σχέση με τους συναδέλφους τους, τη φύση της εργασίας και τους υπεύθυνούς τους, αλλά είναι δυσαρεστημένοι με τις μισθολογικές απολαβές τους, τις επιπλέον σταθερές παροχές τους και τις δυνατότητες εξέλιξης. Οι γυναίκες εμφανίζουν σχεδόν σε όλους τους τομείς μικρότερη ικανοποίηση από τους άντρες, περιλαμβάνοντας τομείς όπως η σταθερές

μισθολογικές απολαβές, οι σταθερές παροχές, οι επιπλέον απολαβές βάσει επίτευξης, οι δυνατότητες εξέλιξης και οι σχέσεις με τον υπεύθύνό τους. Παράλληλα, και τα δύο φύλα και κυρίως οι γυναίκες, όταν έχουν υπό τη φροντίδα τους παιδιά, έχουν ανάγκη από μεγαλύτερη υποστήριξη, ευελιξία και κατανόηση από τους ανωτέρους τους, ώστε να ανταποκριθούν στην επιβαρυνόμενη καθημερινότητά τους.

Αυτή η μελέτη προτείνει στις εταιρείες να δώσουν προτεραιότητα στις αποδοχές και τις παροχές, ειδικά για τους χαμηλόμισθους εργαζόμενους, να διασφαλίσουν τη διαφάνεια σχετικά με τις μισθολογικές κλίμακες και τις προοπτικές επαγγελματικής εξέλιξης, και να εγγυηθούν ίσες ευκαιρίες ανέλιξης και για τα δύο φύλα. Τονίζει, περαιτέρω, ότι οι εταιρείες θα πρέπει να προσφέρουν ευέλικτες εργασιακές ρυθμίσεις σε υπαλλήλους με σημαντικές οικογενειακές υποχρεώσεις ή συχνές υπερωρίες.

Λέξεις – Κλειδιά

εργασιακή ικανοποίηση, JSS, ιδιωτικές εταιρείες, πολυεθνικές, εξαγωγικές εταιρείες

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List of Abbreviations & Acronyms

JSS	Job Satisfaction Survey
SCVs	Societal Cultural Values
ISSP	International Social Survey Program
GDP	Gross Domestic Product
M	Mean
SD	Standard Deviation
Med	Median

1. Introduction

Throughout human history, work has been and remains a very large part of a person's daily life. In many cases, working hours exceed the time a person spends with family and friends. The income, an individual receives, significantly determined their and their family's standard of living, access to education, healthcare, and entertainment. Furthermore, a person's job position and achievements influence how others perceive them and impact their personal self-esteem. The ability to work in a healthy, collaborative environment elevates their quality of life and sense of well-being. On the other hand, working in a toxic, non-collaborative environment can affect them, having a huge impact on their mental health and leading to harmful conditions for their physical health and even their life.

In recent years, work is no longer just a means of earning income for survival. Since the beginning of the 19th century, scientific fields have developed with the scope of creating healthy work environments, providing satisfactory salaries and benefits to retain a capable workforce, improving relations among employees, creating a connection between employees and their work, promoting employee well-being, and maintaining a good balance between professional and personal life. To measure all the above, and for companies to understand their workforce's current perceptions about their work, the field of job satisfaction began to develop.

Job satisfaction is one of the most important issues that companies, organizations and managers are facing. It is also a topic that has been researched very much at the company level nationally and internationally. Over the years different explanations and definitions have been given according to the different perspectives and the meaning of job satisfaction has been altered and will continue to change in the upcoming years. If we wish to give a definition of job satisfaction we can mention that "Job satisfaction refers to the degree of contentment an employee feels regarding their job, encompassing cognitive, affective, and behavioral components of organizational behavior" [Hoffmann – Miller, 2024] or alternatively job satisfaction is indicated as a "pleasurable or positive emotional state, resulting from the appraisal of one's job experiences" [Locke, 1976].

Job satisfaction plays a huge role in a person's life quality including self-esteem, public human interaction, connection with family, healthy condition, work performance, work attendance, role

position changes and has serious impacts in some cases on individual psychological health resulting in burning out [Montuori et al, 2022]. It is common for most of the population that a bad experience in working life influences in such severe ways people well-being and for much longer period than the working hours, that they must quit or change their work. A very big part of the population needs psychological support from experts, not from personal life problems but because of the toxic working environment.

On the other hand, well-motivated employees show better performance and contribution with their team and managers [Judge et al., 2001], [Organ, 1998], cares and helps the improvement of their colleagues, feel committed [Meyer and Allen, 1991], develop an affective relationship with their work and they personal care about colleagues and company's success. Moreover, their bonding with their current workplace is so strong that they remain in their work, reducing the recruitment and training costs [Tett & Meyer, 1993]. At a personal level they are happier, more encouraged, having less stress and a better psychological condition.

Additionally, regarding the advantages at the company level, the organization gains an overall positive work environment, profitability, high performance and better customer service [Harter et al., 2002]. The employees themselves serve as the "human" promotion of the company, highlighting the good working conditions and friendly environment, while enabling the company to attract and hire qualified individuals who wish to work in this specific workplace.

Moreover, from the manager's point of view and from my experience, the team leaders wish to satisfy their people, to motivate them, to find ways – independently of the company's strategy – to keep them engaged, to offer them the recognition they need, to guide them in a specific way to provide 100% of their abilities, to inspire them, and to push them to deliver the best possible results for the team and for them, personally. When there are certain limitations regarding the levels of salaries and rewards, it is crucial to discover ways that will act in a way to replace the lack of objective outcomes and to keep the employee satisfied. Managers develop a personal relationship with their team, and a person's resignation can become a severe personal loss for them.

From the beginning of the 19th century countries and companies started to investigate employee satisfaction at the workplace and through the years this sector of research gained a lot of attention.

It is generally admitted that motivated and satisfied employees provide better results and give a more human character to the organization. Companies are trying to identify the main reasons that lead to employees' satisfaction and to improve the employee satisfaction index. A very big group of companies is doing research on workplace evaluation and workforce satisfaction every year, and they are aiming to improve their results and to identify the changes and the improvement they are forced to make to keep their employees happy.

This study survey 104 administrative employees from six private companies in Northern Greece, located in the Thessaloniki and Kilkis areas. The participating firms will either be Greek branches of multinational corporations or export-oriented companies with diverse areas of activity. With a combined workforce of fewer than 5,000 employees, the sample represents approximately 2% of the target population. Data will be collected using Paul Spector's Job Satisfaction Survey (JSS) questionnaire. The results will be processed using quantitative methods and analyzed according to the procedures recommended for this instrument. All analyses will follow the methodology and scoring guidelines provided in the questionnaire manual. Additionally, the research will include a brief section with questions on demographic information. The combination of demographic characteristics and JSS responses is used to extract valuable conclusions about the relationship between job satisfaction and variables such as age, gender, family status and other relevant factors.

The outcome of the investigation is to propose ways for improving the total employees' experience at their workplace and to suggest incentives that would improve the levels of job satisfaction. Furthermore, it is important to identify the key factors and metrics that HR departments should consider when controlling individual job satisfaction. So, it is crucial to develop other criteria and methodologies for different demographic categories to maintain the creativity and willingness of their people's potential. Employees who are happy with their work are more likely to experience greater well-being, stay with their companies and employers, and achieve better outcomes for the company and society.

2. Literature review

In this chapter, an attempt is made to examine how the field of job satisfaction started, to review the main theories that shaped it, and to follow its development over time. The basic concepts will be defined, the most influential models will be outlined, and key milestones in the literature will be highlighted in a clear and simple way. The factors that lead to satisfaction and the ways in which these are changing over time will also be examined.

2.1 Taylorism and Mayo's Theory

In 1911 Frederic Taylor published his article "*The Principles of Scientific Management*" in which analyze the way to increase efficiency and productivity in work procedure. According to his study the main direction to achieve that is to divide every work step into smaller pieces, analyze them and find the most efficient way to produce the best result at each piece of work. Every employee is dedicated to each small piece. In this way, the employees are perfectly trained and capable of finalizing their task without mistakes, consuming the minimum energy and time to terminate their task which is repeated for a certain time. In this type of theory, it is considered that money is the only way to motivate employees. This was one of the first studies that tried to identify how a person's productivity can accelerate and even though the employee is considered functioning like a machine, it was one of the first trials to consider how motivated an employee is.

If someone wants to criticize this method according to the current knowledge, it could be mentioned that the disadvantage of this theory is that the employee does not have much relation with the outcome of the company, does not use their crises and he/she functions mainly as a machine rather than a human being. Taylorism does not give importance to the social and psychological needs of the person and can lead to a worse working environment. The monotony of the work might have a negative impact on the employees' motivation and productivity, and it might reduce their creativity and their capability of new thoughts and innovations. [Taylorism, Munich Business School].

Some years later, George Elton Mayo, professor at Harvard Business School in the 1920s, was the one who developed the Human Relations School of Thought. As already mentioned in the previous paragraph, at the beginning of the 20th century it was generally admitted that employees'

motivation comes mainly from the salary and the job income. Mayo, considering the famous Hawthorne experiments, stated that employees are much more interested in being recognized and having the company's attention, which also results in better productivity and efficiency. Mayo's theory also underlined the need for cooperation and communication between the employees and the necessity of the existence of informal worker groups. He thought that non-financial motivators are much more important than the economic outcomes. For the first time in working history, Mayo wanted the management to take a serious look at the social and psychological needs of the employees and tried to emphasize the importance of cooperation, teamwork, and social relationships in the working environment. He also gave very great importance to safety, security and respect in the work.

Mayo's Theory of Motivation has a great difference from Taylorism. The latter gives importance to financial rewards and efficiency while Mayo believed that the main importance for an employee is social connection and communication. On the other hand, Mayo's theory encourages the relation of the employee with the result of the company and participation in the decision-making process, whereas Taylor's system is based on very strict top-down control and well-formed structures.

Nowadays it is well understood that the challenge is to understand all people's needs in a big organization. Requires a lot of work and energy. Despite that, many modern practices are based on Mayo's theory considerations that employees are both interested in financial and non-financial outcomes. It is generally admitted that Mayo's theory is still alive nowadays in human resources departments, where everyone is trying to enhance people relationships, and to develop a culture which connects employee well-being with the accomplishment of the company's goals. Companies that follow Mayo's theory can build a more motivated, productive, and cohesive workforce. [Peek, 2026]

2.2 Hierarchy of Needs and Two-factor model

Some years later, in 1943 Abraham Maslow proposed his hierarchy of needs in the paper "A Theory of Human Motivation. Maslow separates human needs into five categories, and he presents them in a pyramid as in Figure 1 below. From the lower to the higher level the needs are

physiological (food, water, clothing etc.), safety (security, protection and stability), social needs (love, affection, belonging), esteem (respect, prestige, recognition), and self-actualization (need to grow, self-fulfillment). A person must first fulfill the needs of the lower level to proceed to the next level. The physiological needs are at the base, while more complex sentimental and creative needs are at the upper levels. Maslow considered that a person must first fulfill the survival needs to feel satisfied. After this target is accomplished, the person can proceed to the next level. It is well understood that as we are moving higher in the pyramid it is much more difficult to accomplish the needs because they start to be influenced by the social environment. [McLeod, 2025]



Figure 1: Maslow's hierarchy of needs, Source: Richard Bamford Therapy, 2019

After some years, in 1954, Maslow proposed that this pyramid can be separated into two bigger groups. The first four levels can be named deficiency needs (D-needs), and the last – higher one as growth or being needs (B-needs). [McLeod, 2025]

Deficiency needs come to the surface because of the result of their absence and when they are not present in a person's life, they can motivate it. Moreover, the continuous lack of these types of needs will make them much stronger in the person's persuasion. If a person senses a lack of air, water, food, or even personal security, connection, and respect or recognition, they will do everything possible to meet this need. The longer these needs remain unmet, the more significant and urgent they will become. When the person covers these types of need, they will no longer be satisfied and motivate him/her up to the moment he/she will lose them again. Growth needs, on the other hand, even if they are accomplished and present will still motivate the person. Growth does not come from the absence of something, but it gets its power from the continuous person's needs to create, achieve and grow. So growth needs become stronger as time passes even if they

are covered. If the growth needs are fulfilled, the person can achieve the highest level of the pyramid, which is called self-actualization. [McLeod, 2025]

In 1959, Herzberg, Mausner, and Snyderman published the two-factor model of work motivation and presented the motivation-hygiene theory. Herzberg's two-factor theory indicates that two factors influence job satisfaction: motivators and hygiene factors. Hygiene factors, like job security, salary and working conditions, stop dissatisfaction although they don't create, surely, motivation for the person. On the other hand, motivators, such as recognition, responsibility and achievement, give higher levels of internal satisfaction and motivation [Nickerson, 2025]. Herzberg's theory continues to be used in many studies, and the research outcomes have been validated multiple times among different types of employees (e.g., nurses) and across different countries. There are cases, though, where it is observed that both hygiene and motivation factors lead to job satisfaction and that hygiene factors could improve overall satisfaction [Alshmemri et al., 2017].

This theory is a useful tool for understanding job satisfaction. It separates satisfaction and dissatisfaction into two independent categories, which are driven by different kinds of parameters. For companies and managers, it is crucial to increase satisfaction scores by enhancing motivation factors, but at the same time they must improve hygiene factors to avoid dissatisfaction. Improvements in intrinsic characteristics such as recognition, responsibility, and development opportunities are essential to assure job satisfaction, whereas satisfactory remuneration, fair policies, and good working conditions are essential for maintaining a neutral or positive base [Alshmemri et al., 2017].

2.3 Locke, Job Characteristics and other theories

Stacey Adams in 1963 proposed the *Equity theory*, which describes that employee motivation is directly connected with the sense of fairness he/she received at work. People evaluate their time, loyalty, knowledge, abilities, results, effectiveness and skills they are having and giving for their work, and they are also judging their salary, bonus, benefits, recognitions and positions they are getting from their work. In other words, they are comparing the input they are offering to their job and the output they are gaining. If this ratio is not fair according to their estimation or if it is

lower than the ratio of their colleagues, they feel demotivated and dissatisfied. Equity theory provides human resources departments with a very important tool to maintain talented people by giving them fair returns for their work, enhancing and motivating them and increasing the organization's effectiveness and productivity. [Hoffman-Millers, 2019]

In 1976, Edwin Locke introduced *The Range of Affect Theory* which remains the most well-received job satisfaction model. According to theory, the employee's emotions play the central role in job satisfaction's evaluation. The job motivation comes from the equilibrium between positive and negative affective experiences in the job environment. According to this theory, more positive and fewer negative emotions result in higher job satisfaction. The affective experiences can be translated as the feelings, the emotions and the temper someone experiences during their workday. The duties, the work environment, the company culture and the company strategy are characterized as the employee's influence. This theory underlines that motivation is influenced by two parameters, what someone expects from his work, and what he really gets. The difference between the two parameters gives the employee the motivation level. This theory also emphasizes the importance of how a person ranks different aspects of their job. It suggests that the aspects a person values most have a direct impact on their level of job satisfaction.

This theory finds extensive application in the lives of all employees. Individuals begin a job with certain aspirations and expectations, when these are largely fulfilled, they tend to feel satisfied and happy in their work. Conversely, when their expectations are not met by reality, they are likely to experience disappointment. Such emotions are closely linked to the way individuals perceive their work experience. Furthermore, each person evaluates the different aspects of their job in a unique manner: some features are viewed as more important than others, and the degree of significance attached to each attribute varies from one person to another. Consequently, disappointment is more pronounced when those aspects that individuals deem most important are not adequately fulfilled.

Barry Staw and Jerry Ross in 1985 proposed the *Dispositional Theory* in which it is determined that job satisfaction can be influenced by personal character as much as by work factors. Employee personality plays a huge role in a person's motivation and job satisfaction. If a person is positively or negatively predisposed toward their own life, they will correspondingly have a positive or negative perception of the satisfaction they derive from their job. [Whigham, 1991]

More precisely, it is shown that job attitudes tend to remain stable over time and consistent across various job situations, even when people experience significant changes like moving to a new employer or changing tasks. While such changes do lower this consistency, they don't eliminate it, and stability becomes stronger when researchers look at combined (aggregated) measures rather than single observations. This means that many workplace changes, like a team reorganization or a redesign of a job position, might not influence employees as much as expected because personal attitude plays a big role in how people feel about their work. If someone wishes to change attitudes, the interventions must be more extensive or powerful. Another potential approach is to hire individuals who already have generally positive attitudes. However, selecting people based on their predispositions raises legal and practical issues. [Staw and Ross, 1985].

In 1976, Richard Hackman and Greg Oldham developed the Job Characteristic Theory in which they tried to analyze how specific job characteristics can make an impact on person satisfaction, motivation and productivity. This model has been used extensively in organizational behavior and management. The model identifies five main job characteristics that promote satisfaction and motivation: skill variety, task identity, task significance, autonomy, and feedback. The more an employee understands the existence of these characteristics in a job, the more motivated and satisfied feels and improved its performance. These five characteristics have an impact on three psychological conditions such as experienced meaningfulness of work, experienced responsibility for outcomes and knowledge of results. These feelings result in important work outcomes such as motivation, performance, satisfaction, absenteeism, and turnover. [Hackman&Oldman, 1976], [Kivak et al, 2022]. Figure 2, below, gives the schematical description of the theory [Hackman&Oldman, 1976].

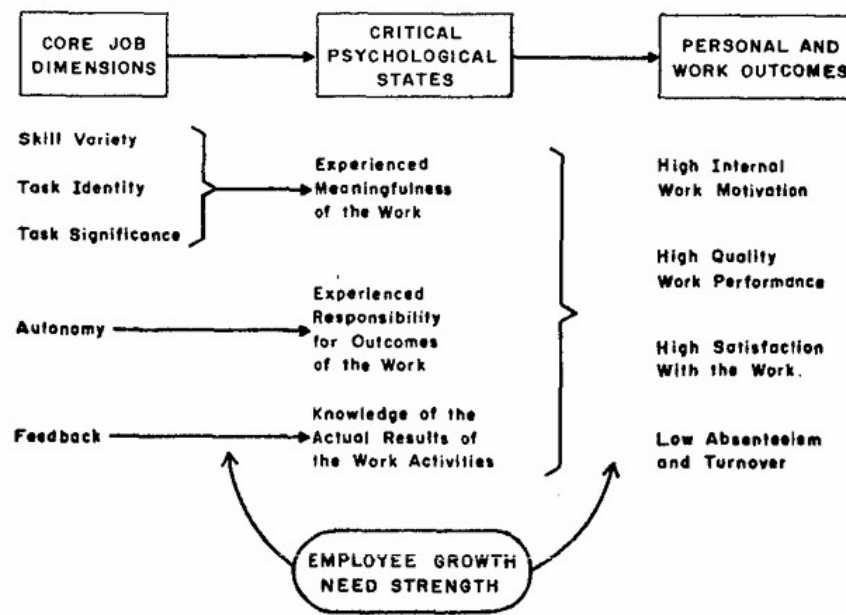


Figure 2: Hackman & Oldman, Motivation through the Design of Work: Test of a Theory, Page 256

Hackman and Oldman realized that in many companies, employees do not become happier over time, they are becoming more bored and disengaged. So, the performance drops over time. The Job Characteristics Model wanted to reverse this trend. Supervisors and HR professionals could change this, by redesigning the job position and making it more interesting and productive. Also, by asking the employees' opinion, they can create together the appropriate conditions to enhance engagement and outcome. This, also, shows how crucial is for a manager and the HR department to have a proper job description and analysis before an employee is hired.

This study helps organizations by providing a clear framework to intentionally design jobs that work better. The way to build a more interesting workplace is very specific: it is possible by creating clear job roles, listing the work and grouping tasks in a simple way, introducing job rotation to add variety to the workday, cutting or simplifying boring and repetitive tasks where possible, giving employees more of the important and interesting work, and supporting learning and growth so that jobs remain interesting and useful for the future. [Lucas S.]

2.4 More recent theories

The Person - Environment (P-E) Fit Model [French et al., 1982] suggests that stress among workers is going up when there is a gap between a person's needs and abilities and the demands or resources provided by their work environment. This gap, whether it is real or is the assumption of the employee, can cause negative effects on health and psychological condition. The Effort - Reward Imbalance Model [Siegrist, 1996] continues a little more the theory of the P-E fit model and considers that when employees give high effort but receive low rewards (no development, job insecurity, low control), the lack of fair reward creates stress which harms health. It is clearly shown in research that these differences between high-effort work and low reward outcomes increase cardiovascular events and risk factors.

The Self-Determination Theory (SDT) [Ryan and Decy, 2000] declares that the quality of motivation is related to the satisfaction of three basic psychological needs - autonomy, competence, and relatedness - and that environments that support these needs create intrinsic motivation, internalization of extrinsic motives, and better functioning and well-being, while the environments that prevent these needs have the opposite result. It separates the processes behind the process of achievement (autonomous and controlled) and the content of goals (those that satisfy needs and those that do not satisfy them), explaining the influence on performance and mental health.

The Job Demands - Resources Model (JD-R) [Shaufely et al., 2004] explains how job characteristics could influence employee well-being. When an organization has enormous demands, this could lead to burnout, which worsens motivation and causes health problems. On the other hand, supportive environments could help with engagement and retention. As a result, companies must adopt policies that reduce excessive demands and improve resources to minimize burnout and enhancing job resources to promote engagement, with a goal to improve occupational health and organizational performance.

2.5 Influence of ICTS and technology on job satisfaction

After the start of the 21st century Information and Communication Technologies (ICTs) are used every day and new practices have been adopted [Martin, Omrani 2015]. A new survey with data from EWCS (periods 2005 and 2010, 16 countries took part and approximately 14.152 people,

only, for the 2010 period) checked how the use of computers, internet and new practices like teamwork, job rotation, telework, Total Quality Management (TQM), and flexible work organization could modify the employee attitude. According to studies' results ICT adoption and innovative work practices produce more satisfied employees and improve their performance because ICTs facilitate them in many ways and the new practices motivate them as they require high involvement [Martin, Omrani 2015]. Moreover, it was shown that internet use creates a new productive model, enhances collaboration, self-improvement and engagement but these new technologies must always be combined with the adoption of supportive practices.

