Job Satisfaction as a Predictor of Self Esteem in White Collar Workers

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ABSTRACT
Job satisfaction is defined as any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with a job (Hoppock, 1935). Self esteem refers to an individual's sense of his or her value or worth, or the extent to which a person values, approves of, appreciates, prizes, or likes him or herself (Blascovich & Tomaka, 1991). A white-collar worker belongs to a class of employees known for earning higher average salaries doing highly skilled work, but not by performing manual labor at their jobs (Adam Hayes, 2021). The current research adopts a between groups design to study gender differences in white collar workers with respect to job satisfaction and self esteem. A correlational design was used to find relationship between job satisfaction and self esteem. A non-probability purposive sampling technique was adopted for selection of samples where 110 samples were obtained out of which 53 were males and 57 were females through the application of Richard Bellingham's Job Satisfaction Scale and Rosenberg's Self Esteem Scale. IBM SPSS software was used for statistical analysis. The findings of the study showed that females scored higher with regards to job satisfaction and self esteem. A positive correlation was found between job satisfaction and self esteem among white collar workers. The study also shows that job satisfaction could predict self esteem level in white collar workers. The findings of the research suggest that organizations should undertake measures where white collar workers could cultivate their skills, talents as this would lead to job satisfaction which in turn would enhance their level of self esteem.
Keywords: *job satisfaction, self esteem, white collar workers, correlational design, non probability purposive sampling technique, between group design, gender difference, correlation, predict.*

I. INTRODUCTION

1.1. WHITE COLLAR WORKERS :

A white-collar worker belongs to a class of employees known for earning higher average salaries doing highly skilled work, but not by performing manual labor at their jobs (Adam Hayes, 2021).

Coming to the history of the term white collar workers, Upton Sinclair first coined the term white collar in 1930 in relation to modern clerical, administrative, and management workers. The system of factory of western world in 20th century indicated a person's overall status through the colours where blue color was for workers, brown for foremen, and white for professional staffs.

White collar jobs mainly consists of company management, lawyers, accountants, financial and insurance jobs, consultants, and computer programmers. It also includes, attorneys, accountants, architects, bankers, real estate agents, business consultants, and brokers are often described as white-collar positions. At senior levels, they may be part of a firm's upper management and hierarchy.

White-collar workers also known as suit-and-tie workers who work at a desk and abstain from physical labor. Their earnings are more high than blue-collar workers. White-collar work involves high level of education and the assumption of securing a job with benefits.

It is expected from white collar workers to produce salaries involving higher pays with the potential to continue to rapidly scale up their income.

These jobs typically are office based. However, a presence in the field is still required by some industries. For example, professionals who meet with clients and customers on regular basis.

Eventually, it is being expected by white-collar workers to develop specialized skills making them an intellectual assets with high values for the company's expansion. The professionals are expected to devote extensive hours during the workweek, as well as on weekends playing white collar roles. Hence, the actual work performed by them is not menial. It is being expected from white collar professionals to be on call even during vacation times and outside of normal business hours.

The result of the study conducted on job satisfaction and general adjustment of Indian white-collar workers by Sinha, D. and Agarwal, U in 1970 indicated that better score on adjustment were obtained by satisfied workers than

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less satisfied workers through the application of product-moment correlation. The relationship of job satisfaction with age, education, income, and length of service was significant.

Similarly, the study which was conducted on counterproductive work behavior among white- collar employees by Bayram et al. in 2009, its result found the degree of job satisfaction, a minimal quantitative workload and a limited exhibition of conceptualization work behavior among white collar employees were high.

Similarly, the results of the study conducted by S Kaplan et al. in 2010 on An examination of blue- versus white-collar workers conceptualizations of job satisfaction facets**,** held different conceptualizations regarding the nature of co-workers, pay, and the work itself, but not of supervisors. Moreover, it has been found that differentiated and multidimensional evaluations of these job facets were possessed more by white collar workers than blue-collar workers.

