Research Paper

Gender Differences in Job Satisfaction, Altruism, and Belief in a Just World among Public Sector Employees

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ABSTRACT

During COVID-19, which witnessed a shift from offline to online, working jobs to losing jobs, increasing salary to cutting of salaries, sound health to threat of psychological risks, it is important to reconsider work related aspects for study, post pandemic. In the pre-COVID era, existing research among public sector employees, have found that men are more satisfied with their jobs when compared to women (Webber & Rogers, 2018) and organizational citizenship behavior positively influences Organizational Justice and Job satisfaction. (Singh & Singh, 2019). This research aims to dig deeper into the difference in gender in the context of job satisfaction, Altruism, and belief in a Just World for public sector employees with the COVID-19. The Sample consists of 147 individuals in the public sector (51 females and 96 males) aging between 18-60 years residing in India. Three different scales, namely Belief in a Just world by (Lucas, Zhdanova, & Alexander, 2011), Job satisfaction Survey by (Spector,1994), and Adapted Version of the Self-Report Altruism Scale by P.C. Ruston (original), Peter Witt and Chris Boleman (adapted version), were administered on the subjects to assess the above three variables. Data was tested for normality, 't' test and Mann-Whitney U test. Results indicate that there is no significant gender difference with respect to job satisfaction, altruism, belief in a just world. Although, there was a significant relationship found with respect to job satisfaction among the sub groups of Agriculture and Allied (AA), Administration (AD), Specialist (SP), and Extension (EX). The findings from this study help us comprehend the gender differences in the public work sector in the Indian context and a potential need for further research to decode if at all the three variables are correlated to one another and can be used in the coming times for predicting prosocial behavior.

Keywords: Job satisfaction, altruism, belief in a just world, prosocial motivation, gender differences, public sector employees, COVID-19.

With COVID's first case being recorded in December 2019 in Wuhan, China a massive outbreak of people falling into death traps was followed and within no time WHO declared this severe acute respiratory system disorder related to SARS-CoV-2 as a worldwide pandemic on March 12, 2020. (Ciotti et al., 2020). The umpteen number of deaths caused by the syndrome is unmatched to date, and was known to have been observed

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previously in SARS 2002 and Middle east respiratory syndrome (MERS) in 2012. Today, its reach has gone up to 4 million deaths worldwide and 222 million confirmed cases as of September 2021. (Fraser et al., 2021). As the cause of it became a huge forum of discussion its consequences were what proved to be disastrous. In the work sector, normal work routines were abrupted and the new style of it accelerated in the form of "Work from home". While this notion was not entirely new to the public, but they were, thus, mandatorily forced to work from home regardless of its requirements. It was a major blow to their individual experiences at work, the non-domain work factors that influenced them, a limited space or the lack of a private work sector, converging of personalism with professionalism, decrease in salary, employment opportunities etc. These factors majorly influenced the work productivity, creativity, innovation, laziness, and many more. (Kniffin et al., 2021)

Results from studies found that professional identity and job satisfaction had a positive impact on job burnout of university teachers during COVID-19. This was, majorly, because of long hours of teaching through online mode that made them to act casually, thus, making the problem, in the long run, of burnout quite easy and serious. (Chen et al., 2020). Job satisfaction is the contentment of all the factors or aspects of the position of work that one withholds with a simultaneous positive perception about it. When an individual is grateful with the job that he has, he puts in the best mixture of his potential and capability to produce outcomes that are majorly for the company's growth rather than his own benefit. (MBA Skool, 2020). Many studies have found a moderated relationship between pro-social motivation and job satisfaction confirming that the factor that links pro-social motivation and job satisfaction is the perceived usefulness of the job for society and other people (Kjeldsen & Andersen, 2012). Again, usefulness depends on the individual's employment sector (public versus private) and if their jobs are contributing to the society at large. So, both intrinsic and extrinsic motivation are seen to strongly link job commitment for public sector employees (Markovits et al., 2010). Hence, people tend to have a higher job satisfaction in the public sector because there the drive is related to the fact that their jobs are contributing for the betterment of the society.