2.6 Influence of new practices such as mobile working on job satisfaction

Multiple recent studies have been made regarding the influence of mobile working on job satisfaction. Some of them check the influence of this practice in Peru [Garcia-Salirrosas et al., 2023], in Utah, U.S.A. [Ali et al., 2023], and in Europe [Curzi et al., 2024]. According to these studies, mobile work provides flexibility and can increase job satisfaction but needs careful management to keep productivity at the required levels and to protect a person's well-being. Managers and supervisors who assist and support families' needs increase the level of job satisfaction. Parents can gain from mobile work by benefiting from being more flexible with the time spent on transportation and time management. Remote work can provide the required balance between personal life and work, reducing stress and improving satisfaction. So, companies could invest in supporting and giving all the appropriate tools for mobile work and could train the managers in how to support and lead the mobile workers [Garcia-Salirrosas et al., 2023].

There are many ways to reinforce the job satisfaction of remote employees. Most of them are the same as those someone meets in non-mobile environments. The employees who enjoy a meaningful job, feel emotional connection with their work and find purpose in their task are more likely to have a better level of job satisfaction. Moreover, participation in decision-making, the emotional connection with the firm, and the sense of autonomy increase the motivation level of employees. Firms that find ways to clearly clarify the tasks and the company goals, create supportive environments, and match the employees' roles and tasks with the individual abilities will see the motivation level of their human resources rise. [Ali et al., 2023]

It is fair to say that mobile working, as any working practice, could have some serious negative consequences. While mobile workers could have bigger autonomy and discretion, higher flexibility to choose their working place and hours, and to prepare easily for travel and leisure, at the same time, they can face higher tension and difficulty in keeping a warm relationship with their colleagues. At the same time, they must find ways to respond to clients' and team members' demands. Therefore, it is important for management to continuously support mobile work through good communication tools, relation - building opportunities, and management of the workload. [Curzi et al., 2024].

2.7 Job satisfaction in the youth population and nowadays

It is important to underline that in recent years employees experienced a completely different reality during the COVID pandemic. Especially after this period, new generations give great importance to the balance between personal and professional life, value their personal time, and prioritize well-being in all aspects of their lives. As a result, forms of working arrangements, such as remote work, have become increasingly important in work evaluations. Nowadays, it is even possible to work as a nomad from different places around the world, which completely disrupts previous working conditions.

Several studies have been made to analyze the work attitudes of the young generation of employees and check how cultural parameters can influence them. One of them [Abrudan et al., 2016] tried to find similarities and differences across the employees' attitudes in India, Romania and Sweden, three countries with huge cultural differences. According to this study leisure time and friendships are much more important for all three countries, while work itself does not matter so much particularly for Romania and Sweden. The study revealed that cultural factors are significant. More precisely, in India where women do not have the same rights as men, the top-level motivation factors are the salary and the job security, while in Romania and Sweden where there is equality between men and women, intrinsic motivation, flexible working hours, more leisure time, skill development opportunities and good relationships are also very important. Relations with superiors are more important in high power - distance cultures like India and Romania. These differences show that companies which wish to satisfy young employees must consider the cultural profile of their workforce. [Abrudan et al., 2016]. Another very important fact is that whereas high unemployment rates exist in countries like Sweden and Romania, it is

quite important to find a job that meet employees' expectations. Younger employees, because of their higher education, are expecting a high-class job and they are getting frustrated because of the difference between their expectations and the reality.

Currently, remote work, work-life balance, digital transformation, meaningful work, and work that promotes psychological well-being are strong motivators for young employees. Young people want to be heard, to have open communication with their managers, to be flexible and autonomous, and to build their skills [Abrudan et al., 2016]. They also need to know that their work matters, that it enhances their sense of purpose, and that it offers them diverse opportunities for growth and development.

3. History and countries review on the issue

It would be valuable to investigate how people evaluate their job satisfaction in different countries, how these patterns have changed during periods in recent years and how satisfaction differs by generation and gender. It will be also very crucial to check how culture influences not only job satisfaction but also its evaluation.

3.1 Cultural similarities and differences on job satisfaction

It is essential to emphasize that it is difficult to compare job satisfaction between different countries. Differences in culture, ways of thinking, and living standards may lead to completely different results when evaluating job satisfaction [Kristensen & Johansson, 2006]. It is possible that people in one country generally give higher scores than those in other countries. In some cultures, the population is more optimistic as a way of life and therefore gives more positive feedback about job satisfaction. Moreover, in some countries it is unacceptable to express opinions freely, so it is not possible to gather accurate responses about job satisfaction. On the other hand, in other countries the population is more critical, more demanding, and more skeptical, so they tend to give lower scores. As a result, cultural differences may lead to differences in reporting behavior rather than actual differences in job satisfaction [Kristensen & Johansson, 2006].

Kristensen and Johansson compared seven European countries (Denmark, Finland, the Netherlands, Greece, Spain, France and the United Kingdom), which do not differ greatly in living standards. This confirmed the point mentioned above: some countries systematically received higher grades than others. Thus, the results were more closely related to ways of thinking than to actual work experience. When it was used a standard – traditional – approach, Denmark and Finland had higher grades of work satisfaction, when a new approach was used taking in account cultural differences, the Netherlands and Greece showed higher levels of job satisfaction. According to the same study and for all the studied countries, income has a positive result to job satisfaction, when people are more aged are evaluating higher job satisfaction, working hour have a negative impact to work experience (especially when that are excessive) and generally women are evaluating higher job satisfaction.

In 2010, Eskildsen and Kristensen, prepared a study across 22 countries with 25.000 respondents. This study also showed that differences in culture influence the answers regarding job satisfaction. More competitive countries and those who do not give high importance to work-life balance showed lower levels of job satisfaction. Countries with stronger beliefs in rules and clarity also showed lower levels of job satisfaction. It is crucial to mention that other parameters of job satisfaction such as compensation, career development, engagement, motivation and staff retention showed not clear relationship with different cultures. On the other hand, culture influences the overall estimation of job satisfaction and some workplace aspects.

Pacheco et al., 2016 tried to check the relationship between societal cultural values (SCVs) and job satisfaction in European countries. Societal culture is developed slowly, showing the shared values, beliefs and norms that are included within each national identity and history. Societal culture continues to influence job satisfaction, but the grade of influence varies across countries and at times. Despite the cultural differences, participation in decision-making remains always a key factor in job satisfaction. Other parameters that play crucial role are autonomy, job security and fair rewards. The study underlines that the relationship between SCVs and job satisfaction may change because of economic, political, and social changes so managers must recheck cultural impacts periodically. Moreover, external factors, like economic crises, recessions, labor markets may change how culture influence job satisfaction.

In 2012, Andreassi et al. at the article, “Job Satisfaction Determinants: A Study Across 48 Nations,” analyzed the factors that influence work satisfaction in multiple countries. The scope of their work was to examine if the same parameters bring job satisfaction, or if the cultural differences bring different results. The countries were categorized into four big geographical regions, in Asia, Europe, North and Latin America. The study took results from 70.000 employees that worked in four big multinationals. The article examined different parameters of job satisfaction such as work environment, relationship with colleagues, personal development, recognitions and rewards, leadership and management practices. Despite the differences in culture, the article showed that the employees are very interested in meaningful work, recognition and beyond all: sense of achievement. Moreover, they positively evaluate the good work environment and development opportunities. In Asian country, job security was one of the dominant factors along with clear company structure, good leadership and respect in hierarchy. In North America, the predominant factors were personal achievement, work recognition and career

development. Furthermore, in Europe they mostly evaluate the work-life balance, the fair treatment and the job stability. Finally, in Latin America they emphasize good relationships with colleagues, in supportive environments and in respect from managers.

Westover in 2012, used data from three waves of International Social Survey Program (ISSP) in 1989, 1997 and 2005. The study tried to investigate how job satisfaction grades could vary through different countries and which are the national parameters of this difference. The study focuses on both intrinsic job and extrinsic job parameters across different welfare state systems. The study considers government spending, public revenue, public debt, national inequalities and social safety indicators to better examine how national policies could influence working conditions and job satisfaction. The study showed that countries with high national welfare system (as a percentage of GDP) and low financial inequalities, the intrinsic job parameters play a higher role in job satisfaction. On the other hand, extrinsic job characteristics are more important for job satisfaction in countries with high-level social inequalities and lower national welfare system and revenues (always as a percentage of GDP). Moreover, socio-economic inequality and high public debt can weaken overall satisfaction, even in contexts with strong welfare systems. The research underlined that regardless of a country's welfare system, parameters like autonomy and meaningful work lead to satisfaction more than material rewards. Also, a strong welfare system can reduce the dissatisfaction of a poor-quality job but cannot fully replace the sense of lack of fulfillment. Generally, it is shown that for high grades job satisfaction is required both supportive national policies (e.g., strong welfare provisions) and workplace practices that prioritize intrinsic quality.

In research made in 2016, by taking data from 45 countries, at the period between 1981 and 2014 and by combining four major international surveys: European Values Survey, Eurobarometer, International Social Survey Program, and Life in Transition Survey, the author tried to gather information regarding the correlation between job satisfaction and national economic condition (focusing on indicators like gross domestic product and unemployment). According to the results, satisfied workforce is related to stronger results over time and healthy national economies produce better job satisfaction grades. So, the results take two directions: economic success can increase job satisfaction, and satisfaction is related with better economic performance. In countries with sufficient GDP and low unemployment rate, better job satisfaction levels were observed. On the other hand, the improved job satisfaction grades lead to even better financial incomes [Brown,

2016]. As a result, countries can use initiatives that improve job satisfaction which could lead to better social and economic benefits including higher GDP and lower unemployment. This stronger economic performance raises even more the work satisfaction [Brown, 2016].

An example of how different cultures perceive and express job satisfaction can even be found in the way they manage and share rewards allocations. In 1991, Harry Hui, Harry Triandis, and Candice Yee tried to investigate how the differences between countries' cultures influence reward allocation behavior. The study compared Chinese and American participants. It considered the completely different cultures between Chinese and American inhabitants, the different personality orientations (collectivism and psychological individualism), the social relationship (friends and colleagues in the work environment), and access to rewards (limited rewards and unlimited rewards). The experiments showed that when both groups had plenty of resources, Chinese participants wished to distribute them equally, while Americans didn't show this trend. Moreover, when a fixed bonus had to be shared, Chinese participants were more generous than the American ones. Furthermore, Chinese tend to be more generous to their close friends than to their colleagues, while Americans didn't make a separation between the two teams. Chinese participants scored higher in co-worker collectivism than Americans did, without this fact totally explaining the observed differences. The above findings revealed differences between East and West civilizations regarding generosity and other aspects [Hui et al., 1991].

The study concludes that different cultures surely affect the way that rewards are given. Chinese participants present more generosity, especially when the resources are non-limited and when they are dealing with friends. While this depends much on the collectivism that characterizes China, it cannot be explained fully by that, suggesting that cultural norms and expectations regarding fairness and generosity are also functioning in this direction. Moreover, generosity among the Chinese was influenced by the availability of resources and close relationships. On the other hand, Americans weren't influenced by these parameters and remained quite consistent. The findings underline that reward allocation across different cultures changes not only because of different, but also that social context and situational variables are playing a significant role [Hui et al., 1991]. It is well understood that the way companies in different countries distribute reward allocations can lead to varying levels of motivation. Moreover, the way recipients accept and perceive these rewards differs entirely, depending on their way of thinking.

From 1990 Eurofound conducted large-scale surveys regarding job satisfaction approximately every five years. The last survey took place in 2024. 36.644 employees from 35 countries responded to the relevant questions including 27.000 employees from the European Union that took part from 27 countries. At these surveys it is shown that Scandinavian countries have the highest level of job satisfaction. In countries like Denmark, Sweden and Finland people take advantage of strong social welfare systems, work safety, generous unemployment benefits, and policies that help balance work and personal life [Eurofound, 2017]. Moreover, the trust they are having for their society and the good colleague relationships reinforce work satisfaction. The system that is developed reduces uncertainty and increases people's motivation to work.

Studies that were made during four periods of European Working Conditions Survey (1995, 2000, 2005, 2010) examined the impact that work autonomy and work pressure has on job satisfaction across EU countries. It is shown that during the years work pressure is increasing and work autonomy has been reduced. Low-skilled workers are the most influenced by this trend. Scandinavians' countries are maintaining the higher autonomy levels. The study showed that higher work autonomy links to higher job satisfaction and, also, that the increasing work pressure has high correlation with reducing job satisfaction. High workload and pressure along with low autonomy are given the worst-case scenario regarding outcome. The effect is particularly severe in countries where pressure has risen most and autonomy is average. It is also seen that high autonomy can reduce the negative impact of high pressure on job satisfaction grades because autonomy contributes to many parameters in person living like flexibility, self-esteem, personal growth and well-being. [Lopes et al, 2014]

In Western European and North American countries, the salaries and the job incomes are at a quite high level, and the countries provide a safe work environment with strict necessary regulations. The latest years, though, the increase of temporary contracts and a payment straight related with the performance make the results of job satisfaction to occur. Generally, work flexibility leads to a feeling of insecurity, that reduces the level of job satisfaction.

Unfortunately, the case with Southern and Eastern European countries is even worse because of the weaker social safety nets, the unstable economies, the works conditions the latest years and the unemployment. The economic crises and the political instability these countries face made the problem more severe, especially for the younger ages that are trying to enter the job market for

the first time. In these countries the motivation for work strongly depends also on each country's economic situation and political systems.

3.2 Financial global crisis

Memoly in 2024 analyzed how the global financial crisis (2007-2009) and the sovereign/banking crisis (from 2010) influenced job satisfaction across EU countries. These crises led to austerity measures and created social problems, which reduced the trust in institutions and influenced labor markets. The populations that were most influenced were the young people and women. The study used data from two different periods (1999–2001 and 2008–2010) to test the satisfaction levels. The average level of job satisfaction has slightly decreased with differences across countries. This trend influenced more men than women, reducing the gender gap. Also, this trend had a bigger impact on the population with low or no education. The labor markets of small towns became even smaller, and the metropolitan areas faced higher living costs. Moreover singles/cohabitants improve their job satisfaction scores, while married respondents declined. Countries like Ireland and Sweden improved their score, while countries in Southern Europe, like Portugal showed lower scores. Many countries from Eastern Europe presented satisfaction scores that were lower than the EU average.

Before crisis' period the lack of extrinsic factors reduced job satisfaction scores. During the period between 2008 and 2010 the influence of intrinsic factor reduces and the importance of the extrinsic one increased. This was quite logical as employees prioritize salary and income security under crisis conditions. Countries where the people trust the government showed better satisfaction levels. Before crisis education had a positive effect on job satisfaction but this result was inversed during crisis. The aged people continued to show higher job satisfaction levels. Both full-time and part-time workers reported more dissatisfaction. Even though crisis conditions shifted attention from intrinsic parameters to extrinsic ones, intrinsic characteristics remain critical for sustaining satisfaction [Memoly, 2024].

We must consider that the severe crisis and the economic recession in Europe influences strongly job satisfaction. Unemployment and underemployment are increasing and the salaries, in the best scenario, remain stable. During the research of Eurofound in 2013, during the period of crisis, the job satisfaction declined, mainly among workers that had temporary contract or part-time jobs.

The psychological pressure that the job insecurity caused is more serious than the income loss and can influence future expectations. Moreover, as mentioned above, vulnerable groups like younger people, immigrants and low-skills workers were much more affected [Tella et al, 2001]. In many countries austerity policies were applied that made even worse the countries' situation by reducing public sector employment, weakening labor protections, and cutting social benefits. The reduction of social transfer and public spending can lead to a further increase in insecurity, and reduce the subjective well-being [Matsaganis, Leventi, 2014].

3.3 Greek case and the financial crisis in Greece

It would be highly valuable to explore the current state of job satisfaction in Greece and to examine how the 2008 Global Financial Crisis and the austerity measures that followed impacted employees' motivation and satisfaction.

In research realized in the sector of bank employees in Greece, it was shown that they are primarily motivated by intrinsic factors like autonomy and self-improvement. The good relationship with supervisors and colleagues improves their self-esteem and well-being, enhancing this trend. This intrinsic motivation leads to greater job satisfaction, which also leads to better performance and organizational success. On the other hand, extrinsic factors like external directives, rewards, and threats tend to reduce job satisfaction. According to the same study practices as stress management programs, training for optimism and self-esteem, reduce of bureaucracy, re-skilling opportunities, resources for skill development and autonomy enhancement could lead to the best possible results and they are recommended to maintain high satisfaction levels [Belias et al., 2014].

The latest global crisis had serious impact in Greece's social, economic, and political sector. Greece was one of the EU countries that were affected the most by recession. Other EU countries show mixed patterns during periods of high unemployment: Spain sometimes reports higher motivation, while Britain and Germany see reduced job satisfaction. In Greece, austerity measures often caused negative impacts on both staff morale and organizational [Koustas, 2019]. The 2008 financial crisis, followed by the May 2010 Memorandum of Austerity measures, reduce seriously job satisfaction in Greece. The country experienced increased job insecurity, unemployment rates approaching 30%, salary and pension reductions, higher taxes, and significant budget cuts in health, education, and social benefits. These austerity conditions affected the standard of living,

access to education, family structures, housing, and overall, well-being, contributing to physical and mental health problems, depression, and shifting personal values. In workplaces, the crisis led to dismissals, downsizing, and reduced wages, leading to reduction of employee motivation and organizational commitment. As a result, both private and public sector workers evaluated motivation with lower grades, with intrinsic factors losing some importance and extrinsic factors like material salary, rewards and job security becoming more important. [Koustas, 2019].

In a study made in a specific Northwest Prefecture of Greece (Grevena), the editors tried to check the result of the economic recession on job satisfaction levels. They tried to identify the most significant factors that influence motivation and clarify if they differ according to employees' socio-demographic and job-related characteristics. According to the article, the economic crisis reduced the upcoming revenue, and a lot of pressure was placed on public organizations to maintain performance despite the limited resources. The study revealed that fair treatment, satisfactory salary, and interesting tasks were the leaders in terms of job satisfaction. On the other hand, flexible working hours, teamwork, and opportunities for social relationships were ranked low in motivational impact within this sample. Slight variations in satisfaction scores were shown across gender, age groups, educational levels, and hierarchical positions, but overall averages remain stable. The research underlined that under difficult financial situations, certain intrinsic and extrinsic factors play a huge role in keeping employee motivation and satisfaction. Companies that treat their employees equally and fairly give direct and transparent evaluation and information and create interesting tasks and work positions can engage much more than offering them flexible arrangements. [Chatzopoulou et al., 2015]

3.4 Generations and age differences

Comparison between different countries showed that national institutions, labor-market structures, along with cultural characteristics could shape the final level of job satisfaction. However, it is crucial to check how job satisfaction varies between different generations and different genders and which factors are the major reason for this variation. Also, it would be very interesting to check how financial conditions, and intrinsic and extrinsic parameters influence these groups.

In 2018 Andrade and Westover tried to examine the parameters that influence job satisfaction in different generations by using the most recent International Social Survey Program (ISSP) Work Orientations IV (2015) data across many countries. According to this study the Silent Generation (people born between 1925 and 1945) evaluate the greatest job satisfaction, followed by Baby Boomers (people born between 1946 and 1964). Generation X (people born between 1965 and ~1979) and Millennials (people born between ~1980 and 2000) record lower grades at job satisfaction criteria. Generally, age functions as a positive factor for job satisfaction. If someone compares it alone to the generation, for Baby Boomers job satisfaction becomes higher as the sample becomes older but on the other hand this does not apply in the sample of other generations. Silent Generation and Baby Boomers are the generations that are post-retirement or near retirement, so these people tend to recall happily their careers and works stories, so they enjoy higher job satisfaction. Characteristics of each generation (loyalty and sacrifice for Silents and optimism and work engagement for Boomers) explain this attitude [Andrade and Westover, 2018]

Other studies indicated that job satisfaction doesn't increase with age but follow a U shape. [Clark at al, 1996]. Job satisfaction records moderate levels at the beginning of a working career, then decreases and increases again gradually until someone reaches retirement. More precisely, it is shown that the satisfaction score decreases until the age of 31-36 years old and then starts again to rise. The same results occur for both genders and the minimum of the U shape is also shown at similar ages. This shape can be explained by the fact that the young employees feel happy with their first job, especially if the unemployment rates are high enough. But as they are growing, they are getting more work experience, they can compare and see better working opportunities in relation to their current position at work. This led to the decrease in their satisfaction. As people are growing even more and they gradually arrive at retirement, they have more realistic aspirations and recognize the difficulties of the work environment, thus their satisfaction starts to increase again. Moreover, probably they have also achieved some of their goals and they are having more sufficient incomes [Clark at al, 1996].

Some studies revealed that even though there is a pattern in which job satisfaction is growing through the years, this cannot be clearly explained by generational change or career progression. The previous assumption that younger employees have higher expectations than older ones cannot be clearly justified. The professional condition of employees does not also explain the differences

shown. The findings suggest that ages' theories are incomplete, and the mechanisms behind age-related differences in job satisfaction remain unresolved [Janson and Martin, 1982]

O' Brien and Dowling in 1981 tried to understand if the positive relationship between age and job has to do with aging (e.g. better skills, more influence, work variety and better income as someone is getting older) or cohort membership (how generational differences influence work values – e.g. desired job attributes, education level). According to the result of these studies, it was revealed – as already mentioned above – that young people show low satisfaction level as their expectation rise of their work reality. As employees become older, they better understand the working conditions, and they adapt to them. The research came to the outcome that the relationship between age and job satisfaction is better understood if we combine the influence of aging and cohort differences. [O' Brien and Dowling, 1981].

3.5 Gender differences

Extended research regarding the job satisfaction evaluation between men and women [Westover,2012] was made by using data from three periods of the International Social Survey Program (ISSP) Work Orientations modules. The research used data from employees of 32 countries, checking both intrinsic and extrinsic characteristics. The study showed that there is slight difference regarding intrinsic factors but revealed differences in extrinsic ones. Women reported differences in working condition, lower salaries and fewer promotional opportunities, and they indicated also higher workload with lower physical effort and danger. Women and men showed similar level of job satisfaction. When there are differences, these vary every year so there is no stable conclusion. Some countries did show important gender differences in certain survey years (e.g. USA and Austria at 1989 research) but this was not repeated over the years. This study revealed also that maybe overall satisfaction grades are similar, but this does not mean that men and women have equal job conditions [Westover,2012].