Moreover, research study conducted by Nakata A et al. in 2010, its result showed that Job satisfaction is associated with elevated natural killer cell immunity among healthy white-collar employees, greater job satisfaction had a positive correlation with natural killer cell immunity in women. In men, marginal correlation between job satisfaction and natural killer cell immunity was found whereas it did not correlate with numbers of T and B cells in both women and men.

Also, the result of the study conducted on role overload, job satisfaction, leisure satisfaction, and psychological health among employed women by Q M Pearson in 2008 found psychological health was positively predicted by job satisfaction and leisure satisfaction through the application of stepwise regression analyses.

1.2. JOB SATISFACTION :

Job satisfaction is defined as any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with a job (Hoppock, 1935).

Coming to its historical background, the concept of job satisfaction took birth back in 1930 when there was a huge influence of economic and employment crises of depression and of development of attitude scales like Thurstone, Likert for attitude measurements. The economic situation threw light on the fact that employee morale should be taken into consideration for determining job satisfaction level in employees. 1960s became the golden era of job satisfaction when Herzberg, Mausner, and Snyderman proposed 'two factor theory' in 1959 as the theory became the backbone for further research and development on job satisfaction concept.

Some of the important factors which determines job satisfaction are as follows:

- **Communication**:

Communication of a worker which includes elements like openness, collaboration, genuineness, even confrontation when needed, give rise to job satisfaction.

- **Security:**

 The working environment should be comfortable enough to make a worker feel secured as that in turn leads to job satisfaction.

- **Leadership:**

When an organization has employers with a good leadership quality who could channelize their employees in a proper direction to achieve at the top, it leads to job satisfaction.

- **Opportunities:**

When there are opportunities in an organization for their employees to cultivate their skills, talents, qualities, job satisfaction takes place.

- **Career development:**

When there is an opportunity for growth in one's career at workplace through the implementation of individualized plan, it leads to job satisfaction.

- **Working conditions:**

Factors like cooperation from co-workers, proper physical conditions at workplace like proper illumination, noise, rest period, proper training for improving one's skills determine job satisfaction.

- **Employee personality:**

Traits like attitude, behaviors, leadership qualities, communication skills, time management, adjustment capacity play a very pivotal role in determining job satisfaction.

- **Pay and benefits:**

Factors like higher pay, promotion , reward like monetary one, recognition act like perks in job satisfaction.

The result obtained from the research study conducted by Adler S in 1980 on self esteem and causal attribution for job satisfaction and dissatisfaction among working professionals found job satisfaction and self esteem significantly correlated with each other through the application of Pearson product moment correlation. However, no significant gender differences between male and female workers have been found through the application of t test.

Similarly, another study conducted on the role of self-esteem and optimism in job satisfaction among teachers of private universities in Bangladesh by Ahmed in 2015, its results revealed that teacher's job satisfaction positively correlated with self esteem and optimism through the application of pearson product moment correlation and that the relationship is significant.

Also, another study conducted on work values, job satisfaction and organizational commitment of white collar workers in China by F J Froese & S Xiao in 2012 to find their relationship, the results of structural equation modeling showed that the relationships between work values and organizational commitment got mediated by various facets of job satisfaction.

Similarly, the result of the study conducted on predicting job satisfaction to determine the contributions of individual gratitude and institutionalized gratitude by L Waters in 2012, showed that through the application of multiple hierarchical regression, it has been found that job satisfaction got predicated by state gratitude and institutional gratitude.

Another study conducted by Ololube in 2006 on teachers job satisfaction and motivation for school effectiveness, the results through the application of multiple statistics like point value, standard deviation, and variance, t-test of significance and one-way-analysis of variance (ANOVA) revealed that teaching performance got greatly impacted by job satisfaction as teachers are also dissatisfied with the educational policies and administration, pay and fringe benefits, material rewards and advancement.

