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**McDonald, Zane M. *Factors Contributing to Job Satisfaction***

**Abstract**

Job satisfaction is often categorized as the enjoyment or appreciation someone has for the work that they do. Job satisfaction is an important variable to analyze as many individuals spend a significant portion of their lives working. The purpose of the current study was to determine the relationship between five work-related and non-work-related variables and job satisfaction.

There were five hypotheses: Life satisfaction is positively associated with job satisfaction (H1), stressful life events are negatively associated with job satisfaction (H2), work environment is positively associated with job satisfaction (H3), coworker support is positively associated with job satisfaction (H4), and supervisor support is positively associated with job satisfaction (H5).

Data were analyzed using a multiple regression analysis to determine how the five factors related to job satisfaction from the Institute for Social Research University of Michigan (HRS; a pre-existing dataset). Four of the hypotheses were supported. Life satisfaction, work environment, and supervisor support were positively correlated with job satisfaction, and stressful life events were negatively correlated with job satisfaction. Coworker support was not correlated with job satisfaction. The current findings demonstrate support for a variety of factors inside and outside of the workplace impacting job satisfaction.

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## Chapter I: Literature Review

It is common knowledge that an average person could expect to work anywhere from 25% to 50% of their lives. Given the amount of time that people spend in their jobs, increasing satisfaction with jobs is important for both organizations and employees. For example, on average, American companies lose approximately \$450 to \$500 billion per year from employees who are disengaged due to low levels of job satisfaction (Picincu, 2020).

Job satisfaction as defined by Spector (1997) is the level of contentment and satisfaction that an individual gets from doing their job, and in many instances, it is an emotional-based decision (Sironi, 2019; Spector, 1997). Job satisfaction has been shown to improve individuals' well-being (Sironi, 2019). There are many factors that can impact job satisfaction, from outside the workplace (e.g., life satisfaction and stressful life events) and from inside the workplace (e.g., work environment [physical and emotional aspects], coworker support, and supervisor support), all of which carry weight in impacting job satisfaction (Al et al., 2017; Bell et al., 2019; Chae et al., 2019; Diener et al., 1999; Luhmann et al., 2012; Mohr et al., 2021; Ng & Sorensen, 2008). These factors and how they work together are critical in grasping a better understanding of how individuals feel in the workplace and helping create systems to help improve the workplace.

The current study used a pre-existing data set from the Health and Retirement Study (HRS), which is a survey conducted by the University of Michigan. The HRS is a longitudinal panel study interested in 20,000 individuals in America from 2006 through 2016; the research is supported by the National Institute of Aging (NIA) and the Social Security Administration (Institute for Social Research University of Michigan, 2006-2016). The original purpose of the dataset was to investigate the challenges and opportunities of aging and to determine what happens to an individual as they age (Institute for Social Research University of Michigan, 2006-

2016). However, for the current study, the researcher focused on the following factors that may predict job satisfaction: work environment, life satisfaction, coworker/supervisor support, and stressful life events.

### **Job Satisfaction**

Job satisfaction is comprised of cognitive, emotional, and behavioral components (Schleicher et al., 2004; Spector, 1997). The cognitive component of job satisfaction focuses on the beliefs (i.e., how someone feels about the job), which can range from negative aspects like the job being too demanding to positive aspects like the job always presenting fun, new challenges to keep things interesting (e.g., appreciation, benefits, and personal growth). The emotional component of job satisfaction focuses on positive or negative feelings about the job, such as boredom, pride, anxiety, security, or excitement. The behavioral component of job satisfaction takes a deeper look of how individuals act regarding their work; a positive behavior would be consistently showing up to work early, whereas a negative behavior would be finding reasons to call in sick (Schleicher et al., 2004; Spector, 1997).