Generally, men are more interesting on opportunities for personal development, and they want to have sufficient time to complete their work. On the other hand, women evaluate more the job security, the help and the resources receiving from their managers and colleagues. [Milovanska-Farrington, 2022], [Nappo, 2025]. It is less likely to leave their job when they feel secure, have good relationships with their colleagues and receive assistance. Moreover, the rewards (out of

salary incomes) are significant for both men and women, but while it is an important factor regarding retention for women, does not play so important role for men. Overall, women's job satisfaction and retention are more related to security and help in the workplace, whereas men's satisfaction is more dependent on personal growth opportunities and sufficient time to perform their tasks [Milovanska-Farrington, 2022]. In some research women show greater job satisfaction than men. In these studies, women tend to evaluate more the intrinsic characteristics of their jobs. More precisely, women estimate the possibility to help others and make useful job, while men appreciate more salaries level. [Nappo, 2025].

3.6 Differences between public and private companies

It will be very interesting to investigate the differences between job satisfaction in the public and private sectors. Generally, through research done in different countries, it was found that employees in public sector show overall higher grade of job satisfaction than those in private sector. The research shows that specific characteristics of each sector, especially job security and extrinsic work conditions, play an important role in shaping job satisfaction and turnover intentions. Public sector is characterized by job security as there are many legal protections, stable working conditions and guaranteed rights. The satisfaction rates in public sector were quite high because of interpersonal relationships, work organization and communication within the organization. Public employees tend to be more satisfied with their work and salary than private ones. The private employees wish to have higher turnover, and this is an essential parameter for their motivation and job satisfaction. This is the case for many European labor markets where public sector shows higher satisfaction and lower turnover intention, especially during economic crises. In the private sector, the employees are pushed by much more pressure, they are feeling less stability, and they are facing weaker extrinsic conditions. The findings suggest that improving communication, work organization, and interpersonal relations could help retain employees in both sectors, but such practices are extremely valuable in private business. Overall, job satisfaction is multi-dimensional in both sector and it is evaluated differently between the two sectors because of institutional, economic, and psychological factors [Michajlov, 2008].

An important search regarding Greek reality has been made in a study published in 2007 by Demoussis and Giannakopoulos. The search has been realized before the crisis and used data from 1995-2001. The paper examined subjective job satisfaction in Greece, comparing public and

private sector employees. The article revealed that public employees had higher satisfaction in every examined parameter. The analysis also underlined how important it is to estimate the predictability and stability of working hours, which is one of the most valuable characteristics of public sector that enhanced the observed job satisfaction. This led people to accept lower wages in public roles, reducing their willingness to leave their positions and move to the private sector. This pattern seems to be stronger in Greece than in many other EU countries.

The one third of the difference in job satisfaction grade between public and private sector could be described by measurable differences in characteristics (like education, tenure, wages), while the rest two third reflects unseen, sector - specific factors (like institutional arrangements, working conditions, job security, scheduling practices, non-wage benefits or cultural differences within sectors). Policymakers and employers in private sector can boost job satisfaction and keep people engaged in the workforce by looking beyond pay. This means focusing on steady work schedules, clear and predictable career paths, and protecting the benefits and conditions that make jobs secure. [Demoussis & Giannakopoulos, 2007].

4. Framework of research and methodology

It would be highly interesting to conduct a study on job satisfaction in Greece. The study would focus on how satisfied and motivated the administrative staff of leading companies in Northern Greece are. With this study in hand, recommendations could be made to improve working conditions, enhance business performance, and enable these individuals to enjoy better well-being.

4.1 Sample

The study will survey 104 administrative employees from six private companies in Northern Greece, located in the Thessaloniki and Kilkis areas. The participating firms will either be Greek branches of multinational corporations or export - oriented companies with diverse areas of activity. With a total workforce of fewer than 5,000 employees, the sample (104 questionnaires) represents approximately 2% of the target population. Data will be collected using Paul Spector's Job Satisfaction Survey (JSS) questionnaire. Additionally, the research include a brief section with questions on demographic information. The combination of demographic characteristics and JSS responses will be used to extract valuable insights into the relationship between job satisfaction and variables such as age, gender, and other relevant factors.

The research took place between 01/04/2026 and 04/05/2026 through Google Forms questionnaires that were sent to different people via email. As already mentioned, 104 questionnaires were collected from six private companies. The questionnaire was sent in Greek language to facilitate participants in answering in their native language, and it is available in Appendix I. One of the Greek translations recommended on Paul Spector's website (<https://paulspector.com>), created by Dr. Georgios Kontalatis, was used. The questions were used exactly as they were, and only minor orthographic corrections were made. It was clearly stated that if someone did not wish to answer any question, this was possible.

4.2 The importance of demographic characteristics in research

Demographic characteristics are important for every survey. Parameters like age, gender, income level, education, job position and other population characteristics are the base of almost every research and analysis. They are giving the appropriate information for researchers and

organizations to understand the background and the specific characteristics of the participants' population. By analyzing this type of data, it is possible to be sure that the sample represents the groups we wish to study and to analyze the differences between populations subgroups. Their answers can give information on how to treat each demographic group separately and give appropriate attention to each specific subgroup characteristics and demands.

Regarding job satisfaction demographic characteristics help to reveal how different groups experience and evaluate extrinsic and intrinsic characteristics of work, the overall level of their job satisfaction and motivation and how different parameters influence the job satisfaction of each group. By gathering this information, it will be possible to provide crucial information to organizations regarding the needs and the expectations of each team and to propose specific treatment and the policies that will be addressed to each of them, upgrading their development and performance and enhancing their level of satisfaction.

At this questionnaire they were used ten demographical questions regarding gender, age, marital status, number of children, educational level, years of work experience, department of work, hierarchical position, salary level and overtime work.

Research has shown that gender, age, and marital status play a significant role in how individuals perceive job satisfaction. Different demographic groups, distinguished by gender, age, or marital status, also tend to prioritize and rate different aspects of job satisfaction. Moreover, clearly the education level, the years of work experience, the field and the hierarchical position have a significant role in the appreciation of job satisfaction.

This analysis considered two sensitive factors: the salary level, which is clearly linked to job satisfaction, particularly its extrinsic dimensions and overtime work, which affects a person's work-life balance and, consequently, their evaluation of job satisfaction.

During the research one person didn't answer the question regarding hierarchical position, another one the number of children and the last one the question regarding the salary level. After the data cleaning procedure through excel, the blank cells were replaced with the most frequent answer.

4.3 Paul Spector's Job Satisfaction Survey questionnaire

In this study we used the JSS questionnaire which is free and open, widely available for research and organizational use with proper citation. JSS was chosen because it uses close-answer questions that facilitate quantitative analysis and allow for a more detailed examination of different aspects of job satisfaction. The questionnaire also examines the same factor through multiple questions, both positive and negative, enabling a more comprehensive assessment and contributing to the accuracy and reliability of the results.

Paul Spector's JSS is a tool that was initially designed to measure the major characteristic of job satisfaction inside human service, public, and nonprofit organizations. The questionnaire can, also, be used in measuring job satisfaction in private sector [Spector's site]. Using existing literature, the scale uses nine subcategories representing different factors of satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. The JSS provides a reliable and valid multidimensional measure of employee satisfaction. The evidence shows that the overall scale and its subscales are consistently reliable, remain stable over time even during organizational changes, and demonstrate both convergent and discriminant validity based on multi-attribute - multimethod analyses and factor analysis. [Spector, 1985]

This nine-facet design shows that the employees' attitudes are influenced by different work factors, while the combined score can be used as an overall indicator of job satisfaction. This gives JSS great importance because an organization can valid the overall grade of job satisfaction while can also evaluate each of job factors and try to influence and improve each of the work aspects that need improvement. (e.g., pay, supervision, communication).

Overall, JSS is a reliable and well-tested tool for measuring how satisfied employees are, in every type of organization, profit, not profit, private or public sector. As it separates different job aspects, it is possible to clearly emphasize the job parts that need improvement and these that must be kept as they provide good result on job appreciation. The results also show that job satisfaction is a result of multiple different personal and workplace characteristics. As an outcome, to improve satisfaction, someone must consider the specific situation and many different work characteristics and not focus on one parameter [Spector, 1985].

In this specific research, the questionnaire proved to be quite easy to understand and quick to complete. In some cases, certain individuals experienced some challenges with the reverse questions. Overall, there were only two blank cells in google forms results. It was used a data cleaning procedure, and they were filled with the mean value of other participants' answers to the same question.

The Paul Spector questionnaire consists of 36 questions. Nineteen of them are reverse - scored questions (there are the questions 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36). The reverse scoring is performed as follows: 1 $\rightarrow$ 6, 2 $\rightarrow$ 5, 3 $\rightarrow$ 4, 4 $\rightarrow$ 3, 5 $\rightarrow$ 2, and 6 $\rightarrow$ 1. To do so, we subtract the original value from 7 and create new columns at the excel file.

The final 36 questions (with all the reversed ones) are used to calculate the 9 main subscale characteristics: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, communication. Each of subscale characteristic is measured by using 4 specific questions (after the correction of the reverse – scored questions) and the overall satisfaction is calculated by the sum of all 36 questions.

More precisely, the 9 subscale characteristics are calculated by using the following questions:

Table 1: Value calculation of Subscale Characteristics of JSS questionnaire.

Subscale Characteristic	Value (after treatment of reverse questions)
Pay	1,10,19,28
Promotion	2,11,20,33
Supervision	3,12,21,30
Fringe benefits	4,13,22,29
Contingent rewards	5,14,23,32
Operating conditions	6,15,24,31
Coworkers	7,16,25,34
Nature of work	8,17,27,35
Communications	9,18,26,36
Total Satisfaction	1 - 36

Each of nine subscale characteristics could range between 4 and 24, while the total satisfaction could range between 36 and 216.

According to Paul Spector website guidance means item score from 1 to 3, so subscale characteristic score from 4 to 12 shows dissatisfaction, mean item scores for 3 to 4, so subscale characteristic score from 12 to 16 shows ambivalence and mean item score from 4 to 6, so subscale characteristic score from 16 to 24 shows satisfaction.

Regarding total satisfaction, a score between 36 to 108 shows dissatisfaction, a score between 108 and 144 shows ambivalent and a score between 144 and 216 shows satisfaction.

The answers of all demographic questions and the 36 questions of JSS are presented in Appendix I in diagrams, as they are illustrating in google forms, in Greek language. In chapter 5 there are analyzing the demographic characteristics, the results of the 9 subscales characteristics and the total satisfaction score.

Data processing and statistical analysis were performed using excel application and the R programming language. Cronbach's reliability coefficient α was used to investigate the internal consistency and reliability of the questionnaire. Moreover, descriptive indicators as mean, median and standard deviation were used to investigate the results of the 9 subscales characteristics and the overall job satisfaction appreciation. For the correlation between the subscales and the total job satisfaction themselves it was used Pearson correlation coefficient.

For the study of the relation between the demographic characteristics of the employees, the 9 subscales characteristics and the overall job, there were used the independent samples t-tests and One-Way Analysis of Variance (ANOVA) to compare two and more than two independent groups accordingly and it was used also a non-parametric alternative: the Mann-Whitney U test for comparing two independent groups and the Kruskal-Wallis test for scenarios involving more than two groups.

5. Results

5.1 Demographic characteristics general results

In the study were participated 104 people for 6 different private companies in North Greece – from the Prefecture of Thessaloniki and Kilkis. The participating firms were Greek branches of multinational corporations or export - oriented companies with diverse areas of activity. With a total workforce of fewer than 5,000 employees, the sample (104 questionnaires) represents approximately 2% of the target population.

Table 2 presents the demographic factors of the research. From the 104 employees 53 (51%) are women and 51 (49%) are men. Furthermore, 52 (50%) are between 36 and 45 years old, 32 (30,8%) are between 46 and 55 years old, 15 (14,4%) are between 26 and 35 years old and 5 (4,8%) are more than 55 years old. No one is at the subscale of 18-25 years. Regarding marital status, 75 (72,1%) of them are married, 22 (21,2%) are single and 7 (6,7%) of them are divorced or widowed. Regarding the number of children, 103 individuals answer, 71 (68,9%) of them have one or more children and 32 (31,1%) do not have any children. Moreover, regarding the educational level, 51 (49%) of them declared that they have a bachelor's degree, 44 (42,3%) declared that they have a master's degree, 5 (4,8%) they are high school graduates - compulsory education in Greece - and 4 (3,8%) are vocational training institute graduates. No one has a PhD degree. Furthermore, 63 (60,6%) are working to commercial department, 21 (20,2%) to other departments than the requested ones, 13 (12,5%) to administration and financial department, 4 (3,8%) to production and manufacturing and 3 (2,9%) to supply chain department and warehouse. Additionally, 44 (42,3%) are more than 15 years at their current job, 29 (27,9%) are 8 – 15 years to their current work, 15 (14,4%) are 4 – 7 years to their work, 13 (12,5%) are 1-3 years to their current work and 3 (2,9%) are less than 1 year to their current job. In addition, regarding the hierarchical position, 103 answers were received: 56 (54,4%) are employees at their current job, 31 (30,1%) are Supervisor or Division Head and 16 (15,5%) are Directors. Regarding the monthly net income 103 answers were received, 37 (35,9%) are receiving 1.000 – 1.300 euros, 26 (27,2%) are receiving 1.300 to 1.700 euros, 22 (21,4%) are receiving 1.700 to 2.200 euros, 14 (13,6%) are receiving more than 2.200 euros and 4 (3,9%) are receiving less than 1000 euros. Finally, regarding overtime work, 43 (41,3%) answered that work often overtime, 36 (34,6%) are rarely working overtime, 23 (22,1%) are working very often overtime, and 2 (1,9%) are never working overtime.

Table 2: Frequencies (percentages) of demographic factors

Category	Answer	Frequencies (percentages)
Gender	Male	51 (49%)
	Female	53 (51%)
Age	18 – 25 years old	0 (0%)
	26 – 35 years old	15 (14,4%)
	36 – 45 years old	52 (50%)
	46 – 55 years old	32 (30,8%)
	>55 years old	5 (4,8%)
Family Status	Unmarried	22 (21,2%)
	Married	75 (72,1%)
	Other (Divorced/Widowed)	7 (6,7%)
Number of Children	None	32 (31,1%)
	One or more	71 (68,9%)
Educational Level	High School Graduate	5 (4,8%)
	Vocational Training Institute	4 (3,8%)
	Graduate	51 (49%)
	Bachelor's Degree Holders	44 (42,3%)
	Master's Degree Holders	0 (0%)
	PhD degree Holders	0 (0%)
Department	Commercial / Sales	63 (60,6%)
	Production / Manufacturing	4 (3,8%)
	Supply Chain / Warehouse	3 (2,9%)
	Administration / Finance	13 (12,5%)
	Other	21 (20,2%)
Year of employment in current job	< 1 year	3 (2,9%)
	1 – 3 years	13 (12,5%)
	4 – 7 years	15 (14,4%)
	8 – 15 years	29 (27,9%)
	>15 years	44 (42,3%)
Hierarchical position in current job	Employee	56 (54,4%)
	Supervisor/Division Head	31 (30,1%)
	Director	16 (15,5%)
Monthly Net Income	<1.000€	4 (3,9%)
	1.000 - 1.300€	37 (35,9%)
	1.300 - 1.700€	26 (27,2%)
	1.700 - 2.200€	22 (21,4%)
	>2.200€	14 (13,6%)
Overtime Work	Never	2 (1,9%)
	Rarely	36 (34,6%)
	Often	43 (41,3%)
	Very often	23 (22,1%)

Source: Author's Construction

5.2 JSS questionnaire results

We will calculate the Cronbach's alpha value for the Total Satisfaction and the 9 subscales characteristics. This will indicate that the questionnaire has good internal consistency and reliability. This means that both the subscales and the total score of the Job Satisfaction Survey

(JSS) consistently and accurately measure what they are designed to measure (employee job satisfaction).

Cronbach's alpha was computed for all 36 items (after reverse-scoring the appropriate items), yielding a value of 0.90, which indicates excellent internal consistency for the overall job satisfaction construct. Table 3 presents the factor scores for the nine subscales. These nine factors were derived from the original item-level responses (with reverse-scored items appropriately recorded), rather than from simple summed scores.

Table 3: Cronbach's α of the 9 subscales items of JSS and Total Satisfaction

Characteristics	α
Pay	0,81
Promotion	0,72
Supervision	0,87
Fringe Benefits	0,66
Contingent Rewards	0,74
Operating Conditions	-0,13
Coworkers	0,6
Nature of Work	0,77
Communication	0,74
Total Satisfaction	0,9

Source: Author's Construction

Cronbach's alpha coefficients show very good reliability for Pay ($\alpha=0,81$) and Supervision ($\alpha=0,87$). Promotion ($\alpha=0,72$), Contingent Rewards ($\alpha=0,74$), Nature of Work ($\alpha=0,77$), and Communication ($\alpha=0,74$) demonstrate acceptable consistency. Fringe Benefits factor ($\alpha=0,66$) is slightly below the conventional 0.70 cutoff and should be regarded as marginal. Coworkers item ($\alpha=0,60$) shows questionable reliability. Operating Conditions exhibits poor - and possibly inverse - internal consistency ($\alpha=-0,13$). This finding will be further discussed in Chapter 6.

A factor analysis is not advisable for the JSS given the limited statistical power of our sample (104 respondents for 36 items). A robust and reliable solution would typically require a much larger sample - approximately 360 to 500 participants.

The descriptive statistics results regarding the Total Job Satisfaction and the 9 subscales categories of JSS questionnaire are given at Table 4.

Table 4: Descriptive statistics: Results of the 9 subscales items of JSS and Total Satisfaction

Characteristic	Mean	Median	Standard Deviation
Pay	10,99	11	4,43
Promotion	11,61	12	3,94
Supervision	19,44	21	4,74
Fringe Benefits	11,64	11,5	3,7
Contingent Rewards	13,65	13	4,16
Operating Conditions	10,33	10	2,34
Coworkers	16,95	17	3,45
Nature of Work	17,21	17	3,84
Communication	14,43	15	4,35
Total Satisfaction	126,26	121	23,12

Source: Author's Construction

According to Table 4 the employees show dissatisfaction for their payment ($M=10,99$, $Mdn=11$, $SD=4,43$), for their promotion possibilities ($M=11,61$, $Mdn=12$, $SD=3,94$), for their fringe benefits ($M=11,64$, $Mdn=11,5$, $SD=3,7$) and for the operating conditions ($M=10,33$, $Mdn=10$, $SD=2,34$). The respondents appeared to be neutral, showing neither satisfaction nor dissatisfaction for the contingent rewards ($M=13,65$, $Mdn=13$, $SD=4,16$) and for the communication ($M=14,43$, $Mdn=15$, $SD=4,35$) and they seem to be satisfied from their supervision ($M=19,44$, $Mdn=21$, $SD=4,74$), their coworkers ($M=16,95$, $Mdn=17$, $SD=3,45$) and the nature of work ($M=17,21$, $Mdn=17$, $SD=3,84$).

Regarding the total satisfaction score ($M=126,26$, $Mdn=121$, $SD=23,12$), the results indicate a neutral appreciation, as participants were neither satisfied nor dissatisfied.

This leads to the conclusion that, despite employees' primary dissatisfaction coming from extrinsic factors such as pay, promotion and fringe benefits, intrinsic elements like supervisor and coworker relationships, along with the nature of the work, significantly enhance their overall job satisfaction.

The Pearson Correlation Coefficient analysis has been done to all the sets of parameters to measure the linear relationship between all the variables. The result of the analysis is expressed by the Pearson coefficient, with the r , which takes values from -1 to 1. If $r = 1$, we have a perfect positive linear correlation, if $r=-1$ we have a perfect negative linear correlation and if $r=0$ there is no linear correlation between the variables.

At table 5 we can see the result of the analysis and at Figure 3 the correlation matrix.

Table 5: Pearson Correlation Analysis for all subcategories item and total satisfaction

	Total Satisfaction	Pay	Promotion	Supervision	Fringe Benefits	Contingent Rewards	Operating Conditions	Coworkers	Nature of Work
Pay	0,83								
Promotion	0,68	0,61							
Supervision	0,57	0,31	0,22						
Fringe Benefits	0,79	0,74	0,52	0,32					
Contingent Rewards	0,81	0,66	0,55	0,42	0,65				
Operating Conditions	0,18	0,21	0,06	-0,1	0,15	0,07			
Coworkers	0,57	0,34	0,15	0,38	0,31	0,29	0,02		
Nature of Work	0,58	0,44	0,39	0,15	0,32	0,41	0,05	0,33	
Communication	0,73	0,47	0,38	0,37	0,54	0,54	0	0,5	0,31

Source: Author's Construction

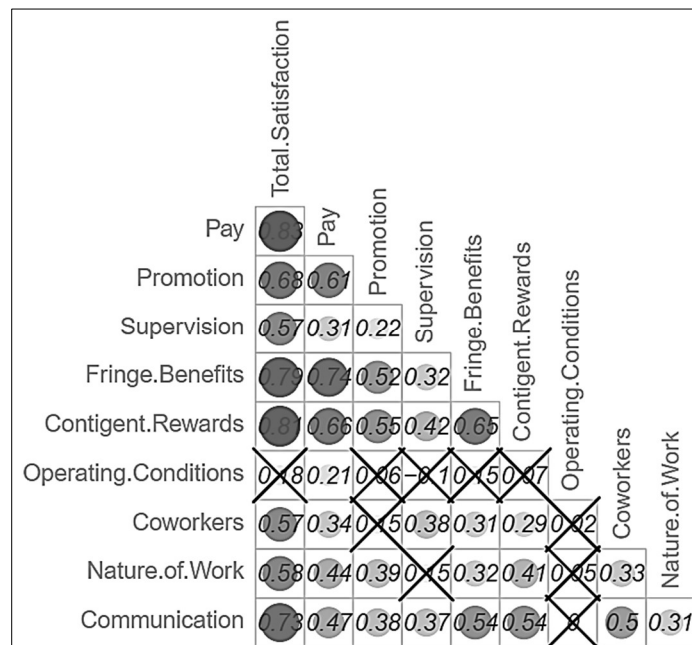


Figure 3: Correlation matrix, Source: Author's Construction

From the Figure 3 we can see all subcategories' items and total satisfaction have mainly positive correlation. Total satisfaction is influenced very strongly and primarily by payment ($r=0,83$), contingent rewards ($r=0,81$), fringe benefits ($r=0,79$), communication ($r=0,73$) and they are following by promotion ($r=0,68$), nature of work ($0,58$), coworkers ($0,57$) and supervision ($0,57$). Operation conditions ($r=0,18$) do not seem to influence much the total satisfaction. Correlation matrix shows the strong relationship between total satisfaction and mainly extrinsic rewards followed by intrinsic rewards.