1.3. SELF ESTEEM :

Self esteem refers to an individual's sense of his or her value or worth, or the extent to which a person values, approves of, appreciates, prizes, or likes him or herself (Blascovich & Tomaka, 1991).

In a simple notion, self esteem is nothing but how we are evaluating ourselves.

Coming to its background, two stalwarts in the field of psychology- Carl Rogers and Abraham Maslow played a very crucial role regarding self esteem.

Carl Rogers, a pioneer in humanistic psychology advocated that many problems in people's lives occurs when they consider themselves as not a person to receive love, perceives themselves as a worthless one. Hence, he proposed about unconditional positive regard which means to openly accept a person as they are in their lives without being judgmental.

There was inclusion of self-esteem in Abraham Maslow's hierarchy of human needs who was an American psychologist. He described two different forms of esteem- the need for respect from others in the form of recognition, success, and admiration, and the need for self-respect in the form of self-love, self-confidence, skill, or aptitude. When there is no fulfillment of the self-esteem need, there would be drive in individuals to seek it and without it, they are unable to grow and obtain self-actualization.

People with low self-esteem tend to think their abilities, knowledge are low than the others and have low confidence on their abilities. They may feel reluctant to try something new or to take little risk to achieve their goals. They think themselves as unlovable and unworthy. They possess the following characteristics:

- One may struggle with confidence.
- One may believe that others are better than them.
- One may find expressing their needs difficult.
- One may focus on their weaknesses.
- One may frequently experience fear, self-doubt, and worry.
- One may have a negative outlook on life and feel a lack of control.

On the other hand, people with high self esteem have confidence on their abilities, knowledge. They evaluate themselves and their personalities positively. They possess the following characteristics:

- Assessing one's overall strengths and weaknesses and accepting them.
- Avoid getting preoccupied with past negative experiences.
- Believing one is equal to everyone else, no better and no worse.
- Express one's needs.
- Feel confident.
- Have a positive outlook on life.

A comparative study conducted on determining attitudes toward self-esteem, personal control and business growth among home-based entrepreneurs, commercial entrepreneurs and white-collar workers by L P Roberts and P B Robinson in 2010, showed that its findings for personal control, self-esteem and preference for business growth in revenue were significant. Through the application of ANOVA, LOGIT regression, and LISREL Structural Equation Modeling, four significant predictors of non-home-based operation were identified, and the effects of organizational-level variables over individual-level variables mediated the relationship between entrepreneurial attitude and behaviour.

Similarly, the results of the study conducted on psychosocial work stressors and well-being: self-esteem and optimism as moderators in a one-year longitudinal sample by A Makikangas, U Kinnunen in 2003

through the application of moderated hierarchical regression analyses revealed that emotional exhaustion and mental distress are negatively affected by low level self esteem and optimism among men employees. Also, the relationships between poor organizational climate and emotional exhaustion and mental distress among male employees were moderated by self esteem. Among female employees the relationships between time pressures at work, job insecurity and poor organizational climate on mental distress were moderated by optimism.

Similarly, the results of the study conducted on self-esteem, dispositional optimism, and health: evidence from cross lagged data on employees by T Feldt et al. in 2004 obtained through the application of confirmatory factor analysis, showed latent variables of optimism and self-esteem correlated with each other positively.

Also, the result of the study conducted on self esteem and work engagement influencing job satisfaction by Sahu Sangeeta et al. in 2019 indicated that Self Esteem has significantly influenced Work Engagement and Job Satisfaction. Also, self esteem and job satisfaction was partially mediated by work engagement.

Similarly, the results of the study conducted on the impact of role stress fit and self-esteem on the job attitudes of IT professionals by LeRouge et al. in 2006 indicted job satisfaction and organizational commitment correlated positively with role stress fit and that the relationship between them was moderated significantly by self esteem.

1.4. Research Questions

● Is there any gender differences existing with regards to job satisfaction and self esteem in white collar workers?
● Is there any relationship between job satisfaction and self esteem in white collar workers?
● Does job satisfaction predict self esteem in white collar workers?