Job satisfaction throughout years of research has been connected to a multitude of variables. However, for current research job satisfaction was tested in relationship with life satisfaction, stressful life events, work environment, coworker support, and supervisor support. Job satisfaction throughout years of research has been connected to a multitude of variables. However, for current research job satisfaction was tested in relationship with life satisfaction, stressful life events, work environment, coworker support, and supervisor support for two reasons. First, research has consistently stated that these variables play an important role in job satisfaction in an individual (i.e., life satisfaction, work environment, coworker/supervisor support, and stressful life events; Diener et al., 1999; Gillet et. al., 2018; Hsieh & Huang, 2017;

Maslach, 2017; Ng & Sorensen, 2008; Yang & Caughlin, 2017). Second, these variables are available for analysis in the pre-existing data set.

### **Life Satisfaction and its Relationship to Job Satisfaction**

Life satisfaction is a combination of feeling content with life, relationships with other individuals/groups, and the goal achievement set by the individual in their lifetime (Diener et al., 1999). It is important to note that in relation to the current study, life and job satisfaction share a space that is the workplace.

Job satisfaction and life satisfaction have been shown to be correlated; numerous studies have reported that life satisfaction is a positive predictor of job satisfaction (Diener et al., 1999; Harter, 1990; Hsieh and Huang, 2017; Judge et al., 2003; Locke et al., 1996; Rotter, 1966; Wang & Peng, 2017). However, there is also evidence that job satisfaction positively predicts life satisfaction (Hsieh & Huang, 2017). There does appear to be an important distinction in the direction of the relationship. Researchers have found that life satisfaction was a stronger predictor of job satisfaction compared to job satisfaction on life satisfaction (Dou et al., 2016; Judge & Watanabe, 1993).

### **Stressful Life Events and its Relationship to Job Satisfaction**

Stressful life events are events that have varying effects on well-being and life satisfaction, and the life event can result in positive, neutral, and/or negative feelings/impacts (Luhmann et al., 2012). Researchers have categorized stressful life events as family, social, health, and financial concerns (Leppma et al., 2018). The definition does not categorize every stressful life event; what is stressful may be different from person to person. Depending on the perceived severity of the stressful life event, the impact could be minor to long-lasting (Phyo et

al., 2021). Stressful life events have been shown to have adverse impacts on job satisfaction (Alonso et al., 2019; Leppma et al., 2018).

These stressful events impact both the individual and the group in the workplace. A study conducted by Sarason & Johnson (1979) suggest that stressful life events experienced were shown to negatively impact job satisfaction. Additionally, research conducted by Dimatteo et al. (1993) found that among dentists, those individuals who felt that they were perceived negatively by others were less satisfied with their job/work. In a group setting stress has been shown to negatively impact job satisfaction and the relationship between employees and those they work with (Hermon & Chahla, 2019).

### **Work Environment and its Relationship to Job Satisfaction**

The work environment often refers to the psychological, physical, and social characteristics of the workplace (Chan & Huak, 2004). The work environment is comprised of the people someone works with, an individual's relationship with coworkers, hours worked, where the individual works, the physical space in which someone works (e.g., windows, cubicles), and participation in the workplace (Al et al., 2017).

Work environment has been identified as a predictor of job satisfaction (Al et al., 2017; Ashker et al., 2012; Gardner & Walton, 2011; Harwood, et al., 2010; Heyes et al., 2013; Ridley et al., 2009). It is important to create a positive work environment so that everyone feels comfortable and happy coming into the workplace. Having a positive work environment creates less turnover and help employees achieve higher levels of job satisfaction (Nye et al., 2020).

### **Coworker Support and its Relationship to Job Satisfaction**

Coworker support includes, but is not limited to, feedback, a friend, and someone to cover in an emergency (Eva et al., 2019). Having high levels of positive coworker support is

important to help individuals have stronger levels of job satisfaction and have better feelings towards their work environment (Chae et al., 2019; Ng & Sorensen, 2008). Positive coworker support provides workers with the necessary resources required to complete tasks related to work and helps create a positive pressure to have others follow suit (Chae et al., 2019; Ng & Sorensen, 2008).

Research conducted by Koseoglu et al. (2020) suggests that coworker support increases job satisfaction through several mechanisms. First, employees have a higher tendency for a positive attitude when coworker support compensates for work-family conflict (Major et al., 2008). Second, employees who have coworker support have more access to resources that may help them cope with work-related stress (Halbesleben & Wheeler, 2015).