It is also shown that payment has strong correlation with fringe benefits ($r=0,74$) and contingent rewards ($r=0,66$), as well as with promotion ($r=0,61$). Also payment has visible positive relationship with communication ($r=0,47$), nature of work ($r=0,44$), coworkers ($r=0,34$) and supervision ($r=0,31$) but the data exhibits high dispersion. Between payment and operating conditions a very slight relationship is present, but the variables are mostly independent ($r=0,21$).

Moreover, promotion has high correlation with contingent rewards ($r=0,55$) and fringe benefits ($r=0,52$). Also promotion has visible positive relationship with nature of work ($r=0,39$) and communication ($r=0,38$) but the data exhibits high dispersion. Between promotion and supervision a very slight relationship is present, but the variables are mostly independent ($r=0,22$). A very slight, almost independent relationship, is shown between promotion and coworkers ($r=0,15$). Finally promotion shows almost no relationship with operating conditions ($r=0,06$).

Furthermore, it is shown that supervision has visible positive relationship with contingent rewards ($r=0,42$), coworkers ($r=0,38$), communication ($r=0,37$) and fringe benefits ($r=0,32$) but the data exhibits high dispersion. A very slight, almost independent relationship, is present between supervision and nature of work ($r=0,15$). Finally supervision shows almost no relationship, or very slightly negative correlation with operating conditions ($r=-0,1$).

Fringe benefits have also strongly positive correlation with contingent rewards ($r=0,65$). This means that employees perceive positively all the types of tangible rewards and they desire competitive compensation, strong financial incentives, and comprehensive benefits. Rather than being mutually exclusive, these factors operate concurrently. Fringe benefits are also highly related with communication ($r=0,54$). Furthermore they have visible positive relationship with nature of work ($r=0,32$) and coworkers ($r=0,31$) but the data exhibits high dispersion. Between fringe benefits and operating conditions a very slight, almost independent relationship, is shown ($r=0,15$).

Contingent rewards are highly related with communication ($r=0,54$). Moreover, they have visible positive relationship with nature of work ($r=0,41$) but the data exhibits high dispersion. Between fringe benefits and coworkers a very slight relationship is present, ($r=0,29$). Finally contingent rewards shows almost no relationship with operating conditions ($r=0,07$).

Coworkers are highly related with communication ($r=0,5$) and they have visible positive relationship with nature of work ($r=0,33$) but the data exhibits high dispersion.

Moreover nature of work has correlation with communication but the data are quite dispersed ($r=0.31$).

Last but not least, it can be underlined that operating conditions appear to have very slight or no effect on overall satisfaction and the subcategories' items. More precisely for the three relationships that were not mentioned previously, operation conditions show almost no relationship with nature of work ($r=0,05$), coworkers ($r=0,02$) and communication ($r=0$).

5.3 Demographic characteristics relationship with JSS questionnaire factors

After creating the histogram of Total Satisfaction and the histograms of the 9 subcategories, data do not follow normal distribution but, in some cases, seem to be close to normal distribution. For this reason, and to cover all the cases they were applied: (a) independent samples t-tests and One-Way Analysis of Variance (ANOVA) to compare two and more than two independent groups, respectively and (b) a non-parametric alternative: the Mann-Whitney U test for comparing two independent groups and the Kruskal-Wallis test for scenarios involving more than two groups. The results for t-tests and ANOVA tests are presented in Table 6 and the results of Mann-Whitney U test and Kruskal-Wallis's test in Table 7.

Table 6: Results of t-tests and ANOVA tests

	Total Satisfaction	Pay	Promotion	Supervision	Fringe Benefits	Contingent Rewards	Operating Conditions	Coworkers	Nature of Work	Communication
Gender	0,056	<u>0,016</u>	0,151	0,165	0,05	0,15	0,697	0,841	0,357	0,154
Age	0,742	0,435	0,483	0,37	0,473	0,785	0,074	0,972	0,274	0,982
Family Status	0,548	0,715	0,429	<u>0,013</u>	0,719	0,82	0,524	0,706	0,152	0,063
Number of Children	0,514	0,317	0,388	<u>0</u>	0,715	0,272	0,753	0,604	0,242	0,197
Educational Level	0,559	0,491	0,708	0,565	0,347	0,57	0,322	1	0,741	0,052
Years of Employment in Current Job	0,135	0,124	0,214	0,981	0,366	0,167	0,308	0,449	<u>0,016</u>	0,388
Department	0,129	0,289	0,381	0,091	0,825	0,619	0,367	<u>0,01</u>	0,06	0,372
Hierarchical position in current job	0,363	0,088	<u>0,01</u>	0,261	0,73	0,142	0,381	0,273	0,644	0,499
Monthly Net Income	0,099	<u>0,021</u>	0,052	0,917	0,374	<u>0,009</u>	0,087	0,502	<u>0,004</u>	0,166
Overtime Work	0,723	0,899	0,83	0,51	0,619	0,299	<u>0,06</u>	0,572	0,454	0,321

Source: Author's Construction

Table 7: Results of U-mann test and Kruskal-Wallis tests

	Total Satisfaction	Pay	Promotion	Supervision	Fringe Benefits	Contingent Rewards	Operating Conditions	Coworkers	Nature of Work	Communication
Gender	0,065	<u>0,018</u>	0,141	0,249	0,069	0,117	0,839	0,683	0,192	0,138
Age	0,487	0,355	0,413	0,358	0,435	0,555	0,08	0,941	0,275	0,962
Family Status	0,552	0,722	0,429	<u>0,003</u>	0,756	0,834	0,57	0,539	0,105	0,065
Number of Children	0,443	0,364	0,414	<u>0</u>	0,695	0,273	0,887	0,729	0,264	0,237
Educational Level	0,662	0,481	0,644	0,875	0,422	0,679	0,35	0,977	0,892	0,058
Years of Employment in Current Job	0,095	0,091	0,326	0,885	0,33	0,227	0,33	0,271	<u>0,033</u>	0,415
Department	0,094	0,298	0,386	<u>0,035</u>	0,727	0,46	0,549	0,1	0,074	0,313
Hierarchical position in current job	0,249	0,101	<u>0,008</u>	0,467	0,648	<u>0,018</u>	0,414	0,438	0,457	0,313
Monthly Net Income	0,105	<u>0,035</u>	0,097	0,93	0,345	<u>0,009</u>	0,248	0,409	<u>0,004</u>	0,218
Overtime Work	0,776	0,908	0,931	0,674	0,624	0,669	<u>0,042</u>	0,606	0,44	0,271

Source: Author's Construction

Both analytical approaches gave similar quality conclusions, however, because the data deviate from normality, we will base our conclusions on non-parametric tests (Mann–Whitney U test and

Kruskal–Wallis’s test). We will highlight figures with $p < 0.05$ to show substantial differences between groups, and we will provide a detailed analysis of gender differences.

In Figure 4 we can see the relationship between Pay and Monthly Net Income.

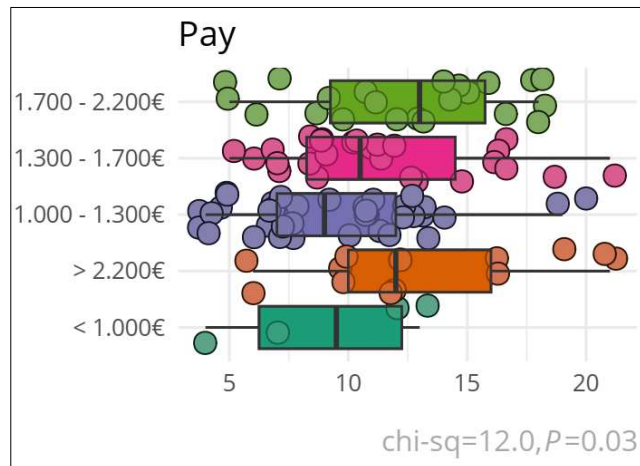


Figure 4: Pay and Monthly Net Income with Kruskal-Wallis test, Source: Author’s Construction

As it is understood people with higher income than 1.700€ are more satisfied regarding their payment rather than people with Monthly Net Income lower than 1.700 euros, especially the participants with net income lower than 1.000 are quite dissatisfied by their payment. The interesting thing is that employees with net income between 1700 and 2.200 euros are happier than employees with net income more than 2.200 euros, probably because over 2.200 euros are very qualified and longtime employees that desire better payment or they believe they deserve more than their actual income.

In Figure 5 we can see the relationship between Promotion and Hierarchy.

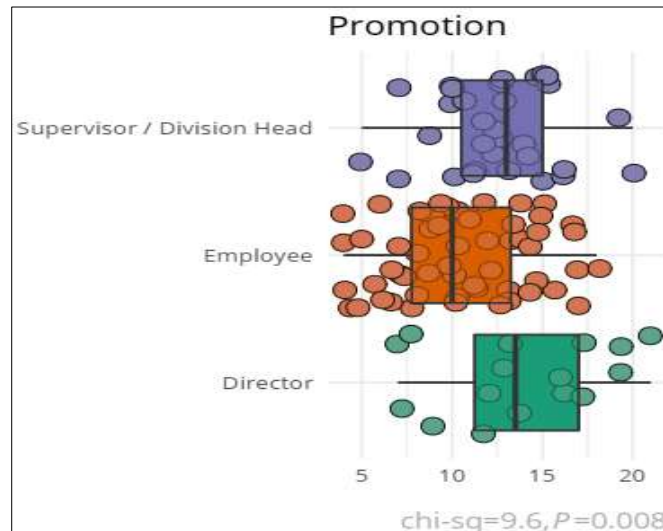


Figure 5: Promotion and Hierarchy with Kruskal-Wallis test, Source: Author's Construction

As we can see Directors are much more satisfied with their position as they almost reached the highest level of their career path, while Supervisors are more satisfied than the employees as they are also be promoted during their career life.

In Figure 6 we can understand the relationship between Supervision and Family Status.

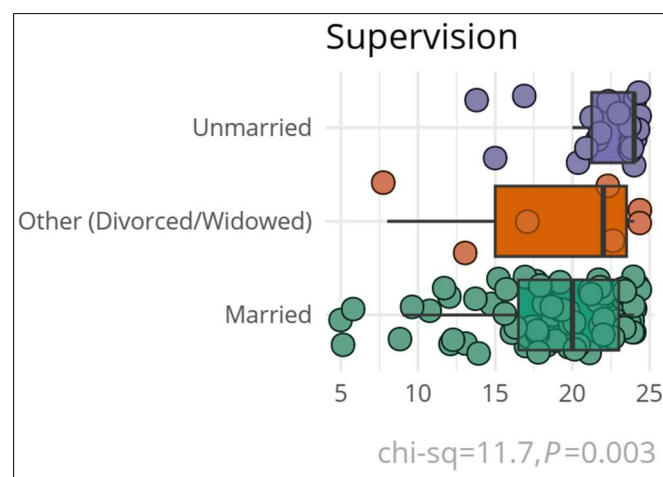


Figure 6: Supervision and Family status with Kruskal-Wallis test, Source: Author's Construction

Unmarried individuals report higher satisfaction with supervision compared to their divorced, widowed, or married counterparts. This finding will be further explored by cross-referencing it with results related to supervision and the presence of one or more children.

In the Figure 7 it is checked the relationship between the Supervision and the Department where the participants are working.

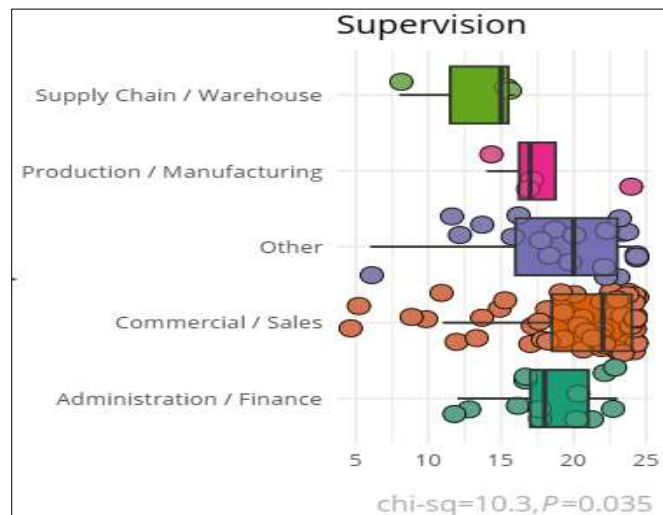


Figure 7: Supervision and Department with Kruskal-Wallis test, Source: Author's Construction

It is shown that employees are much happier with their supervisors in Commercial/Sales Departments while they are following from departments other than the one questioning, administration/finance department, production/manufacturing department and supply chain department.

In Figure 8 is shown the relationship between Contingent Rewards and Hierarchy

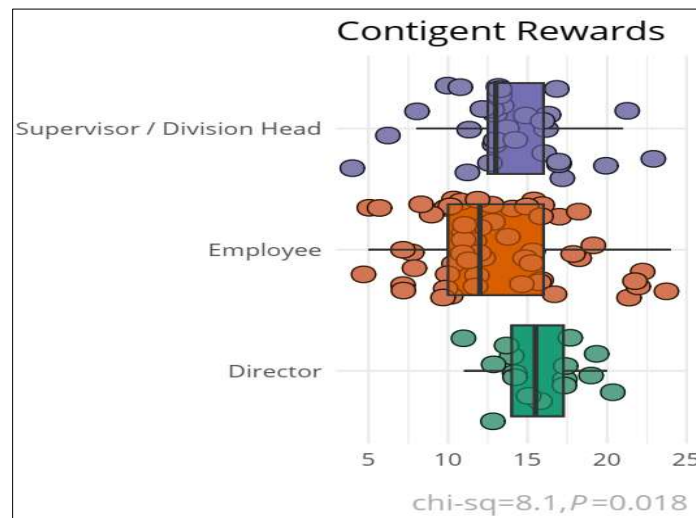


Figure 8: Contingent Rewards and Hierarchy with Kruskal-Wallis test, Source: Author's Construction

Directors that are working on the highest level roles are reporting the greatest satisfaction with contingent rewards (e.g. bonus) following by Supervisors/Division Heads. Due to their increased responsibilities, it is reasonable for individuals at higher hierarchical levels to receive greater contingent rewards. These rewards are aligned with their higher performance expectations and achievements, which typically increase as one moves up the organizational hierarchy.

In Figure 9 the relationship between Contingent Rewards and Monthly Net Income is checked.

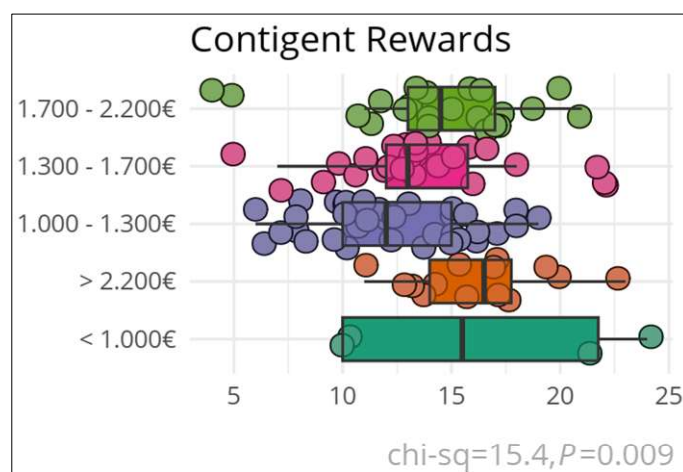


Figure 9: Contingent Rewards and Monthly Net Income with Kruskal-Wallis test, Source: Author's Construction

Employees earning more than 2.200€, likely are working in more specialized or higher-responsibility roles, so they are reporting the greatest satisfaction with contingent rewards (e.g. bonus). They are followed by those earning 1.700€ - 2.200€, 1.300€ -1.700€, and 1.000€- 1.300€. Notably, employees earning less than 1,000€ also appear quite satisfied, possibly because contingent rewards help them maintain a satisfactory standard of living.

Figure 10 shows the relationship between Operating Conditions and Overtime Work.

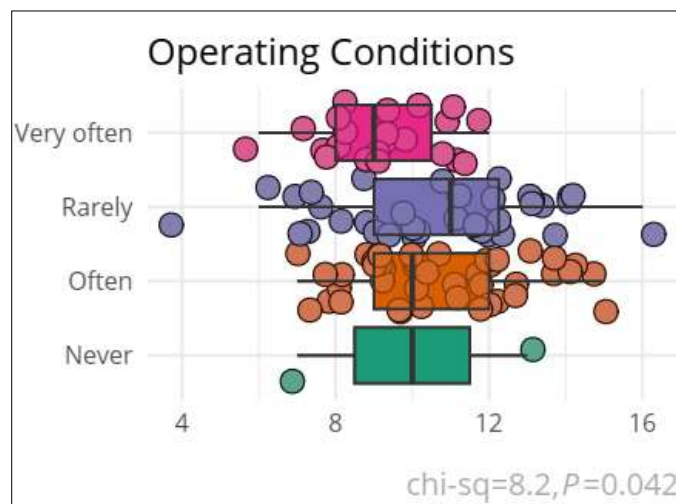


Figure 10: Operating Conditions and Overtime Work with Kruskal-Wallis test, Source: Author's Construction

As shown in Figure 10, perceptions of Operating Conditions are strongly associated with the frequency of overtime work. Respondents who rarely work overtime report notably higher satisfaction than those who work overtime often or very often. The group that never works overtime is too small ($n = 2$) to support reliable inference and is therefore not considered in the analysis.

At Figures 11 and 12 are shown the relationship between Nature of Work and Years of Employment and between Nature of Work and Net Monthly Income.

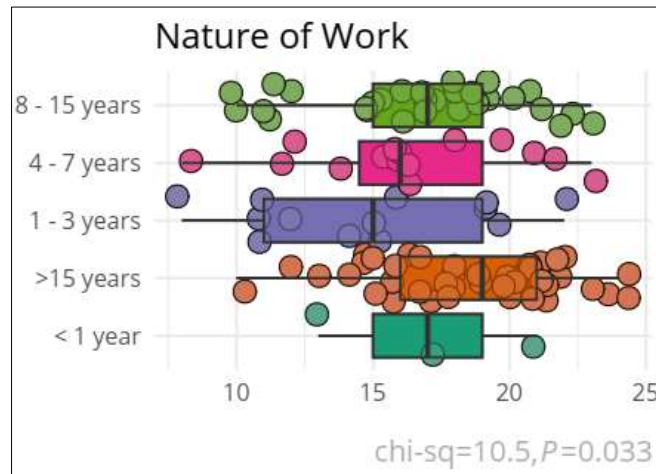


Figure 11: Nature of Work and Years of Employment with Kruskal-Wallis's test, Source: Author's Construction

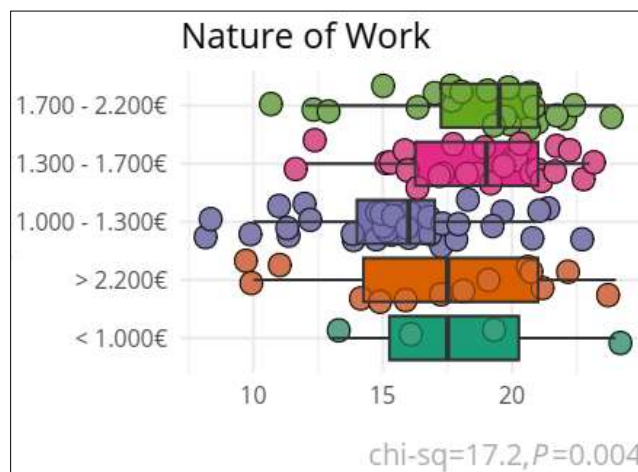


Figure 12: Nature of Work and Monthly Net Income with Kruskal-Wallis test, Source: Author's Construction

Figure 11 indicates that employees with longer tenure in their current role report higher satisfaction with the nature of their work. This pattern is intuitive: remaining in a position for many years is often consistent with finding the work itself satisfying.

From figure 12 it can be observed that the most satisfied employees are those earning between 1.700€ and 2.200€, followed by those with salaries between 1.300€ and 1.700€. Next come employees earning more than 2.200€, followed by those earning less than 1.000€, while the least satisfied group appears to be those with salaries between 1.000€ and 1.300€.

5.4 Gender Differences and Differences because of Family Obligations

In the Figure 13 we compare men and women on overall job satisfaction and the nine subscales.