1.5. Research Objectives

● To determine whether any gender differences existing with respect to job satisfaction and self esteem in white collar workers.
● To determine whether there is a relationship between job satisfaction and self esteem in white collar workers
● To determine whether job satisfaction predicts self esteem in white collar workers.

1.6. Hypothesis

● H1- There will be a significant gender difference with regards to job satisfaction and self esteem in white collar workers.
● H2- There will be a relationship between job satisfaction and self esteem in white collar workers.
● H3- Job satisfaction would predict self esteem level in white collar workers.

II. METHODOLOGY

2.1. Research Design

The present study adopts a between group design to determine whether there is any gender difference with regards to job satisfaction and self esteem in white collar workers. The study also adopts a correlational design to determine if there is any relation between job satisfaction and self esteem in white collar workers and to see whether job satisfaction could predict self esteem in white collar workers.

2.2. Sample

A purposive sampling method was used to select 150 samples. During the data collection, 110 samples were obtained out of which 53 are males and 57 are females who fall within the age range of 25-50. The mean age is 32.45.
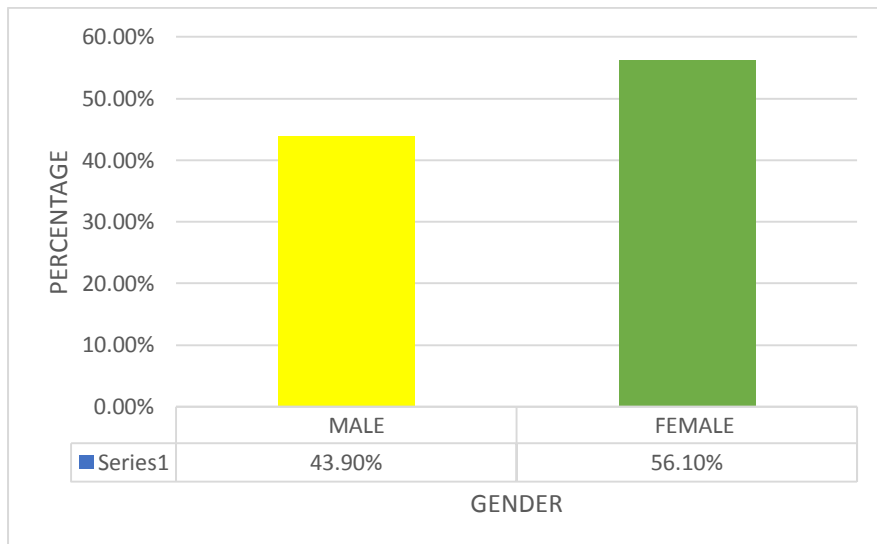
Figure 1 Bar graph showing the percentages of the samples belonging to different genders. From the graph it can be seen that 43.90% of the total sample are males and 56.10% of the total sample are females.
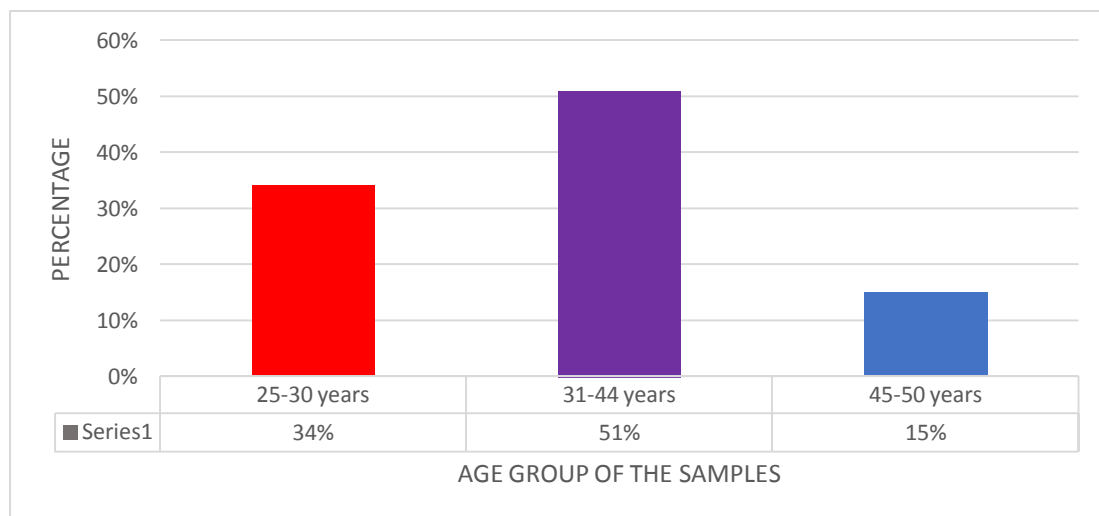