Eva et al. (2019) suggests that coworker feedback can be supplemented for supervisor feedback, meaning that if an organization has lower levels of supervisor feedback, having higher levels of coworker feedback system counteracts the lower levels of supervisor feedback. Research suggests that having peer/coworker support acts as a buffer to burnout and turnover. Stagnation is a result of limited to no coworker support, whereas any increase in job satisfaction is associated higher levels of coworker support (McFadden et al., 2015; Olaniyan et al., 2020). Providing peer/coworker support in the workplace also builds a stronger relationship among employees and helps build coping mechanisms while also mitigating some of the negative experiences found in the workplace (McFadden et al., 2015; Olaniyan et al., 2020).

### **Supervisor Support and its Relationship to Job Satisfaction**

Supervisor support has a broad definition, as the supervisors can both act as someone to talk to within the workplace as well as cultivate an environment of support (e.g., encourage positive communication, establish an environment where it is encouraged to discuss

concerns/problems faced in the workplace, and providing training and resources). Supervisors help harness the positives while buffering the negativity sometimes found in the workplace (Mohr et al., 2021). The kind of supervisors discussed in the Mohr et al. (2021) article are the supervisors that are shown to increase job satisfaction in the workplace.

Research conducted by Gillet et al. (2018) suggests that supervisors can create a more supportive work environment by creating organizational strategies along with providing support on an individual level. Research conducted by Yang and Caughlin (2017) suggests a high level of importance for supervisors to be supportive and to deliver their support in a non-aggressive manner to help increase job satisfaction. Specifically, the researchers investigated aggression-preventative supervisor behavior, which is defined as specific behaviors that contribute to their employees' exposure to aggression. Examples of aggression-preventative supervisor behavior are being supportive of others, using constructive words, stopping disputes, and stopping an escalating situation (Yang & Caughlin, 2017). Supervisors need to create a positive environment for individuals to work.

## **Hypotheses**

Many factors impact job satisfaction levels. For the purposes of the current study, life satisfaction, stressful life events, work environment, and coworker and supervisor support were evaluated for their relationships to job satisfaction (see Figure 1). The current study has five hypotheses that were analyzed using a multiple regression.

H1: Life satisfaction is positively associated with job satisfaction.

H2: Stressful life events is negatively associated with job satisfaction.

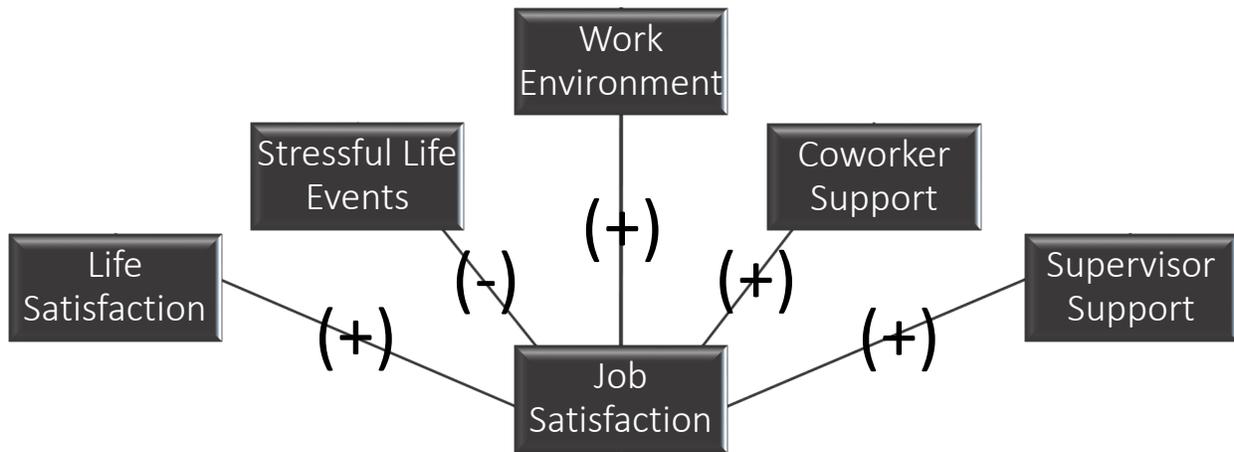
H3: Work environment is positively associated with job satisfaction.