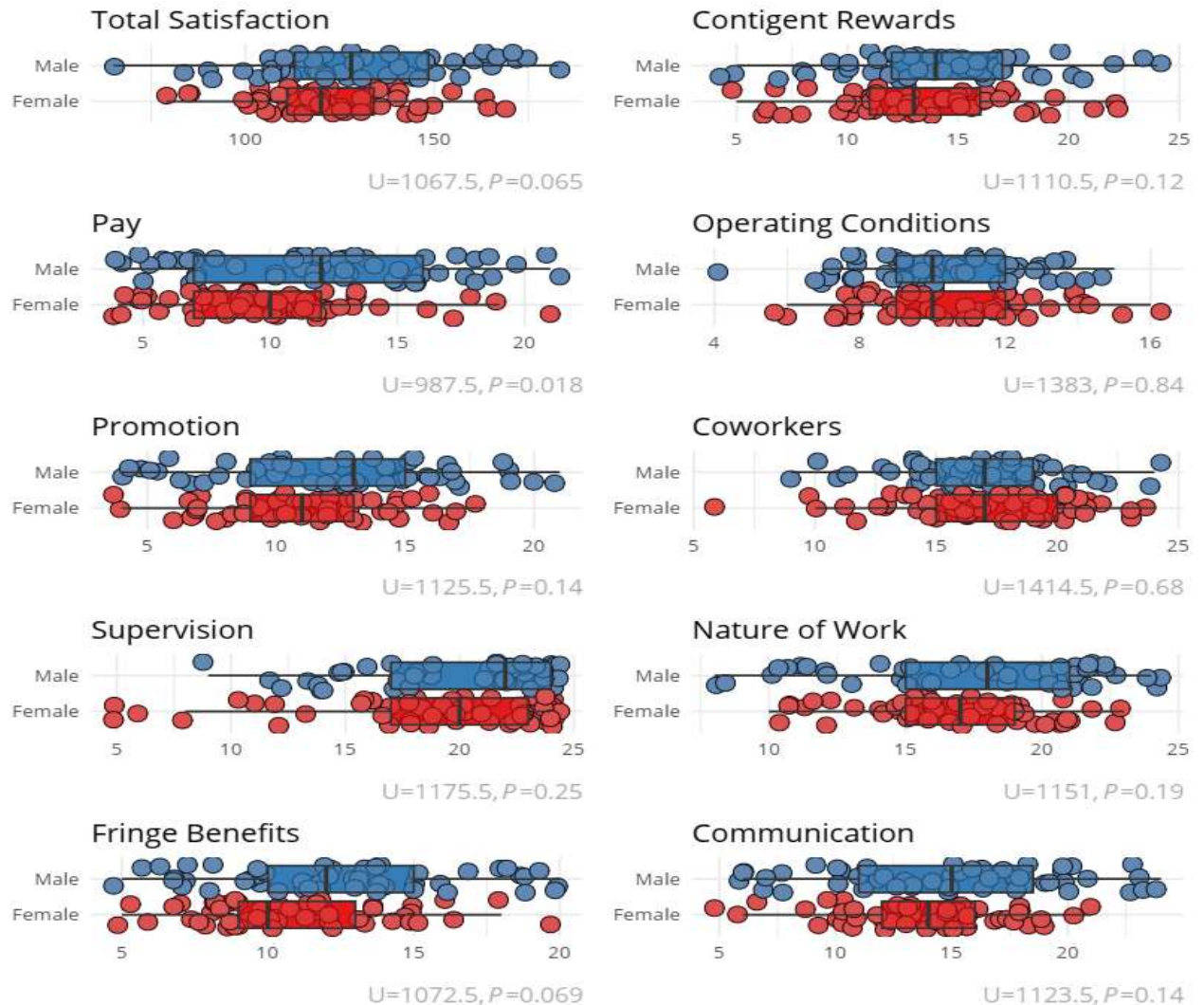


Figure 13: Male and Female results of Total Satisfaction and all subcategories' items of Mann-Whitney U test, Source: Author's Construction

Women report lower satisfaction than men on overall satisfaction and on seven of the nine subscales. The only areas with comparable ratings are Coworkers and Operating Conditions. Accordingly, women are less satisfied than men with Pay, Promotion opportunities, Fringe Benefits, Contingent Rewards, Supervision, Nature of Work, and Communication.

From the above we can understand that there are still gaps in payment between women and men that lead to lower satisfaction. Women, also, understand that they are having less promotion opportunities than man. Additionally, they consider that the Fringe Benefits do not match their needs (probably because they are facing extra challenges because of childcare and maternal leave). Moreover, contingent rewards like bonuses do not follow their expectation. Regarding supervision they are showing that they need differential support and empathy for their family obligation as children care.

Furthermore, and regarding nature of work they can face less autonomy or enrichment, more administrative labor and fewer high - impact assignments which lead to reduced intrinsic satisfaction. Finally, and regarding communication, women may face meeting times outside core working hours which disturbs their personal lifetime. Moreover, lower feedback and less empathy in their internal company communication can depress communication ratings.

As we tried to analyze even more, in Figure 14 is shown the differences in appreciation of supervision for all participants and only women participants with no children and with one or more children.

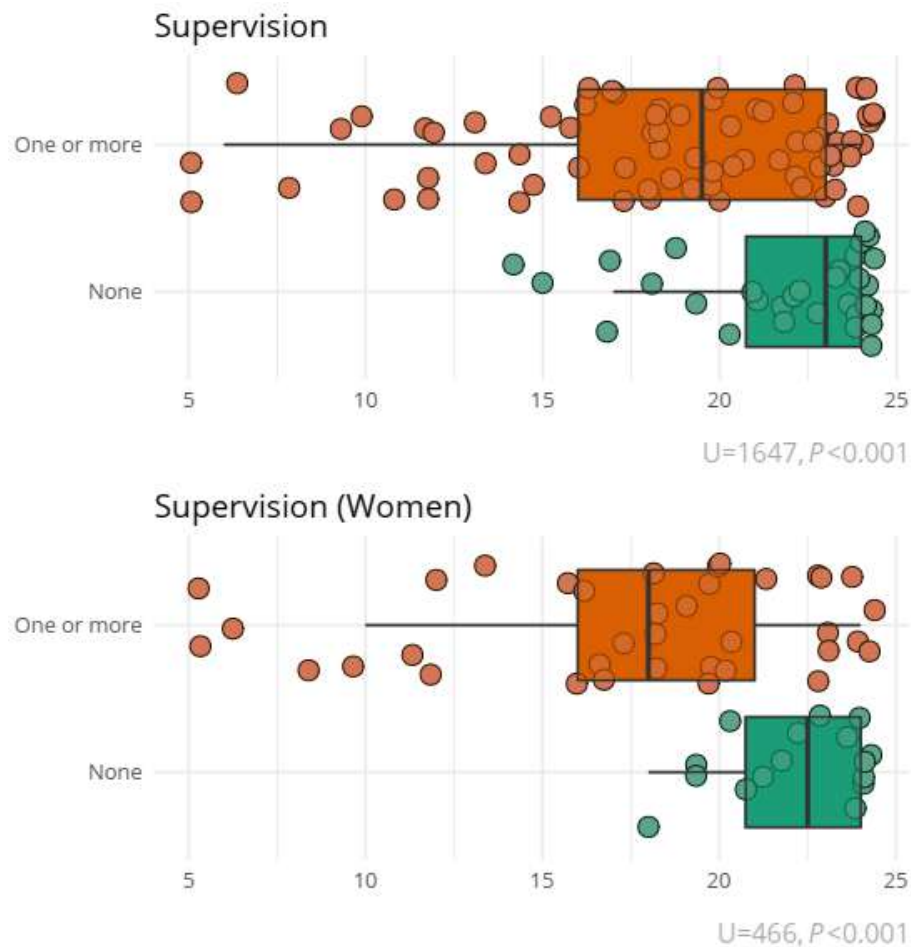


Figure 14: Supervision according to Number of Children for all participants and Women with Mann-Whitney U test, Source: Author's Construction

As we saw previously at Figure 6 there is a significant difference between the family status and the satisfaction of supervision. According also to Figure 14 participants with no children seem to be much more satisfied with their supervision than those with one or more children. This observation is quite striking for women with one or more children which report lower satisfaction with supervision than every other category. This pattern is consistent with greater needs for schedule flexibility, and supportive communication from supervisors. When these needs are not met, through limited flexibility, unpredictable hours, or low perceived understanding, supervisory satisfaction is declining.

6. Proposals

6.1 Discussion and Proposals

According to the results exported to the previous chapter we can conclude with some very important outcomes.

Export-oriented companies or subsidiaries of multinationals should try to align international standards for employee compensation, given that payment is the key driver of total satisfaction. These employees interact with companies and colleagues abroad and can make direct comparisons of their remuneration. Employers should, also, consider the rising cost of living in Greece and ensure compensation that supports a satisfactory standard of living.

Moreover, and regarding the contingent rewards, as the employees show neutral appreciation, performance - based compensation and benefits should align with models used by major international companies, and employees should perceive them as fair and directly connected with their performance. Particular emphasis should be placed on low-paid employees, who should be supported through additional benefits that would improve their quality of life and increase their real income.

Furthermore, companies should continue to offer and enhance their fringe benefits such as health insurance, consistent additional benefits, provision of fuel and company cars etc. because these benefits consistently act as an additive to salary, improving the standard of living and increasing the satisfaction index. Indeed, with recent global developments and the explosive rise in energy costs, providing benefits like fuel would create a climate of satisfaction and relieve employees.

Additionally, as promotion is a very important factor that influences total satisfaction, a clearly defined, standardized career path should be established and consistently followed by all employees. From the outset of employment, they should know the progression they can expect, the requirements they must meet, the feedback that are going to get, the performance standards they will be held to, and the rewards they will receive - including promotions at predetermined intervals.

To improve internal company communication, it will be important for employees to take part in regular meetings within teams and with their respective supervisors. In these meetings, employees

should be thoroughly informed about their duties and accomplishments. Furthermore, employees should receive regular, constructive, and honest feedback. Additionally, meetings with management are crucial for employees to be updated on the company's strategy, progress, and overall results.

Companies should maintain and enhance the high quality of supervision (which will be examined further below in relation to gender and family responsibilities) and foster strong relationships among coworkers.

With respect to Operating Conditions and the limited conclusions that can be drawn, it would be advisable to monitor the workload of employees who perform substantially overtime. Based on this monitoring, departments should either be reinforced with additional staff or pursue solutions and system improvements that help efficiency and productivity. It would also be important to explore the possibility of enhancing mobile work to reduce transport time and increase flexibility.

Regarding the differences between genders in almost every subcategory and in the grade of total satisfaction, special measurement should be taken. First, companies should apply pay transparency, they must follow pay-transparency rules and publish salary data by gender. Moreover, a clear job evaluation must be applied, companies should judge roles by required skills and responsibilities without any differences between men and women. New laws that could be applied for balanced parental leave could, also, help as they are offering mandatory, well - paid paternity leave to prevent mothers from being unfairly penalized because of their absence.

A clear promotion process should be applied by using fair, objective criteria to make promotion decisions and a formal analysis should confirm that promotions are awarded equitably to both men and women. Both genders should take part in mentoring and coaching programs that help both to move into leadership roles and achieve senior management positions and Board of Directors.

Finally flexible hours and remote work policies should be applied to companies to support work life balance for both genders and especially for women that they are taking greater responsibility for family's obligations.

The last proposal is enhanced also by the results regarding supervision along with number of children. Parents with one or more children, especially mothers, should not be disadvantaged by their supervisors because of increased family responsibilities. On the contrary, companies should put in place supportive policies, and supervisors should demonstrate empathy, flexibility, and understanding by offering greater adaptability in office attendance and working hours.

6.2 Suggestions and Further Study

It would be very valuable to conduct the study with more than 500 participants so that factor analysis can be performed. The research field could include companies of the same type with the current study operating across Northern Greece, with each department to be participated in the same proportion to their actual population. In the current investigation, the Commercial Department had the biggest participation by dominating all the other departments.

Also, as it was shown that employees with many years are more satisfied with their nature of work, it will be interesting to check the above results also along with questionnaires regarding work retention intention.

Moreover, as the differences between ages didn't bring any result from this specific research, it will be valuable to check the same parameter with a bigger statistical sample to identify differences and needs across ages and generations.

Since the Operating Conditions subscale showed a weak or even inverse association with job satisfaction, they are proposed the following steps:

(a) Use the Greek translation of the questionnaire translated by Andreas Tsounis and Pavlos [Tsounis and Sarafis, 2018], which, also, checked the validity and the reliability of the Greek Translation of JSS questionnaire. At this specific translation the English question 31. “*I have too much paperwork*” was translating “*Έχω περισσότερη γραφειοκρατική δουλειά από ότι θα ‘πρεπε*” while at the translation used in the current report (official translation of Paul Spector site from Mr Kontalakis) was translating “*Ασχολούμαι πολύ με δουλειά γραφείου*”. The different translation and interpretation probably altered the result of this specific question at the current questionnaire.

(b) Tried to reverse question number 15, which, according to the guidelines, is not reverse scored. The actual question is: My efforts to do a good job are seldom blocked by red tape. Due to the inherently negative nature of this question, reverse - scoring may be appropriate.

It is crucial to underline that also in bibliography [Tsounis and Sarafis, 2018] the Cronbach factor α is less than 0,5, so it crucial to find ways to check if there is a minor structural issue at the JSS questionnaire.

By implementing the above, we will have a study with a sample that represents a broad geographic population, in extended qualitative analysis and, also, the problematic subscale identified in the present analysis will likely be corrected.

7. Conclusions

Following a survey of 104 private-sector employees in Thessaloniki and Kilkis who work in export - oriented companies and subsidiaries of multinationals, it was found that extrinsic rewards have a stronger impact on job satisfaction. However, high scores on intrinsic rewards can improve employees' overall satisfaction.

Employees report neutral overall satisfaction. They appear not sufficiently satisfied with their fixed pay and the fringe benefits they receive, and they are not satisfied enough with their promotion prospects. By contrast, they are quite satisfied with the nature of their work and with their coworkers. Women report lower satisfaction than men in almost all areas, and employees with greater family responsibilities need more supportive supervision.

Companies are advised to align compensation and fixed benefits with international company practices and to benchmark the labor market continuously - not only within Greece but also internationally - while considering the cost of living in Greece. Open communication and feedback are essential to maintain good engagement with employees. Special attention should be given to low-paid employees, who should be supported with additional benefits aimed at improving their quality of life and real income.

There should be oversight to ensure that men and women are paid and evaluated in the same way, and that women are not penalized for absences due to pregnancy and childcare. Additionally, training, coaching, and advancement opportunities should be comparable for both genders, and women should be able to reach the highest position available in the organization. HR should monitor these issues, including tracking gender representation at each career level.

Finally, employees with increased family responsibilities should have open communication with their supervisor who should demonstrate empathy, understanding, flexibility, and support for the employee's demanding responsibilities. Both parents and overloaded employees should have access to flexible work arrangements, such as remote - mobile work and flexible hours.

A larger study that will involve employees in similar companies across Northern Greece would be very interesting to be realized. It is proposed to use the same research design with an improved and expanded questionnaire, enabling richer and more robust conclusions.

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Appendix A: Dissertation questionnaire and first results

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.							
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Οι σημαντικότεροι παράγοντες που επηρεάζουν την εργασιακή ικανοποίηση στον ιδιωτικό τομέα στην Ελλάδα

Στο πλαίσιο της φοίτησης μου ως μεταπτυχιακή φοιτήτρια στο Ελληνικό Ανοικτό Πανεπιστήμιο στο πρόγραμμα Master in Business Administration (MBA) διενεργώ την διπλωματική εργασία με τίτλο «Οι σημαντικότεροι παράγοντες που επηρεάζουν την εργασιακή ικανοποίηση στον ιδιωτικό τομέα στην Ελλάδα». Η έρευνα απευθύνεται σε υπαλλήλους του ιδιωτικού τομέα, που εργάζονται σε εξαγωγικές εταιρείες ή σε παραρτήματα πολυεθνικών εταιρειών στη Βόρεια Ελλάδα και απαιτεί 5 με 8 λεπτά για τη συμπλήρωσή του.

Οι απαντήσεις σας θα είναι απολύτως ανώνυμες και δε θα συλλεχθούν προσωπικά στοιχεία. Οι απαντήσεις σας θα χρησιμοποιηθούν μόνο για στατιστικούς σκοπούς της επιστημονικής έρευνας.

Σας ευχαριστώ για την συμμετοχή σας

Βερεσόγλου Ζήνα
std134183@ac.eap.gr

* Υποδεικνύει απαιτούμενη ερώτηση

1. Δίνω τη συγκατάθεσή μου να συμμετάσχω στην έρευνα *

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ Ναι Παράβλεψη και μετάβαση στην ερώτηση 2
- ☐ Όχι Παράβλεψη και μετάβαση στην ενότητα 4 (Ευχαριστίες)

A.: Δημογραφικά Στοιχεία

2. A01. Γένος

Να επισημαίνεται μόνο μία έλλειψη.

☐ Άνδρας

☐ Γυναίκα

3. A02. Ηλικία

Να επισημαίνεται μόνο μία έλλειψη.

☐ 18 - 25 ετών

☐ 26 - 35 ετών

☐ 36 - 45 ετών

☐ 46 - 55 ετών

☐ 55+ ετών

4. A03. Οικογενειακή Κατάσταση

Να επισημαίνεται μόνο μία έλλειψη.

☐ Άγαμος/η

☐ Έγγαμος/η

☐ Άλλη περίπτωση (Διαζευγμένος/η, Χήρος/α)

5. A04. Αριθμός Τέκνων

Να επισημαίνεται μόνο μία έλλειψη.

☐ Κανένα

☐ Ένα ή περισσότερα

6. A05. Επίπεδο Εκπαίδευσης

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ Απόφοιτος Υποχρεωτικής Εκπαίδευσης
- ☐ Απόφοιτος Ι.Ε.Κ.
- ☐ Απόφοιτος Α.Ε.Ι./Τ.Ε.Ι.
- ☐ Κάτοχος Μεταπτυχιακού
- ☐ Κάτοχος Διδακτορικού

7. A06. Έτη εργασίας στην παρούσα δουλειά σας *Να επισημαίνεται μόνο μία έλλειψη.*

- ☐ < 1 έτος
- ☐ 1 - 3 έτη
- ☐ 4 - 7 έτη
- ☐ 8 - 15 έτη
- ☐ 15 + έτη

8. A07. Διεύθυνση / Τμήμα

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ Εμπορική / Πωλήσεις
- ☐ Παραγωγή / Κατασκευή
- ☐ Διαχείριση Εφοδιαστικής Αλυσίδας / Αποθήκη
- ☐ Διοίκηση / Οικονομική
- ☐ Άλλο

9. A08. Ιεραρχική θέση στην παρούσα εργασία

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ Υπάλληλος
- ☐ Προϊστάμενος / Προϊστάμενος Τμήματος
- ☐ Διευθυντής

10. A09. Μηνιαίο Καθαρό Εισόδημα

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ < 1.000€
- ☐ 1.000 - 1.300€
- ☐ 1.300 - 1.700€
- ☐ 1.700 - 2.200€
- ☐ > 2.200€

11. A10. Εργασίας εκτός Ωραρίου - Υπερωρίες

Να επισημαίνεται μόνο μία έλλειψη.

- ☐ Ποτέ
- ☐ Σπάνια
- ☐ Συχνά
- ☐ Πολύ Συχνά

B: Ερωτηματολόγιο Εργασιακής Ικανοποίησης

Το ερωτηματολόγιο είναι σύμφωνο με την ΕΡΕΥΝΑ ΕΡΓΑΣΙΑΚΗΣ ΙΚΑΝΟΠΟΙΗΣΗΣ του

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12. B01. Αισθάνομαι ότι αμείβομαι δίκαια για τη δουλειά που κάνω.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

13. B02. Υπάρχει μικρή πιθανότητα προαγωγής στη δουλειά μου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

14. B03. Ο/Η προϊστάμενός μου είναι αρκετά ικανός στη δουλειά του/της.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως

3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

15. B04. Δεν είμαι ικανοποιημένος με τα οφέλη που απολαμβάνω.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

16. B05. Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που θα έπρεπε.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

17. B06. Πολλοί από τους κανόνες και τις διαδικασίες κάνουν τη σωστή εκτέλεση της εργασίας δύσκολη.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

18. B07. Μου αρέσουν οι άνθρωποι με τους οποίους εργάζομαι.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

19. B08. Μερικές φορές αισθάνομαι πως η δουλειά μου είναι ανούσια.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

20. B09. Η επικοινωνία εντός του οργανισμού είναι καλή.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

21. B10. Οι αυξήσεις είναι λίγες και αραιές.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

22. B11. Όσοι τα πηγαίνουν καλά στη δουλειά τους, διεκδικούν πιθανότητα προαγωγής.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
---	---	---	---	---	---



23. B12. Ο/Η προϊστάμενός μου είναι άδικος προς εμένα.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα



24. B13. Τα οφέλη που απολαμβάνουμε είναι εξίσου καλά με αυτά που προσφέρουν άλλοι οργανισμοί.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα



25. B14. Δεν αισθάνομαι πως η εργασία που κάνω εκτιμάται.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο

5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

26. B15. Οι προσπάθειές μου να κάνω καλά τη δουλειά μου περιορίζονται από την γραφειοκρατία.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

27. B16. Θεωρώ ότι πρέπει να εργαστώ πιο σκληρά στη δουλειά μου, λόγω της ανικανότητας των ανθρώπων με τους οποίους συνεργάζομαι.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

28. B17. Μου αρέσει να κάνω τα πράγματα που κάνω στη δουλειά μου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

29. B18. Οι στόχοι του οργανισμού δεν είναι ξεκάθαροι σε εμένα.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

30. B19. Νιώθω μη εκτιμώμενος από τον οργανισμό, όταν σκέφτομαι αυτό για το οποίο με πληρώνουν.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

31. B20. Οι άνθρωποι προοδεύουν εδώ τόσο γρήγορα όσο και σε άλλα μέρη.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

32. B21. Ο/Η προϊστάμενός μου δείχνει μικρό ενδιαφέρον για τα αισθήματα των υφισταμένων του/της.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

33. B22. Το πακέτο παροχών που έχουμε είναι δίκαιο.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

34. B23. Υπάρχουν λίγες επιβραβεύσεις για αυτούς που δουλεύουν εδώ.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

35. B24. Έχω πολύ μεγάλο φόρτο εργασίας.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

36. B25. Απολαμβάνω τους συνεργάτες μου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

37. B26. Συχνά αισθάνομαι πως δεν γνωρίζω τι συμβαίνει στον οργανισμό.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

38. B27. Νιώθω περήφανος κάνοντας τη δουλειά μου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

39. B28. Αισθάνομαι ικανοποιημένος με τις πιθανότητες μισθολογικής προαγωγής

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

40. B29. Υπάρχουν προνόμια που δεν έχουμε, ενώ θα έπρεπε.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

41. B30. Μου αρέσει ο προϊστάμενός μου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

42. B31. Ασχολούμαι πολύ με δουλειά γραφείου.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα



1. B32. Δε νιώθω ότι οι προσπάθειές μου επιβραβεύονται με τον τρόπο που θα έπρεπε.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα



1. B33. Είμαι ικανοποιημένος με τις προοπτικές προαγωγής.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα



2. B34. Υπάρχουν αρκετές διαφωνίες και διαμάχες στη δουλειά.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

3. B35. Η δουλειά μου είναι διασκεδαστική.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

4. B36. Τα εργασιακά καθήκοντα δεν εξηγούνται σαφώς.

1. Διαφωνώ απόλυτα
2. Διαφωνώ μετρίως
3. Διαφωνώ λίγο
4. Συμφωνώ λίγο
5. Συμφωνώ μετρίως
6. Συμφωνώ απόλυτα

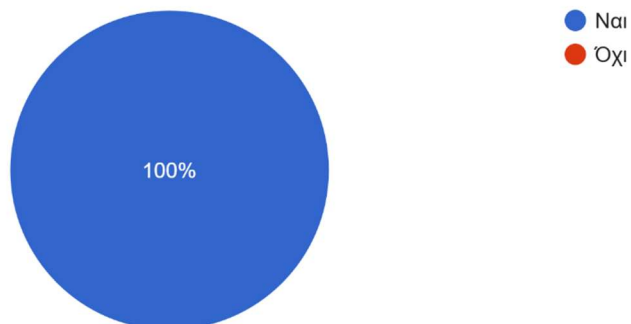
1	2	3	4	5	6
☆	☆	☆	☆	☆	☆

Ευχαριστίες

Ευχαριστώ για τη συμμετοχή σας!