Figure 2 Bar graph showing the percentages of the samples belonging to different age ranges. From the graph it can be seen that 34% of the total sample belong to the age group of 25- 30 years. 51% of the total sample belong to the age group of 31-44. 15% of the total sample belong to the age group of 45-50.

2.3 Tools Applied:
Following tools have been used for data collection:
Job Satisfaction
Job satisfaction scale was developed by Richard Bellingham as a tool to assess the level of job satisfaction in employees. It consists of 30 items where respondents are expected to give Yes or No response and scoring are done as per the guidelines of the manual.
Self Esteem
Self-esteem scale was developed by Rosenberg as a tool to assess the degree of self esteem of an individual. It is a Likert Scale consisting of 10 items and the responses are rated on a four point scale ranging from strongly agree to strongly disagree.

2.4 Procedure:
　　　　After selecting measures for the study, the researcher conducted the study by taking permission. Google forms have been used for this purpose. Rapport was established with the samples via email id which is being provided in the questionnaires itself. They were made aware that their participation in the study was purely voluntary and whatever doubts raised by the participants were all cleared by the researcher. They were assured of maintaining confidentiality through-out the study and were asked to sign the informed consent form. Next, the information schedule was administered. The researcher had put the instructions in the questionnaires

itself. The participants took an average of 10 minutes to fill the information schedule and the questionnaires. The data collected was then coded, entered in SPSS and statistically analysed.

2.5 Statistical Analysis of Data:

After completion of data collection, the responses were scored using the data analysis software IBM SPSS version 22. Then the statistical treatments of the scores were done. Mean (It is computed by summing the value of each item in a group and dividing it by the cumulative numbers of items in the group) and Standard Deviation (A mathematical term used to estimate the variability of dispersion around the average) of job satisfaction and self esteem were computed separately. A t test was used to determine whether there is a notable discrepancy among the means of two groups which may be associated with some other features) was also computed to know whether there is any significant gender differences existing with regards to job satisfaction and self esteem. Product Moment (used to compute the linear relationship between two variables) was computed to determine the relationship between job satisfaction and self esteem. This was followed by computing simple linear regression (one type of regression model where there is involvement of two types of variables one is predictor independent variable and the other one is criterion or dependent variable where the criterion variable is the function of independent variable) to see whether job satisfaction could predict self esteem among white collar workers.

III.   RESULTS AND DISCUSSIONS

The aim of this study was to assess whether job satisfaction could predict level of self esteem of white collar workers. Categories were discovered in two main areas.- job satisfaction and self esteem.

The obtained data of this study were analysed using Independent sample t-test and Pearson product moment correlation, Simple linear regression using the Statistical Package for Social Sciences (SPSS) version 22.0. Independent sample t-test was used to analyse gender differences with respect to job satisfaction and self esteem in white collar workers. Pearson product moment correlation was used to determine the relationship between job satisfaction and self esteem in white collar workers. Simple Linear Regression has been used to determine whether job satisfaction could predict the level of self esteem in white collar workers.