H4: Coworker support is positively associated with job satisfaction.

H5: Supervisor support is positively associated with job satisfaction.

**Figure 1**

*Hypotheses and Their Predicted Relationship*



## **Chapter II: Methodology**

The purpose of the current study was to evaluate the impact of both work-related and non-work-related factors on job satisfaction. Participants' responses from an existing dataset (Institute for Social Research University of Michigan, 2006-2016) were used to examine whether life satisfaction, stressful life events, work environment, coworker support, and supervisor support predicted job satisfaction.

### **Participants**

The HRS for 2008 had 17,217 respondents. Of those respondents, 2,130 (12.4%) were used in the current study. Individuals who did not respond to the scales for the current study (approximately 10,000 respondents) and respondents who did not have a 70% or higher response rate to the relevant questions (approximately 5,000 respondents) were removed from the data set.

The HRS did not provide specific ages for the respondents; the respondents were 50 years or older. Limited demographic information was available for the data set. Most demographic questions were only answered by a small number of respondents (less than 5%), so no demographic information is presented here. In the original study, participants did receive a "token of appreciation," per the Institutional Review Board information (Institute for Social Research University of Michigan, 2006-2016). For the current study, there was no additional compensation to the participants.

### ***Materials***

The current study used the Health and Retirement Study (Institute for Social Research University of Michigan, 2006-2016) to help determine satisfaction levels among employees. The year 2008 is the only year used because it was the only year that included all the measures of

interest in the current study. Only some of the specific questionnaires were used from the original survey (items listed below from the year 2008).

### ***Job Satisfaction***

Job satisfaction was measured by the Quality of Employment survey (Karasek, 1979; Quinn & Staines, 1992; Appendix A). Psychometric analysis of data on these items in the 2004 pilot study indicated that these items have two factors: job satisfaction and job stressors. However, for the current study, only the nine statements related to job satisfaction were used. Participants responded to nine statements on a scale of 1 (*strongly disagree*) to 4 (*strongly agree*). A sample item was, “My job is physically demanding.” After reverse-scoring the relevant items, an average score for “job satisfaction” was created. The alpha score for the current study regarding the Job Satisfaction questionnaire was .81.

### ***Life Satisfaction – Subjective Well-being***

Life satisfaction was measured by the Satisfaction with Life questionnaire (Diener et al., 1985; Pavot & Diener, 1993; Appendix B). Participants responded to five statements on a scale of 1 (*strongly disagree*) to 7 (*strongly agree*). A sample item was, “I am satisfied with my life.” The items were averaged to create a “life satisfaction” score. The alpha score for the current study regarding the Life Satisfaction questionnaire was .89.

### ***Stressful Life Events***

Stressful life events were measured by the Epidemiology of Social Stress (Turner et al., 1995; Appendix C). Participants responded to six statements on a scale of 1 (Yes) or 5 (No). A sample item was, “Was anyone else in your household unemployed and looking for work for longer than 3 months in the past five years?” The scale was rescaled for the purposes of the current study, so reporting yes = 1 and reporting no = 0 to reflect that a higher score reflects

more stressful life events. The alpha score for the current study regarding the Stressful Life Events questionnaire was .37. The low alpha score can be explained by the nature of the questions being asked in the Stressful Life Events questionnaire, the questions display a wide range of stressful life events. An example being a question relating to losing a job to asking if a respondent has been robbed recently, these two questions approach entirely different directions for a stressful life event. Additionally, the fact that the questions required a yes or no answer may have impacted the overall alpha score.

### ***Work Environment***

Work environment was measured by asking employees how they feel about their work environment and their perceptions of training and promotions within the company (Institute for Social Research University of Michigan, 2006-2016; Appendix D). This scale contained five questions, and participants answered on a scale of 1 (*strongly disagree*) to 4 (*strongly agree*) and 5 (*does not apply*). All the '5' responses were be recoded as missing. A sample item was, "I have training opportunities I need to perform my job safely and competently." One item was removed from the scale because inclusion of that item reduced the internal consistency of the scale to below .70. The remaining four items were averaged to create a "work environment" score, and one item was reverse scored. The alpha score for the current study regarding the Work Environment questionnaire was .74.