Research has discovered that the leader-member exchange (a theory in which the relationship between a leader and its members are important for various work outcomes) to be positively related to employee altruism and work performance (Ngo et al., 2011). Many other studies, do not show a direct relationship between altruism and job satisfaction (Asif et al., 2013). However, when correlated with a third variable like affective commitment, positive employee attitudes, emotional wellbeing, etc. it has a very ambiguous conclusion on an average (Elizabeth, 2019). Altruism is when people put other's needs before their own and go out of their way to even help them without any thought of compensation. Researchers have found that behaving altruistically signals pleasure and reward which is similar to when we have chocolate or sex. Pure altruism or heroism differs from egoistic behavior by a simple "motive" behind the act. If it is purely because one wants to feel good about oneself, social validation, compelled to be the "good" person, rising before the society, etc. than its rather self-interest and termed psychological egoism. (Kraut, 2016).

On conducting various studies on belief in a just world and helping i.e., Altruism, it has been found that there are stronger correlations between the two. Higher levels of belief in a just world (BJW), thus indeed increase helping intentions which is mediated by the impression of having a meaningful life. (Igou et al., 2020). People indulge and defend in BJW because it reinforces investment in long term goals through altruism and it adds a meaning to life (Hafer & Rubel, 2015).

Belief in a Just World is a belief that the world is a just place and everyone gets results according to their "karma". It is based on the principle of fairness and that it gives people what they truly deserve. People get the reciprocity of their actions that they perform in this world before they die. This belief allows people to have high self-esteem, combat fear and allow people to have a worthwhile perspective on life (Cherry, 2020). It is also said that this tendency allows people to stay on the right path as they will be definitely rewarded for the good deeds and face with consequences for the bad ones. Thus, based on an individual's perception and thinking it might lead to egoistic or altruistic behavior. There are two aspects of it- Personal Belief in a Just World (P-BJW), General Belief in a Just World (G-BJW). G-BJW is the general belief that the world is just and people bear consequences and results for the same. While P- BJW refers to the belief that oneself will be treated just and fairly and will get what they deserve. This is stronger, reliable, and more convincing than G-BJW as the belief of the whole world, being just is not viable (especially when a lot of injustices are still prevalent today) and P-BJW also additionally includes subjective and specific norms of a desirable behavior and is feasible too, considering the realities of life. (Wenzel et al., 2010).

REVIEW OF LITERATURE

Job Satisfaction

In the context of pandemic, among nurses, job satisfaction was found to be inversely related to psychosocial risks and promoted work engagement. (Gimenez-espert et al., 2020). Also, in another experiment's data analysis, COVID-19 significantly affects job satisfaction among workers in SMEs (subject matter expert). Hence, to promote employee satisfaction there should be risk allowance, creating a safe environment, and providing personal protective equipment to workers. (Nyanga & Chindanya, 2020). When it comes to gender, an experiment found females with lower job satisfaction and greater turnover. (Grissom et al., 2012). In yet another investigation women presented a lower psychological wellbeing and more health-related issues than men which was mediated by need and job satisfaction. (Nyanga & Chindanya, 2020)

Research done on lecturer performance of Pamulang University showed that job satisfaction and work performance have a significant effect on performance (Wahyudi, 2018). A paper that involved research on Restaurant industry employees from British Columbia, Canada, and Punjab suggested that employees with a balance of both satisfaction towards their work and experience tend to show a heightened desire to be empowered. (Gill et al., 2012). An analysis done in a public sector organization in Malaysia, the results favoured transformational leadership as a method than transactional to improve job satisfaction among public sector workers. (Voon et al., 2021).