Table 1: Mean, Standard deviation, and t- test with regards to job satisfaction and self esteem in white collar workers

VARIABLES	MALE (N= 53) MEAN	SD	FEMALE (N=57) MEAN	SD	t value
JOB SATISFACTION	31.8364	5.98243	34.0545	5.43491	
SELF ESTEEM	33.7643	6.7854	36.9876	6.5433	4.9864**

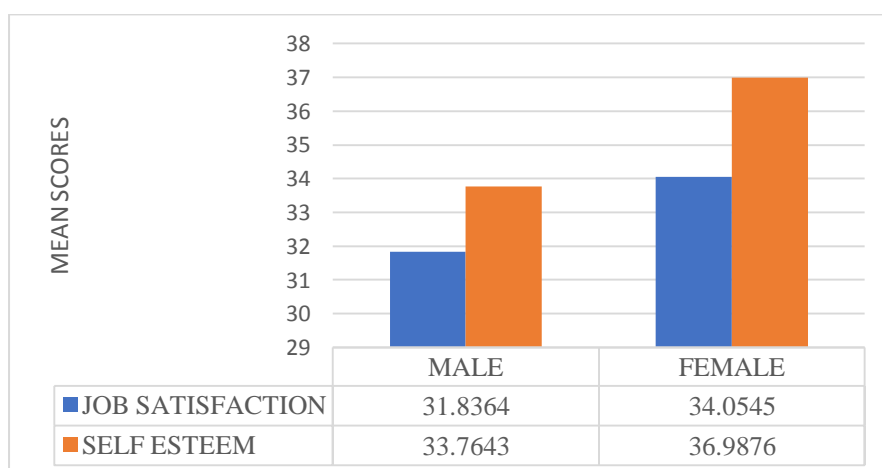*p**<0.01 level of significance df=108*

Figure 3- Bar graph showing the percentage of the mean scores of the samples with regards to job satisfaction and self-esteem where males scored 31.8364 and 33.7643 with regards to job satisfaction and self-esteem and females scored 34.0545 and 36.9876 with regards to job satisfaction and self-esteem.

From the above table it could be seen that the mean scores of males and females with respect to job satisfaction are and the mean scores of males and females with respect to self esteem are 31.8364 and 34.0545 respectively and for self-esteem the mean scores are 33.7646 and 36.9876 respectively. The standard deviations

of males and females with respect to job satisfaction are 5.98243 and 5.43491 respectively and for self esteem the values are 6.7854 and 6.5433 respectively. The t value is 4.9864. **Thus, null hypothesis is rejected**.

From the table it could be seen that significant gender differences exist with respect to job satisfaction and self-esteem in white collar workers. **Thus, hypothesis H1 is accepted**. The result of the study conducted on workplace motivation and its impact on job satisfaction and self esteem by C Armstrong in 2015 showed that significant gender differences exist between job satisfaction and self esteem in white collar workers. The result of another study conducted on Work Job Satisfaction relate with Self-esteem of teachers by Anwer et al. in 2015 showed significant gender differences in teachers.

Table 2: Correlation Matrix with regards to job satisfaction and self esteem in white collar workers

VARIABLES	JOB SATISFACTION	SELF ESTEEM
JOB SATISFACTION	1	**0.72****
SELF ESTEEM	**0.72****	1

p**<0.01 levels of significance df=108

As per the correlation matrix, it can be seen that correlational value is 0.72. **Thus, null hypothesis is rejected.** This suggest that job satisfaction and self esteem share a significant positive relationship with each other in white collar workers. **Thus, hypothesis H2 is accepted**. The results of the study conducted on the relationship between job satisfaction and self-esteem among teachers by S H Hosseini Ghafari and M Samii in 2013 indicated that there is a significant relationship between job satisfaction and self-esteem among academic teachers. Another study conducted on the relationship between job satisfaction and self esteem of personnel in government organizations by Alavi and Askaripur in 2003, its result showed that job satisfaction and self esteem shares a significant relationship with each other.