### ***Coworker Support***

Coworker support was measured by the Measures of Perceived Work Characteristics survey (Haynes et al., 1999; Appendix E). Participants responded to three statements on a scale of 1 (*strongly disagree*) to 4 (*strongly agree*) and 5 (*does not apply*). All the '5' responses were recoded as missing. A sample item was, "My coworkers help me with difficult tasks." The items

were averaged to create a “coworker support” score. The alpha score for the current study regarding the Coworker Support questionnaire was .90.

### ***Supervisor Support***

Supervisor support was measured by the Perceived Supervisor Support survey (Eisenberger et al., 2002; Appendix F). Participants responded to four statements on a scale of 1 (*strongly disagree*) to 4 (*strongly agree*) and 5 (*does not apply*). All the ‘5’ responses were recoded as missing. A sample item was, “My supervisor is helpful to me in getting the job done.” The items were averaged to create a “supervisor support” score. The alpha score for the current study regarding the Supervisor Support questionnaire was .93.

### ***Demographic Items***

The goal of the demographic questions asked by the HRS was to gather a full image of someone’s life to fully determine what a participant has experienced and if those experiences have any impact on the questions that were asked throughout the HRS study (Institute for Social Research University of Michigan, 2006-2016). A variety of demographic questions were asked in the original study. For the purposes of the current study, birth in the United States, United States citizenship, highest education level, race, ethnicity, number of marriages, and number of children were reported. The current study intended to provide a comprehensive list of demographic items, however, due to having more than 95% of the participants not having demographic information inputted, demographic information was not included in the current research.

### **Data Analysis**

The current study used pre-existing data from the year 2008 via the HRS (Institute for Social Research University of Michigan, 2006-2016). The data were placed into a SPSS

document for the data analysis. All unnecessary variables were removed from the SPSS document (i.e., data from other sections not related to the current study). Individual items were reversed-scored, as identified in the HRS documentation. Prior to analysis, internal consistency was measured for each individual scale using Cronbach's alpha, with .70 as the criterion for acceptability. The criterion was waived for stressful life events as the questions were in the yes or no designation. The Work Environment, Supervisor Support, and Coworker Support scales included a "does not apply" option for all items. Responses of "does not apply" were scored as missing. Participants who did not respond to at least 70% of the survey items were excluded from all analyses. Apart from the stressful life events measure, items for each scale were averaged for analysis. For the stressful life events measure, items were summed. The current research used a multiple regression analysis to determine the relationships between the independent variables and the dependent variable.

### Chapter III: Results

A multiple regression analysis was used to predict job satisfaction based on life satisfaction, stressful life events, work environment, coworker support, and supervisor support. The data met the assumption of independent errors (Durbin-Watson value = 1.87). Tests to determine if the data met the assumption of collinearity indicated that multicollinearity was not a concern, the range for VIF is 1.02 to 1.99. The model predicts a significant amount of variability in job satisfaction,  $F(5, 1710) = 370.77, p < .001$ , with an  $R^2$  of .52 (see Table 1).

**Table 1**

*Multiple Regression Analysis Relationships with Beta and P-Values*

Factor	Estimate	SE	95% CI		$\beta$	p
			LL	UL		
Life satisfaction	.011	.032	.042	.065	.053	< .001
Stressful life events	.011	.003	-.417	-.147	-.282	< .001
Work environment	.009	.014	.316	.392	.354	< .001
Coworker support	.010	.014	-.017	.057	.020	.286
Supervisor support	.009	.018	.162	.223	.193	< .001

After controlling for the other variables in the model, life satisfaction was found to be a significant positive predictor of job satisfaction ( $\beta = .053$ ). Stressful life events were found to be negatively associated with of job satisfaction ( $\beta = -.282$ ). Work environment was found to be a significant positive predictor of job satisfaction ( $\beta = .354$ ). Coworker support was found not to be significant predictor of job satisfaction ( $\beta = .020$ ). Lastly, supervisor support was found to be a significant positive predictor of job satisfaction ( $\beta = .193$ ).