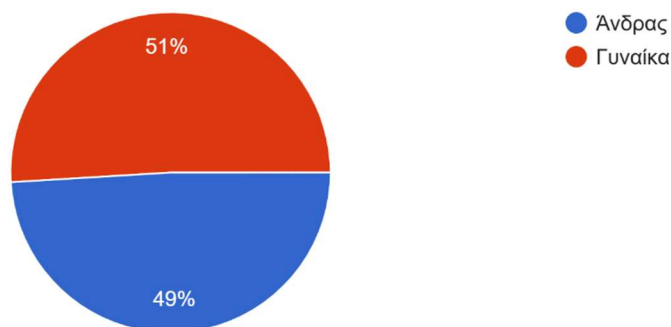
Δίνω τη συγκατάθεσή μου να συμμετάσχω στην έρευνα

104 απαντήσεις



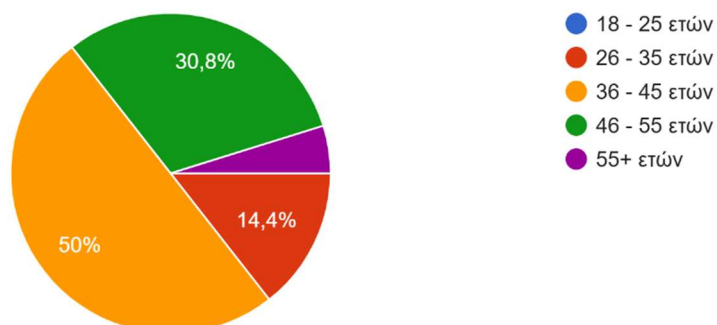
A01. Γένος

104 απαντήσεις



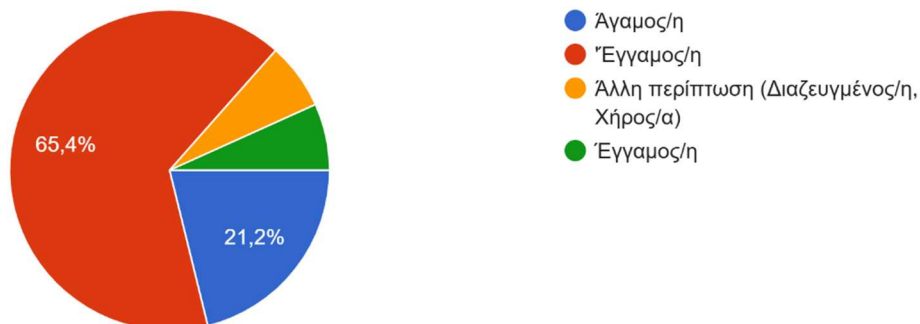
A02. Ηλικία

104 απαντήσεις



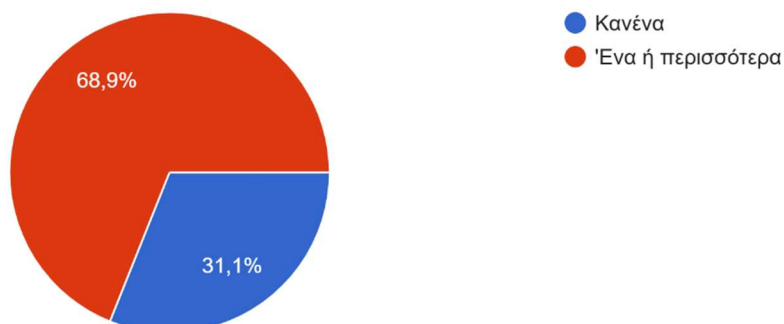
A03. Οικογενειακή Κατάσταση

104 απαντήσεις



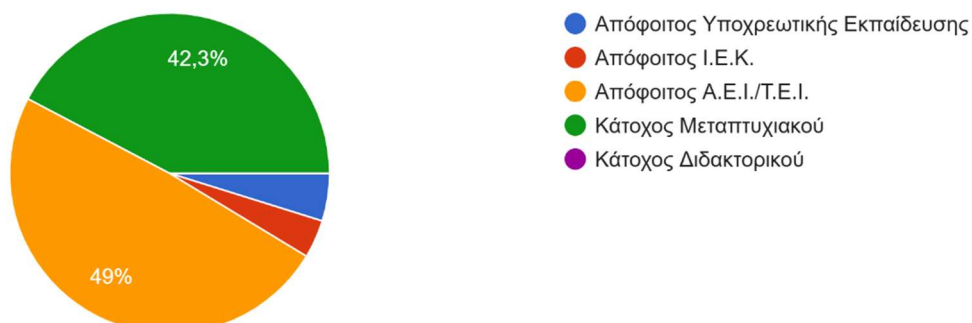
A04. Αριθμός Τέκνων

103 απαντήσεις



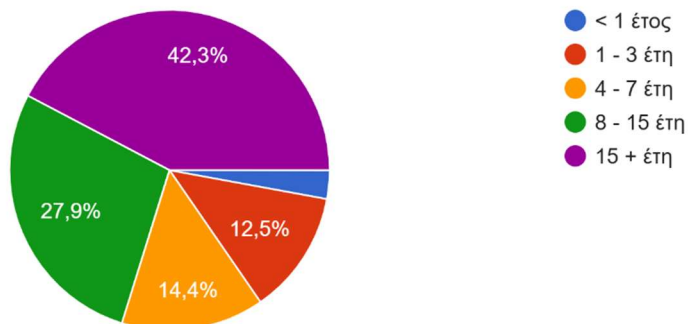
A05. Επίπεδο Εκπαίδευσης

104 απαντήσεις



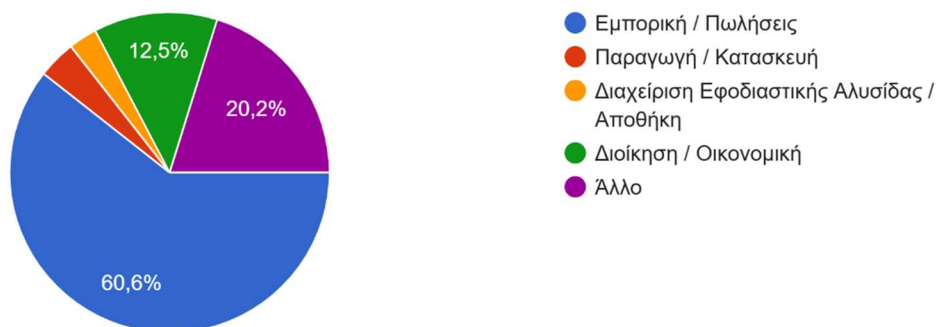
A06. Έτη εργασίας στην παρούσα δουλειά σας

104 απαντήσεις



A07. Διεύθυνση / Τμήμα

104 απαντήσεις



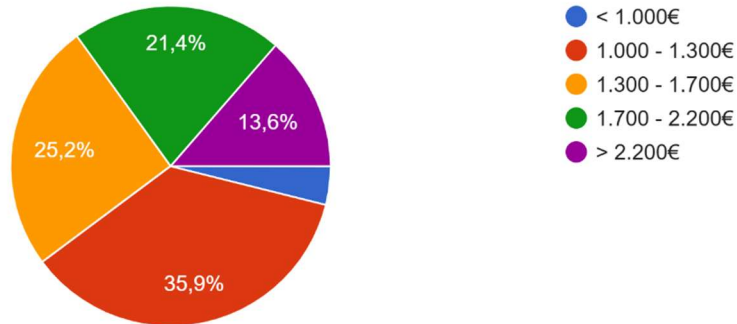
A08. Ιεραρχική θέση στην παρούσα εργασία

103 απαντήσεις



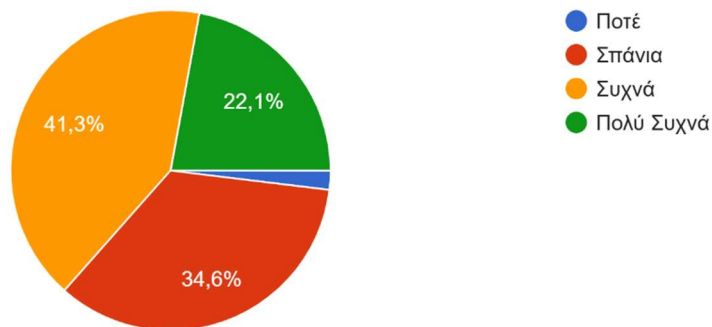
A09. Μηνιαίο Καθαρό Εισόδημα

103 απαντήσεις



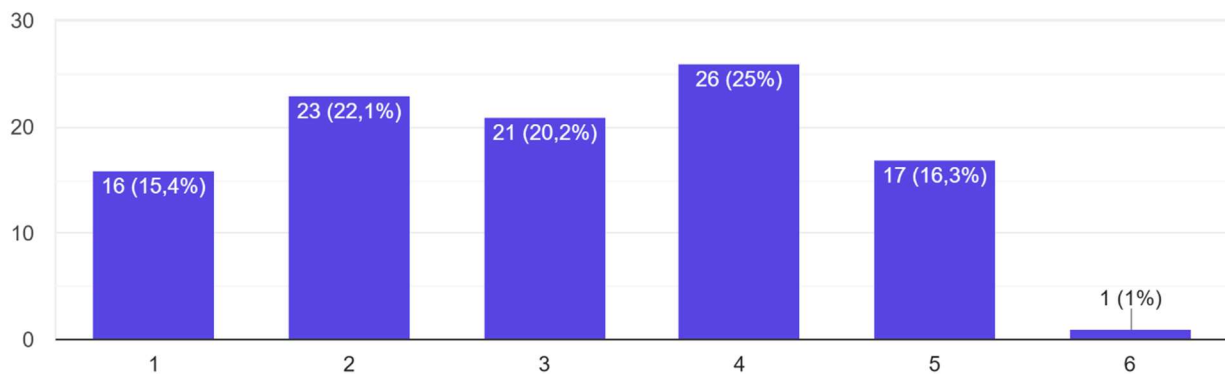
A10. Εργασίας εκτός Ωραρίου - Υπερωρίες

104 απαντήσεις



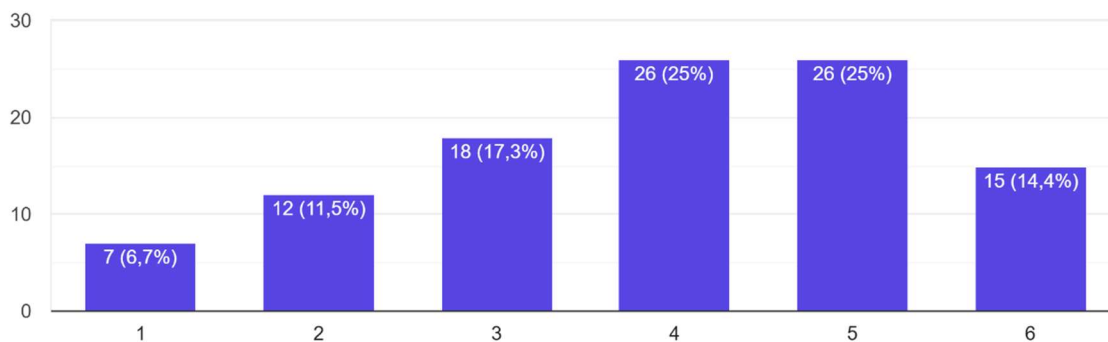
B01. Αισθάνομαι ότι αμείβομαι δίκαια για τη δουλειά που κάνω.

104 απαντήσεις



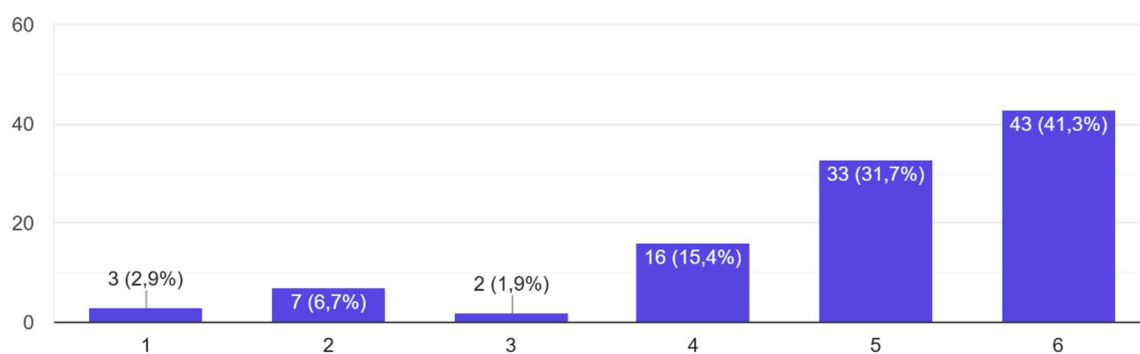
B02. Υπάρχει μικρή πιθανότητα προαγωγής στη δουλειά μου.

104 απαντήσεις



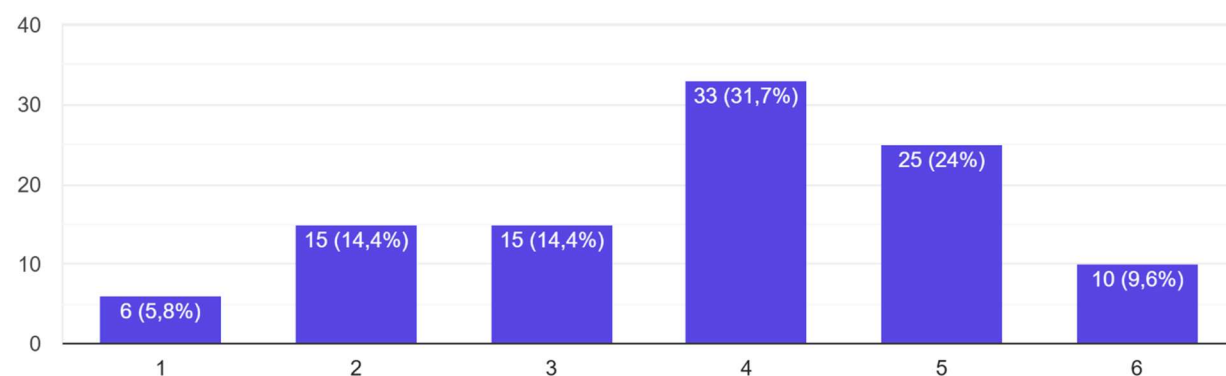
B03. Ο/Η προϊστάμενός μου είναι αρκετά ικανός στη δουλειά του/της.

104 απαντήσεις



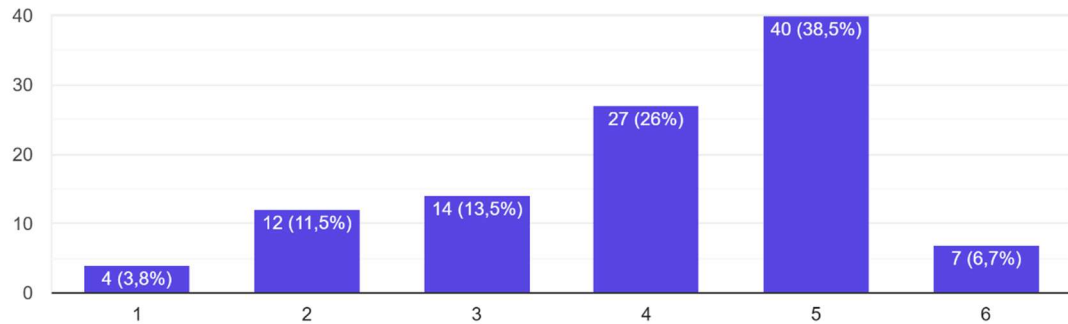
B04. Δεν είμαι ικανοποιημένος με τα οφέλη που απολαμβάνω.

104 απαντήσεις



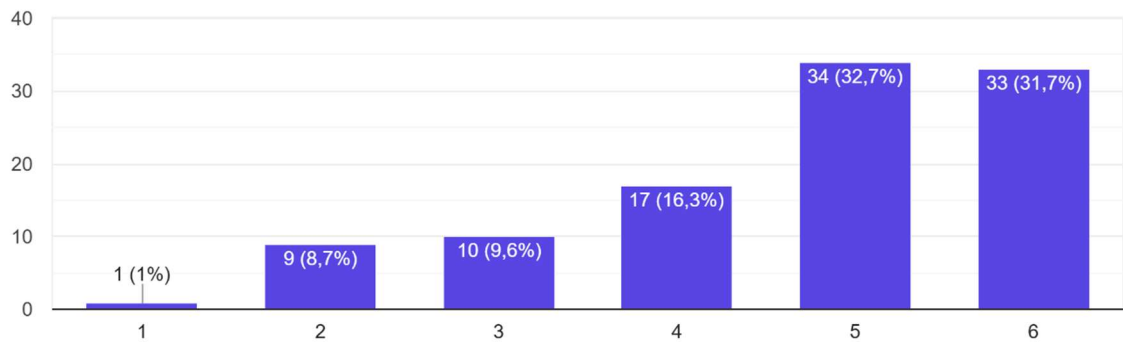
B05. Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που θα έπρεπε.

104 απαντήσεις



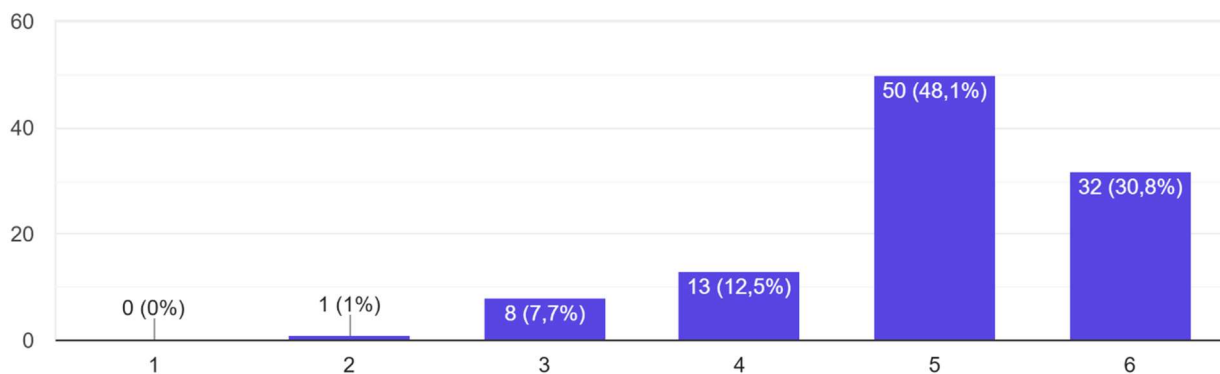
B06. Πολλοί από τους κανόνες και τις διαδικασίες κάνουν τη σωστή εκτέλεση της εργασίας δύσκολη.

104 απαντήσεις



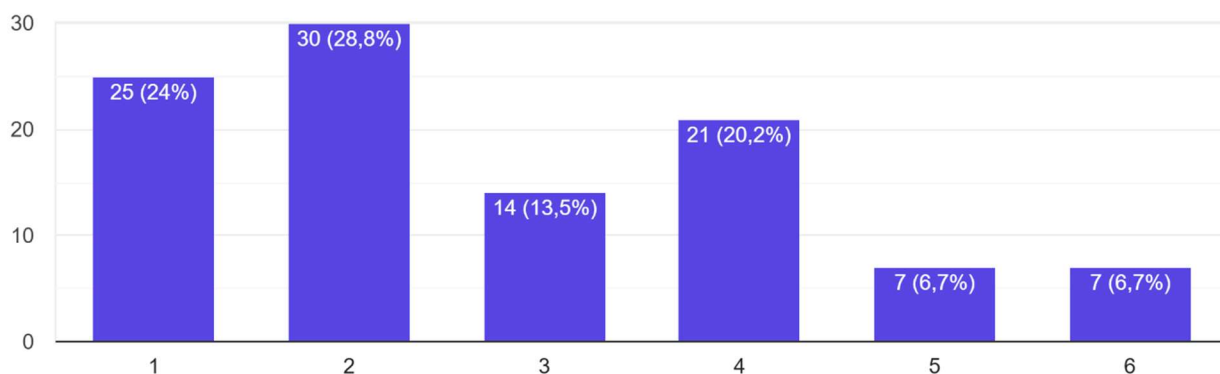
B07. Μου αρέσουν οι άνθρωποι με τους οποίους εργάζομαι.

104 απαντήσεις



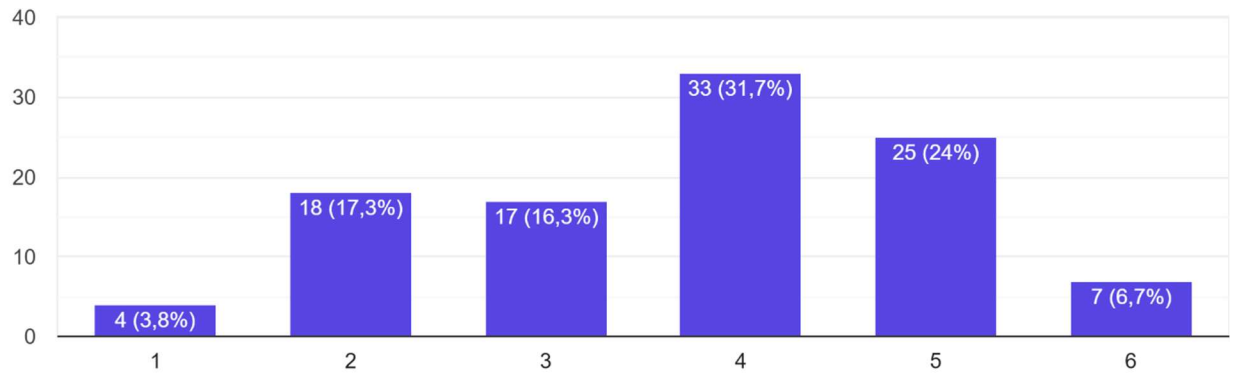
B08. Μερικές φορές αισθάνομαι πως η δουλειά μου είναι ανούσια.