Altruism

In a very recent study conducted on university students in China, conclusions were made that the ones with high altruism exhibited more negative mental health outcomes than their low altruistic counterparts during the outbreak of COVID-19. (Feng et al., 2020). Another research done on 600 US residents at 4 timepoints during March/April revealed that supposed COVID-19 threat elevated everyday altruism along with occurrence of acute anxiety and rising physiological arousal during the pandemic. (Vieira et al., 2020). A lot many studies, in general, have established a positive correlation between Organizational Citizenship Behavior and Job Satisfaction, thus impacting the quality of work of individuals in the working field. (Kasraie & Sh, Parsa et al., 2014).

In one of the research projects done on Amazon Mechanical Turk crowd workers living in the US, women were found to be more altruistic. (Branas-Garza et al., 2018). A more detailed study which works on the heterogenous preferences for altruism reflected that woman with high status are less prone to the price and act of giving to others. (S. Visser & R. Roelofs, 2011). With respect to the role of altruism and goal order in the public sector, strong correlation has been discovered especially among highly educated individuals and less developed countries. (Dur& Zoutenbier, 2013).

Belief in a Just World
A study found out that higher levels of General Belief in a just world was linked to decreased negative and increased positive emotions regardless of the focus on the epidemic. Also, this research backs up for the fact that having a GBJW protect people amidst a major social disaster. (Wang et al., 2021). An experiment conducted in Switzerland showed that there is a positive strong correlation between Personal Belief in a Just World (P-BJW) and wellbeing at work. (Hafer & Choma, 2009). One of the reasons as to why a just organizational perception favors job satisfaction is that with increased levels of BJW, life satisfaction also rises as both the factors have a point of commonality i.e., life. (Correia et al, 2009).

The data from the cross-national 2005 ISSP survey (14 countries, N = 10,630), confirmed that the factor that links pro-social motivation and job satisfaction is the perceived usefulness of the job for society and other people. (Kjeldsen & Andersen, 2012). Also, people might not always engage in prosocial behavior when they have moral thoughts, but only when their moral emotions bridge the gap between the moral thoughts and actual actions. (Ding et al., 2018). In one of the studies conducted, belief in a just world was found to have relevance over a women's understanding of self-esteem and depression in the context of gender discrimination. (Kim & Park, 2018).

Belief in a Just world, Job Satisfaction, and Altruism
In a study where eight hundred and forty-six employees from 41 organizations participated, prosocial behavior had a great impact on a person's motivational aspect i.e., the need for achievement to have an influence on the work behavior and job performance of that person, provided helping others will not cost them. (Baruch et al., 2004). If a person has good emotional stability and conscientiousness, they are able to make suitable high-quality decision and hence affect job performance positively. (Halim, et al., 2011). In an investigation, 338 undergraduates' students who participated found that life satisfaction fortifies BJW. (Correia et al., 2009).

A voracious number of studies have been conducted to measure different aspects of job satisfaction with altruism and belief in a just world along with giving context to gender differences and the type of sector i.e., public or private, but it's relatability and relevance is still not broad enough. Hence, our study comes to a forefront and takes an action towards determining the variables mentioned above in the Indian context.

METHODOLOGY
Objectives
- To assess the difference in job satisfaction among males and females in public sector employees.
- To assess the relationship between job satisfaction and altruism in public sector employees.

- To assess the relationship between Job satisfaction and just world beliefs in public sector employees.
- To assess the relationship between Altruism and just world beliefs in public sector employees.

Hypotheses

H01- There is no difference in job satisfaction between males and females in public sector employees.

H1- There exists a difference in job satisfaction between males and females in public sector employees.

H02-There is no relationship between job satisfaction and altruism in the public sector employees.

H2- There exists a relationship between job satisfaction and altruism in the public sector employees.

H03- There is no relationship between job satisfaction and belief in a just world in the public sector employees.

H3- There exists a relationship between job satisfaction and belief in a just world in the public sector employees.

H04- There is no relationship between altruism and belief in a just world in the public sector employees.

H4- There exists a relationship between altruism and belief in a just world in the public sector employees.