## Chapter IV: Discussion

The current study measured how both non-work (life satisfaction and stressful life events) and work (work environment, coworker support, and supervisor support) factors relate to job satisfaction. Out of the five hypotheses, four were supported. Life satisfaction (H1), work environment (H3), and supervisor support (H5) were positively associated with job satisfaction. Stressful life events (H2) were found to be negatively associated with job satisfaction. However, the hypothesis that coworker support would be positively associated with job satisfaction (H4) was not supported. It is important to note that coworker support does not predict job satisfaction within the model, while the other factors do. If a different test were conducted (i.e., simple correlation) it is entirely plausible that coworker support could be positively related to job satisfaction on its own.

The current finding that life satisfaction is positively associated with job satisfaction is consistent with previous research (Diener et al., 1999; Harter, 1990; Hsieh and Huang, 2017; Judge et al., 2003; Locke et al., 1996; Rotter, 1966; Wang & Peng, 2017). Hsieh and Huang's (2017) study reported this relationship among participants 19 to 56 years old. Given that the current study found a similar finding with older adults, these results indicate that life satisfaction is important for job satisfaction throughout people's careers.

Consistent with previous research (Alonso et al., 2019; Dimatteo et al., 1993; Hermon & Chahla, 2019; Phyo et al., 2021; Sarason & Johnson, 1979), the current study found a negative relationship between stressful life events and job satisfaction. Stressful life events vary from person to person (and vary in the level of impact) however, the research consistently demonstrates this negative association between stressful life events and job satisfaction.

The current study found that the work environment was positively associated with job satisfaction, a finding that was also reported previously (Ashker et al., 2012; Gardner & Walton, 2011; Harwood, et al., 2010; Ridley et al., 2009). Further, Nye et al. (2020) suggested that when employees find work environments that match their interests, employees are happier and have higher levels of retention. Typically, individuals who seek out work environments that suit their needs have higher levels of job satisfaction (Hardwood et al., 2010).

The current study discovered contrasting results when evaluating coworker and supervisor support. Specifically, the current study found that coworker support did not correlate with job satisfaction within the overall model. The current findings are contrary to past research that measured the correlations between job coworker support and job satisfaction (Beehr & Drexler, 1986; Eva et al., 2019; Halbesleben & Wheeler, 2015; Major et al., 2008; McFadden et al., 2015; Olaniyan et al., 2020). In addition, previous studies collected data from younger workers. For example, in the Major et al. (2008) study the average age of the participants was 42 years old, and Koseoglu et al. (2020) collected data from participants with an average age of about 39 years old. Given the age difference between those studies and the current study, it is possible that those who are younger appreciate coworker support more than those who older. With the findings of the current study not being consistent of the findings of previous studies, it is recommended to be a supportive coworker and to seek support from coworkers for younger workers ages 18 to 40. In contrast to the findings with coworker support, the current study found that supervisor support was positively associated with job satisfaction among older employees. The current finding was consistent with previous research (Gillet et al., 2018; Mohr et al., 2021; Yang & Caughlin, 2017). These contrasting findings suggest that coworker support is more

important for younger employees than for older employees while supervisor support is important across the lifespan of the employee.

### **Limitations and Future Research**

The current study had limitations that future research may consider. The first limitation was that the participants' ages were not specifically identified, so although the data were collected from people aged 50 and older, the actual ages of the participants is not known. Additionally, the participants all being older than 50 years of age reduces the generalizability of the findings. It is noted that a comparison between this population and a younger population could better clarify which factors are more important at periods of an employee's life. Despite these limitations, the present research may be viewed as a steppingstone to understanding how multiple factors contribute to job satisfaction, particularly among older adults.