104 απαντήσεις



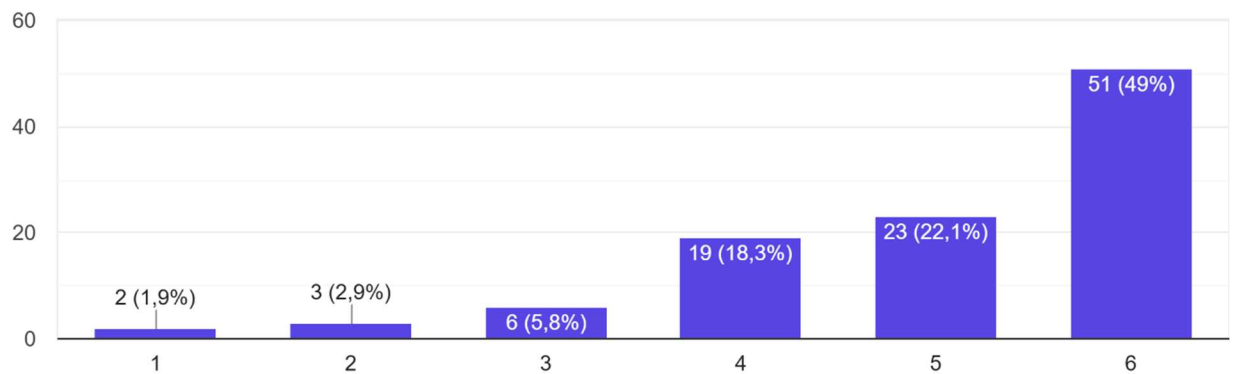
B09. Η επικοινωνία εντός του οργανισμού είναι καλή.

104 απαντήσεις



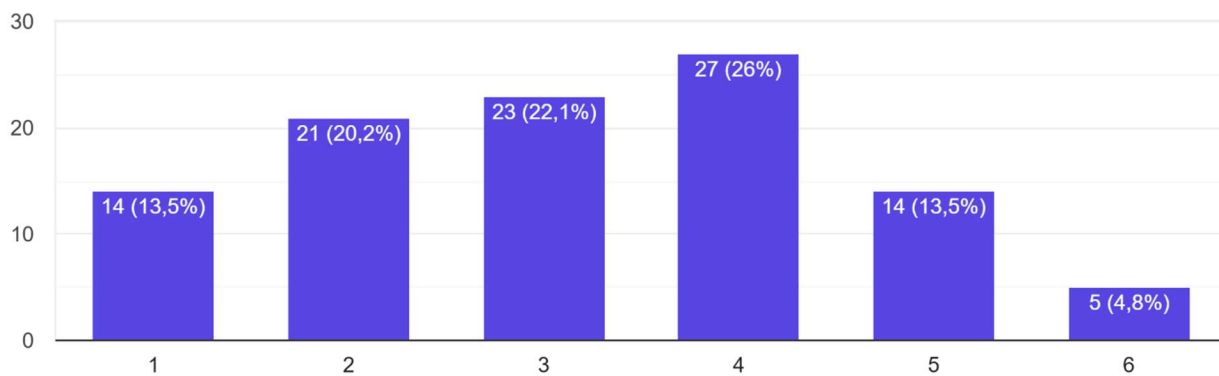
B10. Οι αυξήσεις είναι λίγες και αραιές.

104 απαντήσεις



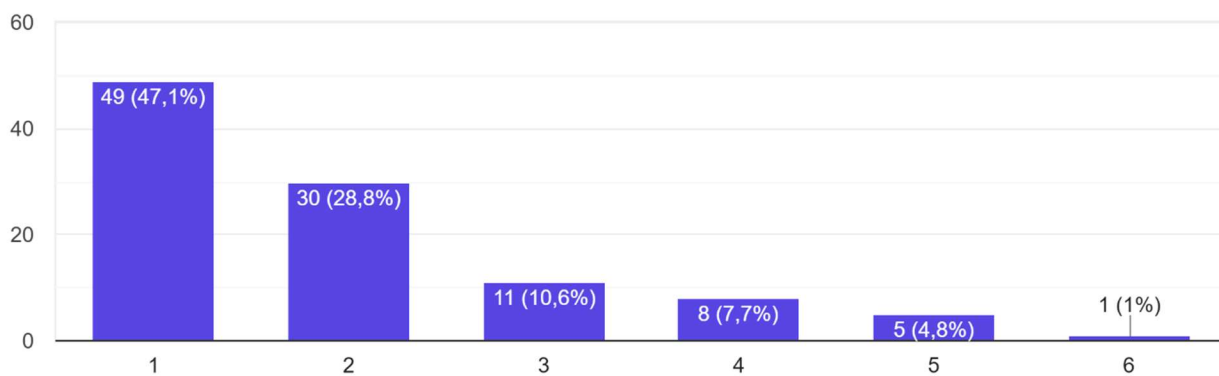
B11. Όσοι τα πηγαίνουν καλά στη δουλειά τους, διεκδικούν πιθανότητα προαγωγής.

104 απαντήσεις



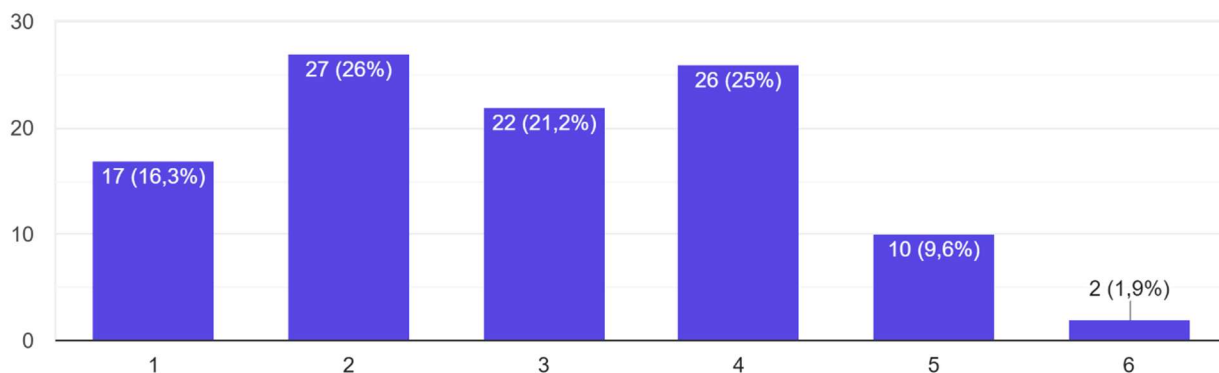
B12. Ο/Η προϊστάμενός μου είναι άδικος προς εμένα.

104 απαντήσεις



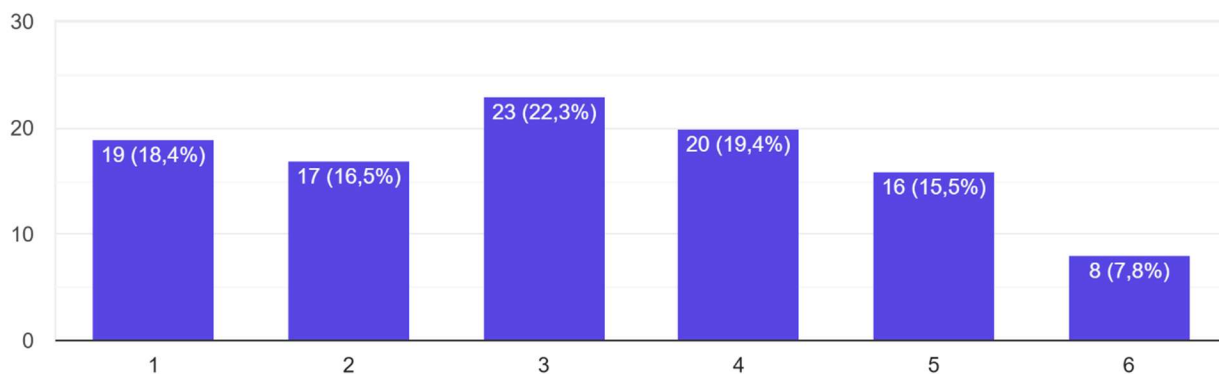
B13. Τα οφέλη που απολαμβάνουμε είναι εξίσου καλά με αυτά που προσφέρουν άλλοι οργανισμοί.

104 απαντήσεις

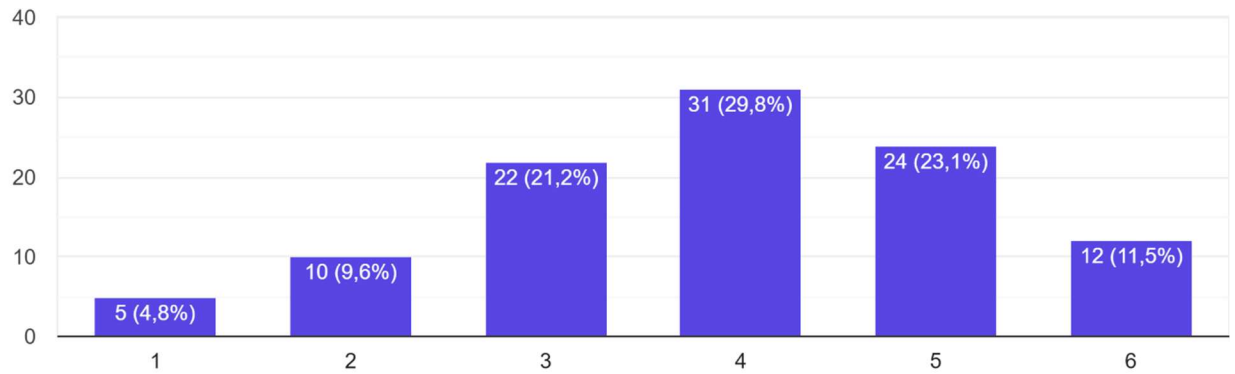


B14. Δεν αισθάνομαι πως η εργασία που κάνω εκτιμάται.

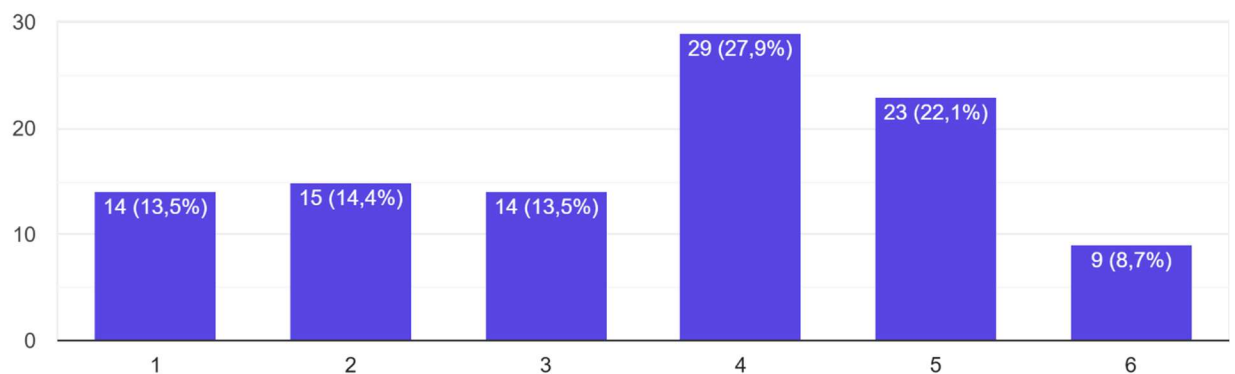
103 απαντήσεις



B15. Οι προσπάθειές μου να κάνω καλά τη δουλειά μου περιορίζονται από την γραφειοκρατία.
104 απαντήσεις

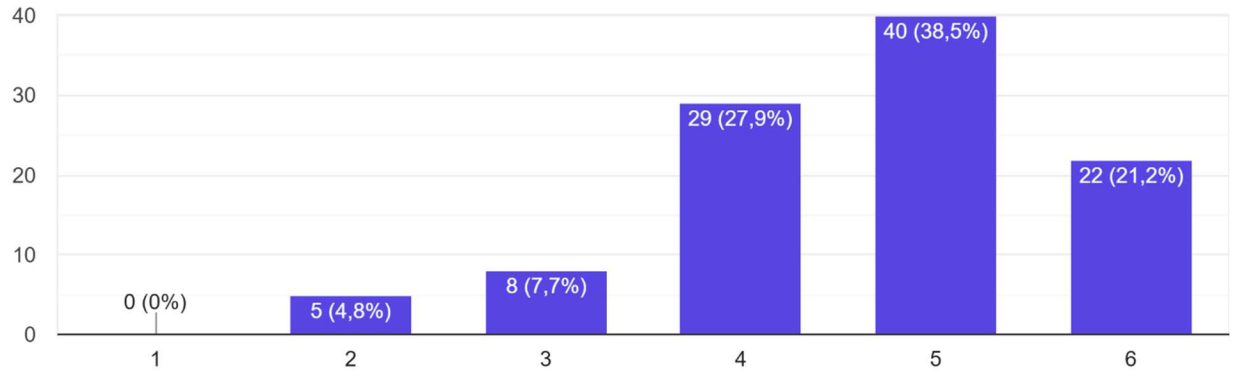


B16. Θεωρώ ότι πρέπει να εργαστώ πιο σκληρά στη δουλειά μου, λόγω της ανικανότητας των ανθρώπων με τους οποίους συνεργάζομαι.
104 απαντήσεις



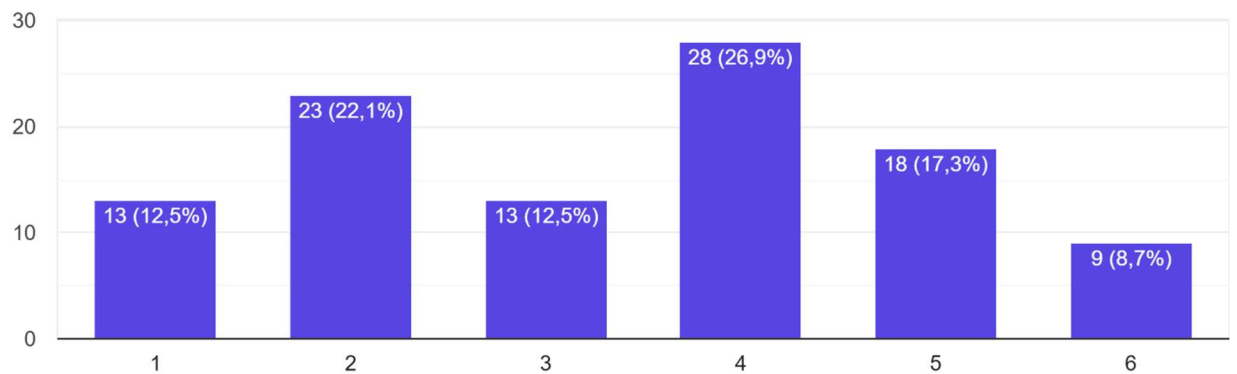
B17. Μου αρέσει να κάνω τα πράγματα που κάνω στη δουλειά μου.

104 απαντήσεις



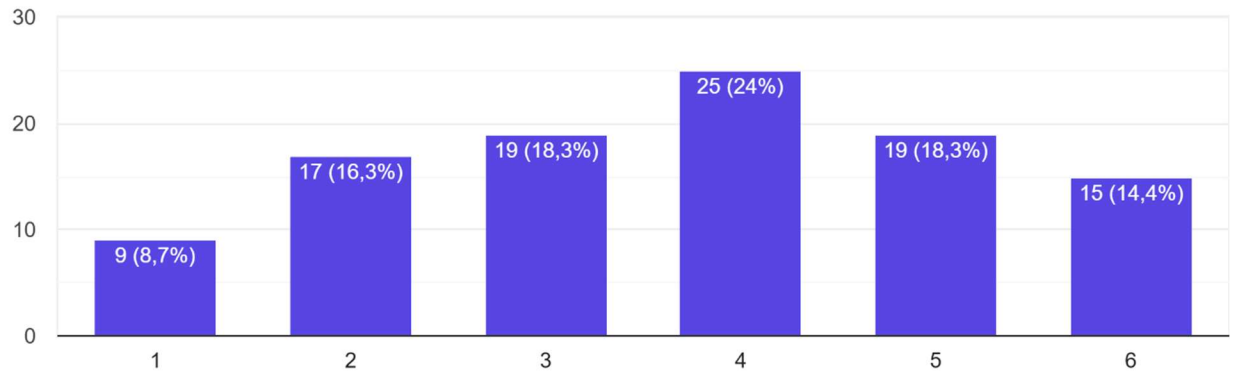
B18. Οι στόχοι του οργανισμού δεν είναι ξεκάθαροι σε εμένα.

104 απαντήσεις



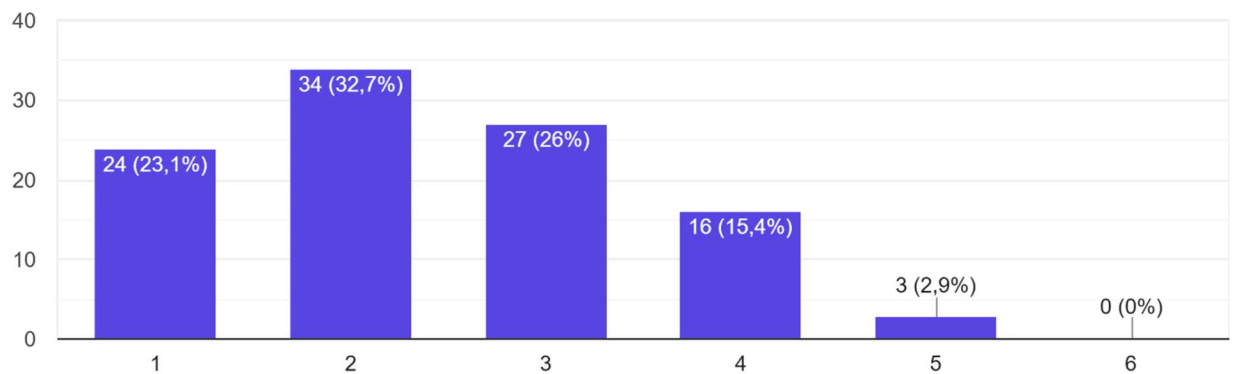
B19. Νιώθω μη εκτιμώμενος από τον οργανισμό, όταν σκέφτομαι αυτό για το οποίο με πληρώνουν.

104 απαντήσεις



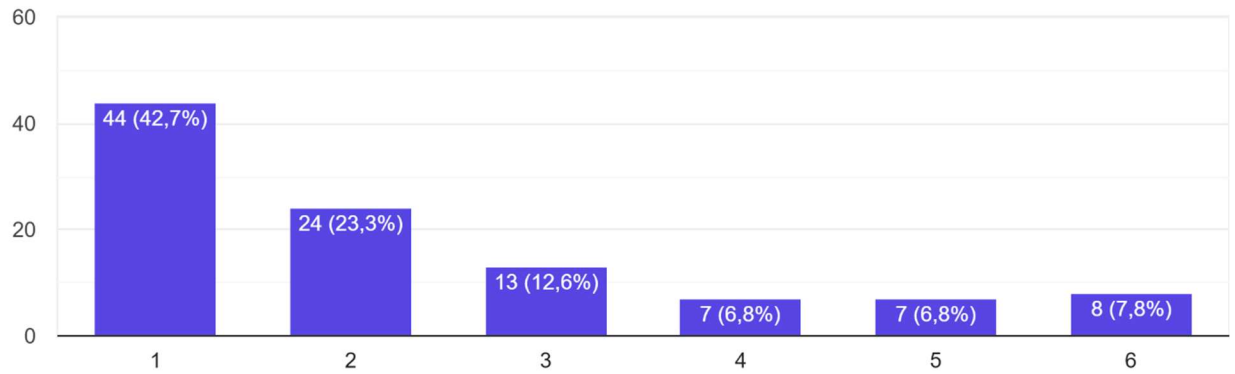
B20. Οι άνθρωποι προοδεύουν εδώ τόσο γρήγορα όσο και σε άλλα μέρη.

104 απαντήσεις



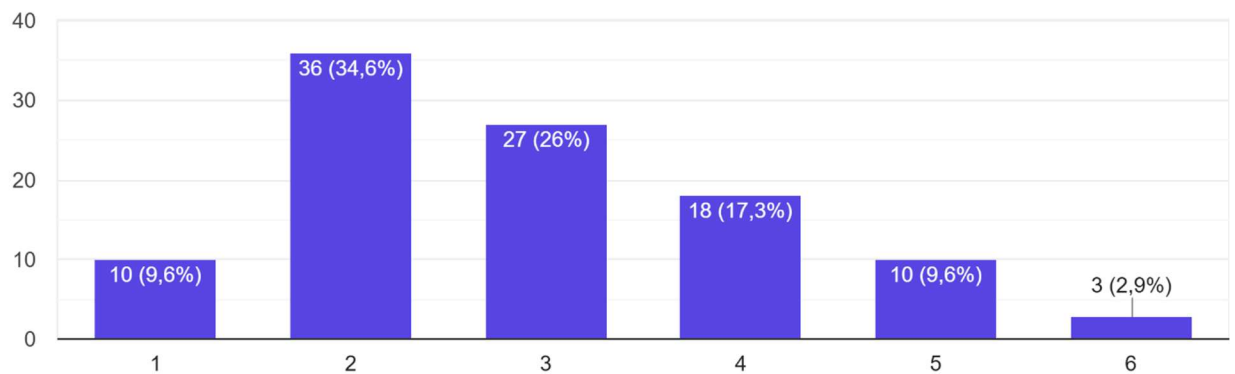
B21. Ο/Η προϊστάμενός μου δείχνει μικρό ενδιαφέρον για τα αισθήματα των υφισταμένων του/της.