Sample

The sample in total had 147 individuals in the public sector consisting of 51 females and 96 males belonging to the age group of 18-60 years. The inclusion criteria for the people were that they had to have work experience of more than 3 years in the public sector. All the participants are residents of India. Convenient sampling technique was used.

Measures

1. Belief in a Just world by (Lucas, T., Zhdanova, L., & Alexander, S, 2011) was used to measure people's just world beliefs. It has four sub dimensions mainly- Distributive Justice for others (DJ-Others), Procedural justice for Others (PJ-Others), Distributive Justice for self (DJ-Self), procedural justice for Self (PJ-Self).
2. Job satisfaction Survey by (Paul E. Spector,1994) was used to measure the job satisfaction of employees in the public sector.
3. Adapted Version of the Self-Report Altruism Scale by P.C. Ruston (original), Peter Witt and Chris Boleman (adapted version) was used to measure the trait of Altruism. The psychometric properties of the scales were found to be good. All the study followed all ethical guidelines.

Research design/ Procedure

A correlational study was done between groups to assess the difference between male and female in public sector in terms of Job satisfaction, altruism, and belief in a just world.

RESULTS

The data was subjected to tests of normality. Table 1 shows the normality test results using Shapiro-Wilk for three variables namely BJW- Belief in a Just World, JSS Job Satisfaction Survey, SJWAL- Self Reported Altruism.

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Variables	Statistic	df	Sig.
BJW	.986	147	.143
JSS	.976	147	.010
SRA	.994	147	.806

For BJW, Shapiro Wilk statistic was found to be .986 which was found to be significant at .143. Since the significance value is more than 0.05, it is understood that the data is normally distributed. Hence, parametric statistics will be used.

Similarly, for JSS, Shapiro Wilk was found to be .976 which was found to be significant at .010. Since the significance value is less than 0.05, it is understood that the data is not normally distributed. Hence, non- parametric statistics will be used.

Lastly, for SRA, it was found to be .994 which was found to be significant at .806. Since the significance value is more than 0.05, it is understood that the data is normally distributed. Hence, parametric statistics will be used.

Table 2 shows the t-test between genders for JSS-Job Satisfaction Survey and SJWAL-Self Reported Altruism
Table 2.1 shows the t-test between genders for Belief in a Just World.

Groups	Mean	Mean difference	t	df	Sig.
Female	37.96	-1.695	-1.468	145	.144
Male	39.66				
Female	38.78	-1.153	-.934	145	.352
Male	39.94				
Female	76.75	-2.849	-1.289	145	.199
Male	79.59				

Table 2.2 shows the T-test between genders for Altruism

Groups and Variables	Mean	Mean difference	t	df	Sig.
Female	41.45	.816	.545	145	.586
Male	40.64				

Test of mean difference was computed using t-test between males and females for BJWO. The mean belief in just world for others for females was found to be 37.96 and the mean belief in just world for others for males was found to be 39.66. The mean difference between the groups was found to be -1.695 and the t-score was -1.468 and the significance value was found to be .144 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Next, the test of mean difference was computed using t-test between males and females for BJWS. The mean belief in just world for self for females was found to be 38.78 and the mean belief in just world for self for males was found to be 39.94. The mean difference between the groups was found to be -1.153 and the t-score was -.934 and the significance value was found to be .352 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Further, test of mean difference was computed using t-test between males and females for BJWT. The mean belief in just world in total for females was found to be -76.75 and the mean belief in just world in total for males was found to be 79.59. The mean difference between the groups was found to be -2.849 and the t-score was -1.289 and the significance value was found to be .199 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Lastly, test of mean difference was computed using t-test between males and females for Altruism. The mean altruism for females was found to be 41.5 and the mean altruism for males was found to be 40.64. The mean difference between the groups was found to be 0.816 and the t-score was 0.545 and the significance value was found to be .586 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Table 3 shows the U-test between genders for Job Satisfaction

Variables	Groups	Mean Ranks	U	Sig.
JSS	Females	79.96	2.144E3	.216
	Males	70.83		

The mean rank of job satisfaction for females was found to be 79.96 and the mean rank of males was found to be 70.83. The U-score was 2.144E3 and the significance value was found to be .216 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Table 4 shows the ANOVA results for the four sectors i.e., Agriculture and Allied, Administration, Specialist, and Extension.