Additional future research should also explore additional work-related factors that may impact older employees' job satisfaction. Variables may include work-life balance, emotional exhaustion, job security, pay, promotion opportunities, and benefits. It would also be interesting to further explore the relationship between supervisor support and job satisfaction. Specifically, the current study did not differentiate between levels of supervisor. Thus, it is possible that direct supervisor support and overall supervisor support may be differentially related to job satisfaction. Further research on variables that may be related to job satisfaction among older adults will be important, as older adults are reporting that they are likely to work longer than before (Dong et al., 2017).

Lastly, the project is limited in that the participants were from 2008. It is possible that more current data would yield different outcomes. Specifically, future research could investigate differences between 2008 and present day (2022). Further, this cross-comparison could consider

the influence of COVID-19 on the relationship between the factors studied in the current study and job satisfaction.

### **Conclusion**

The current study found that life satisfaction, work environment, and supervisor support positively predicted job satisfaction while stressful life events negatively predicted job satisfaction. These factors demonstrate that both work and non-work variables can impact job satisfaction among older adults. Although these factors are not a comprehensive list of factors that may impact job satisfaction, these findings contribute to the literature and bring a deeper level of understanding of a variety of factors that impact job satisfaction, particularly among older workers.

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## Appendix A

### Job Satisfaction Questionnaire

(Please say how much you agree or disagree with each of the following statements)

1. All things considered I am satisfied with my job.
2. I receive the recognition I deserve for my work.
3. My salary is adequate.
4. My job promotion prospects are poor.
5. My job security is poor.
6. I have the opportunity to develop new skills.
7. I receive adequate support in difficult situations.
8. At work, I feel I have control over what happens in most situations.
9. In my work I am free from conflicting demands that others make.

Coding: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

Items 4 and 5 were reverse coded.

## **Appendix B**

### **Life Satisfaction Questionnaire**

(Please say how much you agree or disagree with the following statements)

1. In what ways my life is close to ideal.
2. The conditions of my life are excellent.
3. I am satisfied with my life.
4. So far, I have gotten the important things I want in life.
5. If I could live my life again, I would change almost nothing

Coding: 1 = Strongly Disagree, 2 = Somewhat Disagree, 3 = Slightly Disagree, 4 = Neither Agree nor Disagree, 5 = Slightly Agree, 6 = Somewhat Agree, 7 = Strongly Agree

## Appendix C

### Stressful Life Events Questionnaire

(Now please think about the LAST 5 YEARS and indicate whether each of the events below occurred. If “Yes,” indicate a year)

1. Have you involuntarily lost a job for reasons other than retirement at any point in the past five years?
  - a. If yes, what year?
2. Have you been unemployed and looking for work for longer than 3 months at some point in the past five years?
  - a. If yes, what year?
3. Was anyone else in your household unemployed and looking for work for longer than 3 months in the past five years?
  - a. If yes, what year?
4. Have you moved to a worse residence or neighborhood in the past five years?
  - a. If yes, what year?
5. Were you robbed or did you have your home burglarized in the past five years?
  - a. If yes, what year?
6. Have you been the victim of fraud in the past five years?
  - a. If yes, what year?

Coding: 1 = Yes, 5 = No

## Appendix D

### Work Environment Questionnaire

(Please say how much you agree or disagree with each of the following statements)

1. I have too much work to do everything well.
2. I have a lot to say about what happens at my job.
3. Promotions are handled fairly.
4. I have the training opportunities I need to perform my job safely and competently.
5. The people I work with can be relied on when I need help.

Coding: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree, 5 = Does Not

Apply

Item 1 were reversed coded

## **Appendix E**

### **Coworker Support Questionnaire**

(Please say how much you agree or disagree with each of the following statements)

1. My coworkers listen to me when I need to talk about work-related problems.
2. My coworkers help me with difficult tasks.
3. My coworkers help me in crisis situations at work.

Coding: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree, 5 = Does Not

Apply

## **Appendix F**

### **Supervisor Support Questionnaire**

(Please say how much you agree or disagree with each of the following statements)

1. My supervisor is helpful to me in getting the job done.
2. My supervisor is willing to extend himself/herself to help me perform my job.
3. My supervisor takes pride in my accomplishments at work.
4. My supervisor tries to make my job as interesting as possible.

Coding: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree, 5 = Does Not

Apply