Table 3: Regression Table

Model	R	R Square	Adjusted R Square	Standard error of the estimate
	0.724[a]	0.524	0.516	1.667

- **Predictor Variable: Job Satisfaction**
- **Dependent Variable: Self Esteem**

From the above table it is seen that R value, R squared value, Adjusted R squared value, Standard error of estimate value are 0.724, 0.524, 0.516, and 1.667 respectively.

- R value determines the correlation between independent and dependent variable. Value greater than 0.4 is taken for further analysis. In this case, the value is 0.724 which is good. **Thus, the null hypothesis is rejected.**

- R squared shows the total variation of the dependent variable which could be explained by the independent variable. The value greater than 0.5 is effective enough to determine whether the relationship. Here, the value is 0.524 which is good. **Thus, the null hypothesis is rejected.**

- Adjusted R squared shows the generalization of results. Here, the value is 0.516 which is not far away from 0.524. Hence, it is good. **Thus, the null hypothesis is rejected**.

Table 4: ANOVA TABLE

Model		Sum of squares	Df	Mean Squares	F	Sig.
1	Regression	327.381	2	163.696	58.892	.000[b]
	Residual	297.392	107	2.78		
	Total	624.773	109			

- **Predictor Variable: Job Satisfaction**
- **Dependent Variable: Self Esteem**

From the above table it is seen that value of Regression, Residual, and Total are 327.381, 297.392, and 624.773 respectively. Value of F ratio is 58.892.

- P value or Sig value 95% of the confidence interval or 5% of the significance value is chosen for the studies. The value should be less than 0.05. Here, it is .000 which suggests that result is significant. Thus, **the null hypothesis is rejected.**

- F ratio represents an improvement in prediction of the variable by fitting the model after considering the inaccuracy present in the model. Here, any value greater than 1 lead to a good result and here it is 58.892 which is good. Thus, **the null hypothesis is rejected.**

Table 5: Correlational Table

Model	Unstandardized		Coefficient	Standardized Coefficient		
	B		Standard error	Beta	t	Sig.
Job Satisfaction	0.584		0.062	0.749	9.42	.000

- **Dependent Variable: Self Esteem**

Regression coefficient signifies change in the mean value of dependent variable for unit change in value of independent variable. From the above table it is seen that the values of unstandardized and standardized coefficient are 0.584 and 0.749 respectively. The value of standard error is 0.062. The t value is 9.42. The significance value is .000.

- Significance value should be below 0.05 or 95% confidence interval in the study. If the significance value is lesser than 0.05 then null hypothesis is rejected and if it is greater than 0.05 then null hypothesis is accepted. If null hypothesis is rejected, then it can be concluded that there is impact and if not, then no impact is there. Here, the significance value of job satisfaction is .000 which suggests that significant changes in a person's self esteem takes place in a positive direction due to job satisfaction. **Thus, the null hypothesis is rejected.**

As per the results, it has been found that job satisfaction predicts self esteem level in white collar workers. **Thus hypothesis H3 is accepted**. The result of the study conducted on Job Satisfaction and Self-Esteem: How Being Satisfied at a Job, Along with Gender Identity, Affects the Self-Esteem of a Working Student by Stukova A in 2017 stated that self esteem is predicted by job satisfaction and gender. Another study conducted on job satisfaction as predictor of self esteem of elementary school teachers by Mangari D D et al. in 2020 showed that job satisfaction impacted self-esteem of teachers significantly. Also, the findings indicated that the self-esteem of primary school teachers is being predicted by job satisfaction significantly.

Applicative Value:

The quantitative findings of this study might be relevant for developing positive organizational interventions which in turn would enhance morale level in white collar workers in future. The benefits are as follows:

- Fosters productivity in organization.
- Enhances employee retention.
- Reduces turnover.
- Lowers employee absenteeism.
- Helps employees to create a sense of purpose.
- Helps employees to be authentic.
- Help employees to be realistic.
- Help employees develop good communication skills.
- Imbibe in employees a drive to succeed.

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