103 απαντήσεις



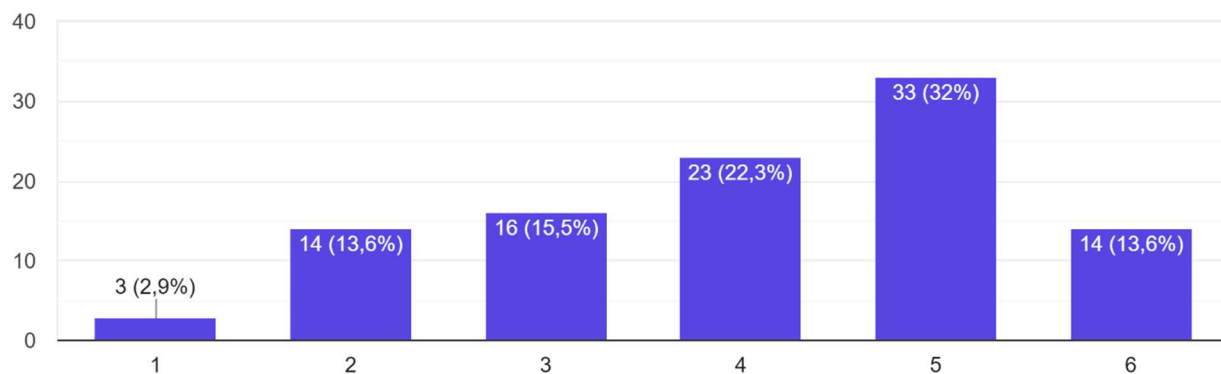
B22. Το πακέτο παροχών που έχουμε είναι δίκαιο.

104 απαντήσεις



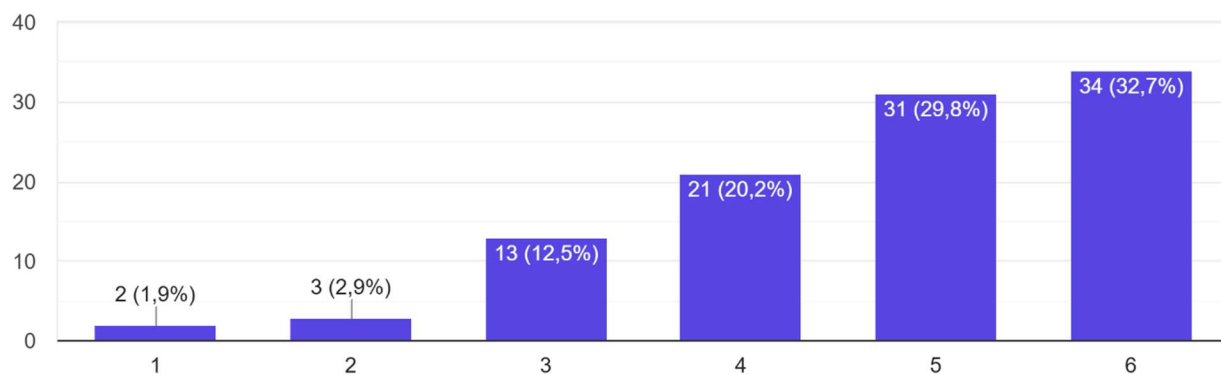
B23. Υπάρχουν λίγες επιβραβεύσεις για αυτούς που δουλεύουν εδώ.

103 απαντήσεις



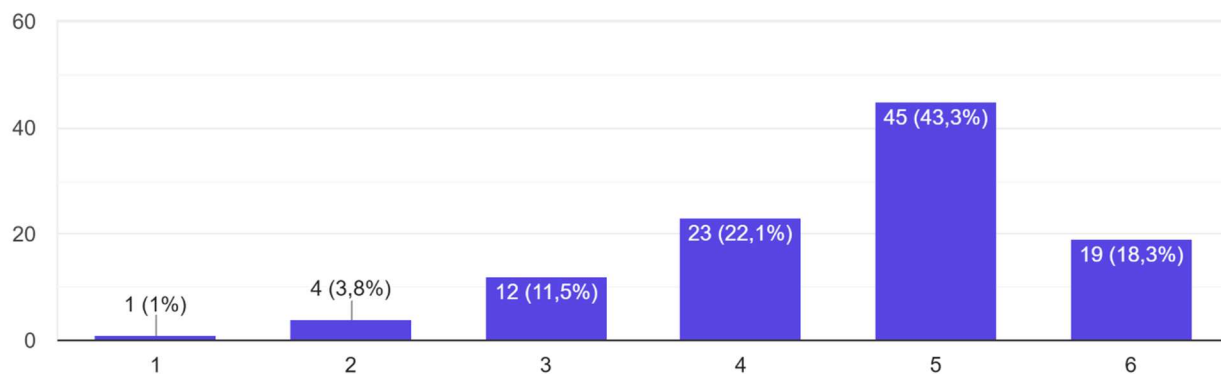
B24. Έχω πολύ μεγάλο φόρτο εργασίας.

104 απαντήσεις



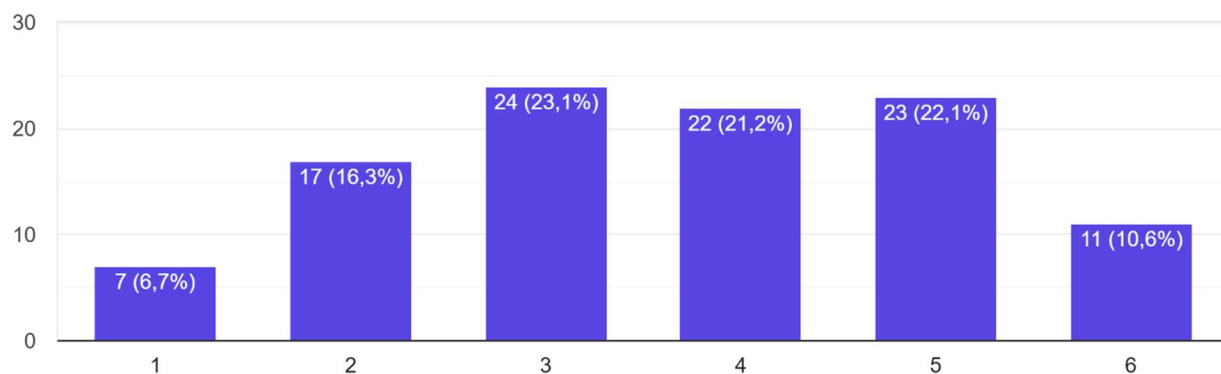
B25. Απολαμβάνω τους συνεργάτες μου.

104 απαντήσεις



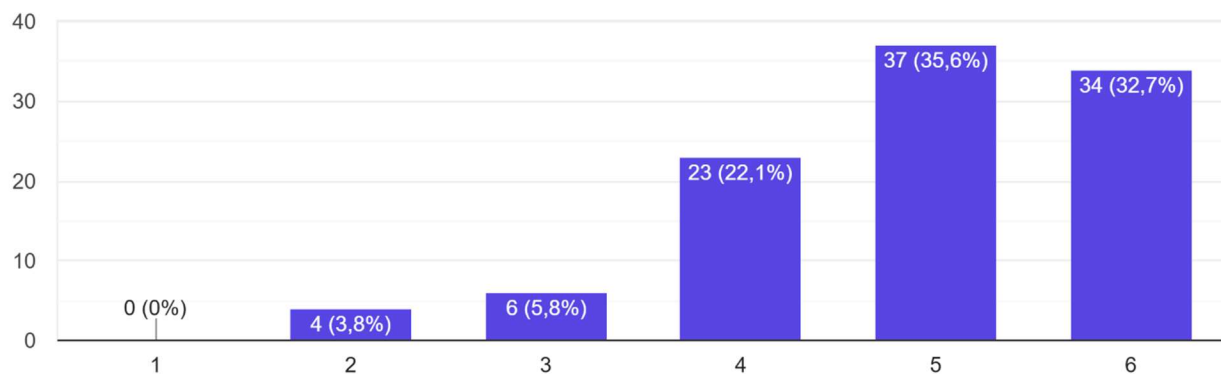
B26. Συχνά αισθάνομαι πως δεν γνωρίζω τι συμβαίνει στον οργανισμό.

104 απαντήσεις



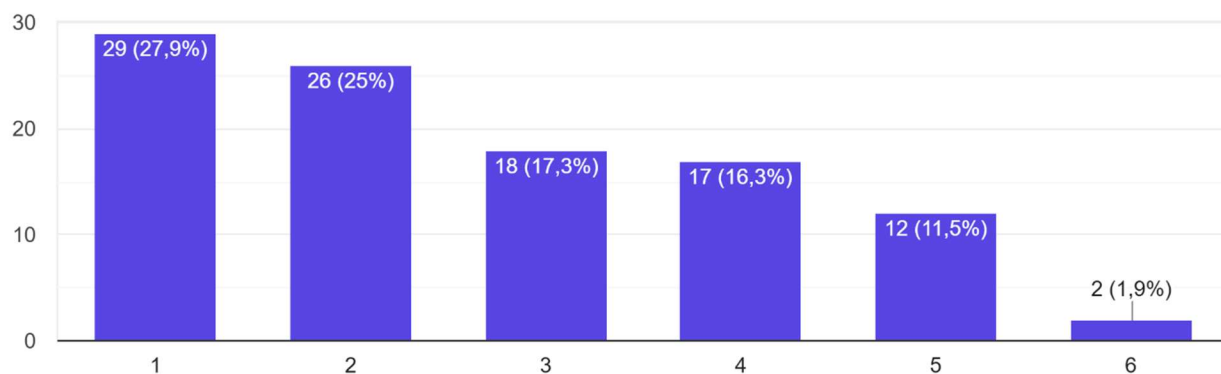
B27. Νιώθω περήφανος κάνοντας τη δουλειά μου.

104 απαντήσεις



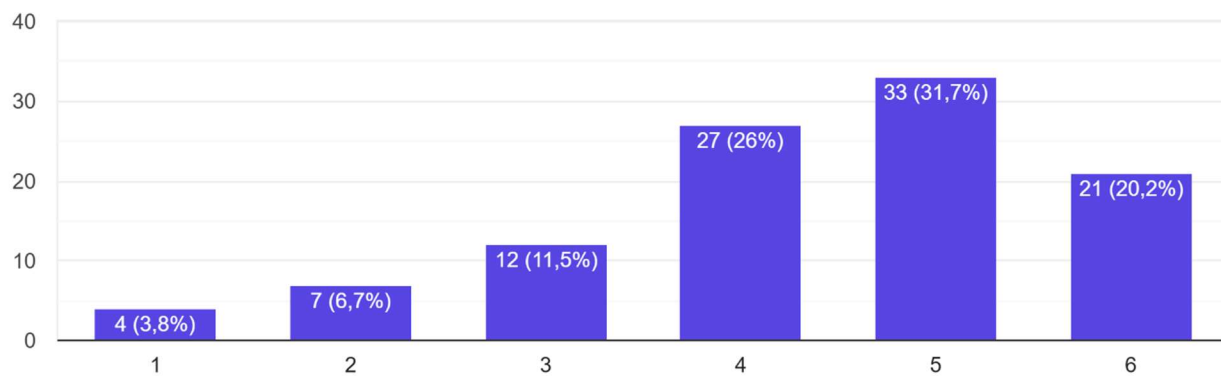
B28. Αισθάνομαι ικανοποιημένος με τις πιθανότητες μισθολογικής προαγωγής.

104 απαντήσεις



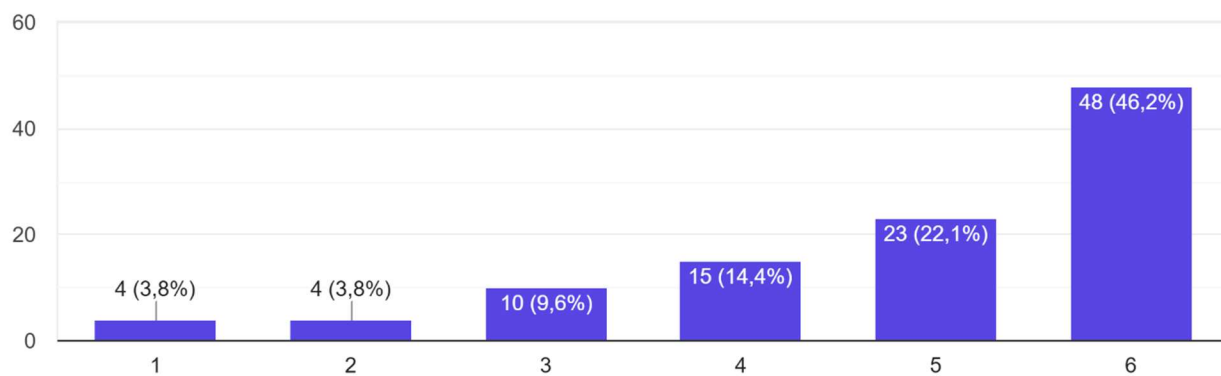
B29. Υπάρχουν προνόμια που δεν έχουμε, ενώ θα έπρεπε.

104 απαντήσεις



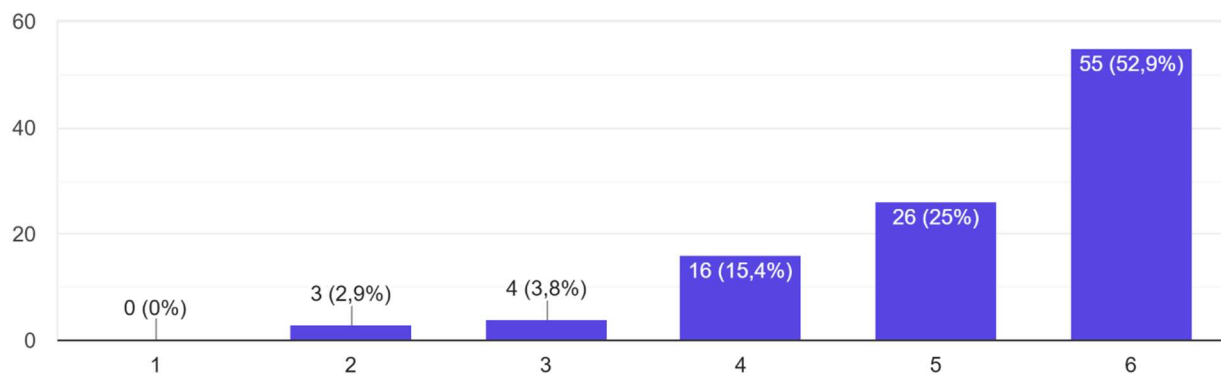
B30. Μου αρέσει ο προϊστάμενός μου.

104 απαντήσεις



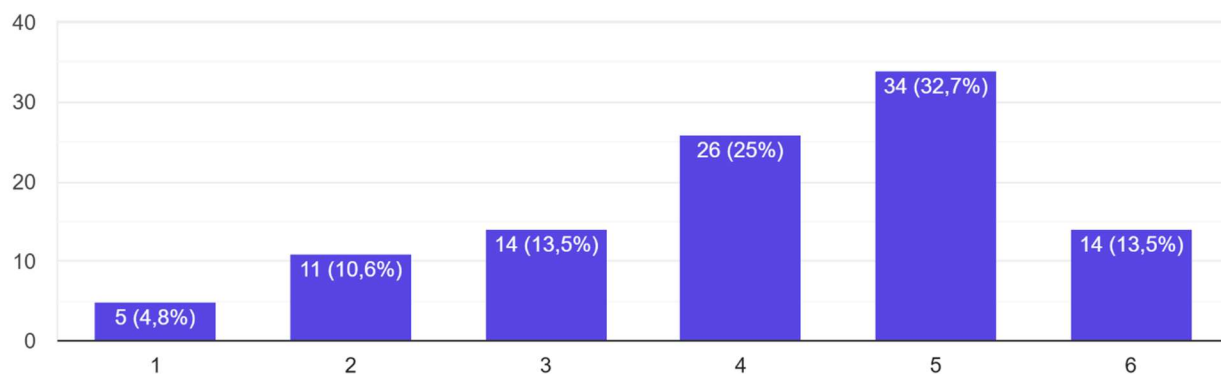
B31. Ασχολούμαι πολύ με δουλειά γραφείου.

104 απαντήσεις



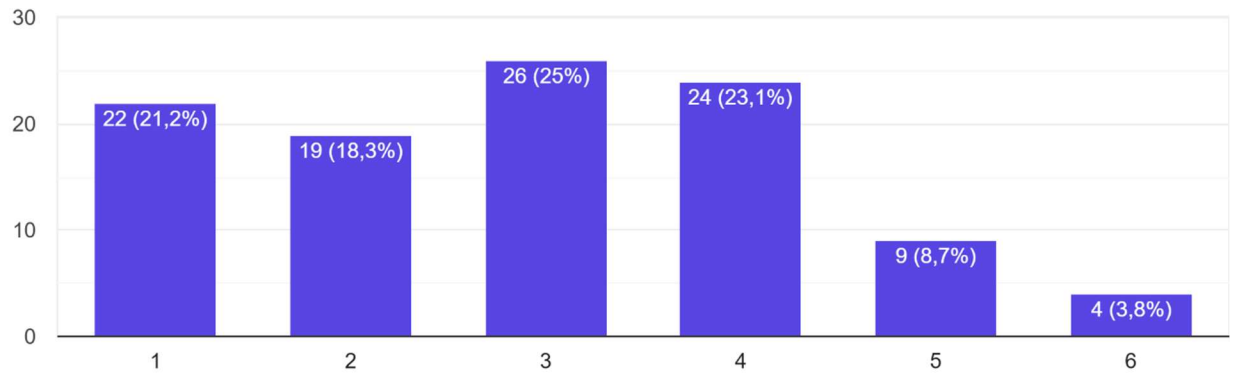
B32. Δε νιώθω ότι οι προσπάθειές μου επιβραβεύονται με τον τρόπο που θα έπρεπε.

104 απαντήσεις



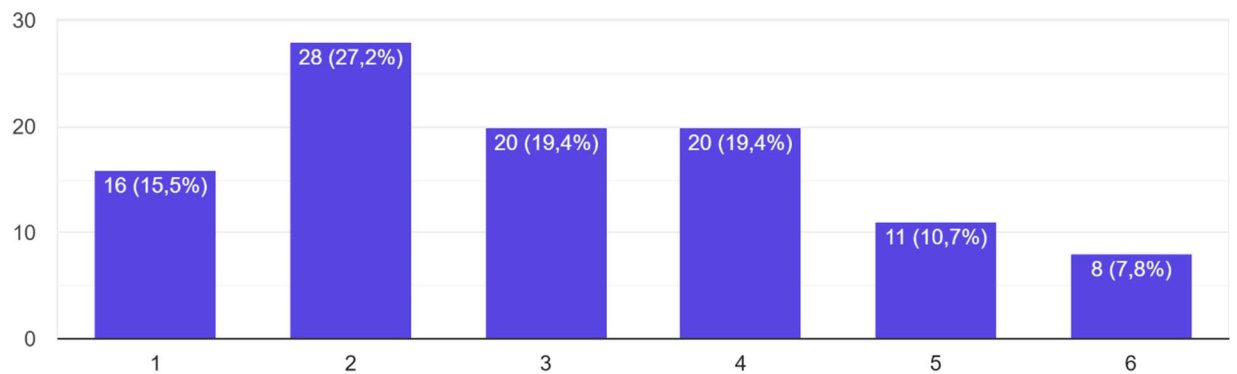
B33. Είμαι ικανοποιημένος με τις προοπτικές προαγωγής.

104 απαντήσεις



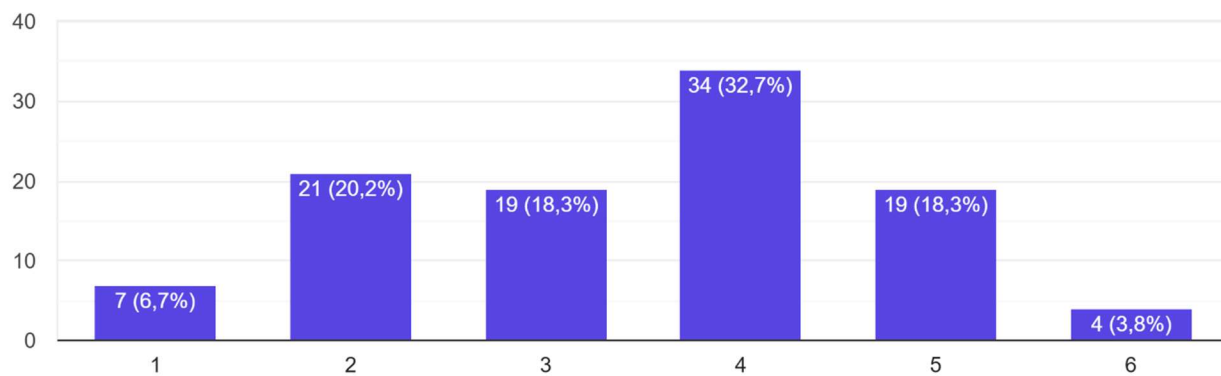
B34. Υπάρχουν αρκετές διαφωνίες και διαμάχες στη δουλειά.

103 απαντήσεις



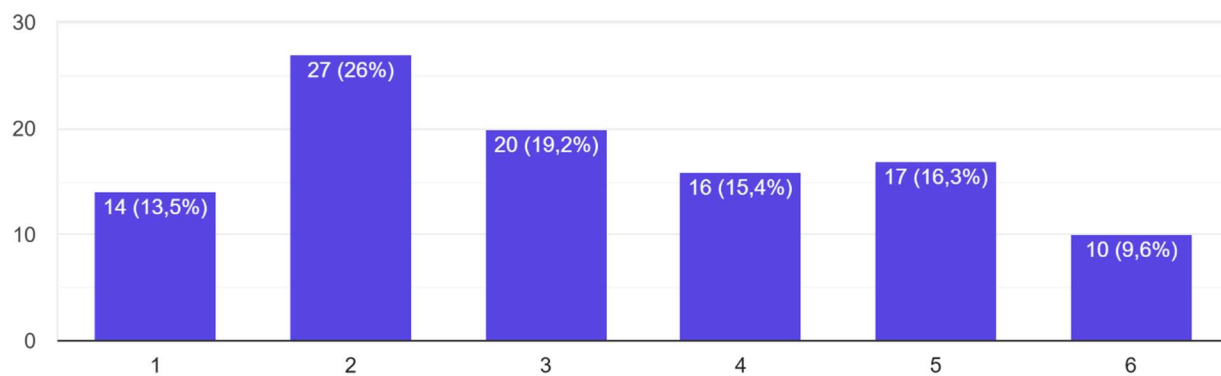
B35. Η δουλειά μου είναι διασκεδαστική.

104 απαντήσεις



B36. Τα εργασιακά καθήκοντα δεν εξηγούνται σαφώς.

104 απαντήσεις



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Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.