		Sum of Squares	df	Mean Square	F	Sig
BJWO (Belief In a Just World for Others)	Between Groups	170.021	3	56.674	1.273	.286
	Within Groups	6367.298	143	44.527		
	Total	6537.320	146			
BJWS (Belief In a Just World for Self)	Between Groups	169.546	3	56.515	1.117	.344
	Within Groups	7236.998	143	50.608		
	Total	7406.544	146			
BJWT (Belief in Just world Total)	Between Groups	666.766	3	222.255	1.371	.254
	Within Groups	23182.349	143	162.114		
	Total	23849.116	146			

		Sum of Squares	df	Mean square	F	Sig.
SRA (Self Reported Altruism)	Between Groups	120.095	3	40.032	.535	.659
	Within Groups	10700.925	143	74.832		
Total		10821.020	146			

With respect to BJWO the sum of squares value for between groups was found to be 170.021, within groups it was found to be 6367.298 and f value was found to be 1.273. The significance level is 0.286 which is greater than 0.05 and hence there exists no significant difference across the four sector of jobs namely Agriculture and Allied, Administration, Specialist, and Extension.

Again, with respect to BJWS the sum of squares value for between groups was found to be 169.546, within groups it was found to be 7236.998 and f value was found to be 1.117. The significance level is 0.344 which is greater than 0.05 and hence there exists no significant difference across the four sectors of jobs.

With respect to BJWT the sum of squares value for between groups was found to be 666.766, within groups it was found to be 23182.349 and f value was found to be 1.371. The significance level is 0.254 which is greater than 0.05 and hence there exists no significant difference across the four sectors of jobs.

With respect to SRA the sum of squares value for between groups was found to be 120.095, within groups it was found to be 10700.925 and f value was found to be .535. The significance level is .659 which is greater than 0.05 and hence there exists no significant difference across the four sectors of jobs.

Table 5 shows the Kruskal-Wallis test that was done for the four sectors of jobs/work Agriculture and Allied (AA), Administration (AD), Specialist (SP), and Extension (EX).

	Mean rank	Chi-Square	df	Asymp. Sig
JSS Group 1 AA	81.20	7.906	3	.048
Group 2 AD	83.99			
Group 3 SP	58.42			
Group 4 EX	72.20			

With respect to job satisfaction, the mean rank for agriculture sector was found to be 81.20. The mean rank for administration was found to be 83.99, for specialist it was 58.42, and finally for extension, it was found to be 72.20. The chi-square value was found to be 7.906 and the significance value was 0.048. Since the significance value is less than 0.05 it is understood that there exists a significant difference across the four difference sectors of work with respect to job satisfaction.

To identify the exact locus of difference between any two groups among the four, individual U-tests were calculated.

Table 5.1 shows the U-test between Agriculture and Allied VS Administration

Variables	Groups	Mean Ranks	U Value	Sig.
JSS	Agriculture and Allied	36.55	642.000	.680
	Administration	38.62		

The mean rank of job satisfaction for Agriculture and Allied was found to be 36.55 and the mean rank of Administration was found to be 38.62. The U-score was 642.000 and the significance value was found to be .680 which is greater than 0.05 indicating that the difference between Agriculture and Allied and Administration is not statistically significant.

Table 5.2 shows the U-test between Agriculture and Allied VS Specialist

Variables	Groups	Mean Rank	U Value	Sig.
JSS	Agriculture and Allied	44.36	485.500	.015
	Specialist	31.99		

The mean rank of job satisfaction for Agriculture and Allied VS Specialist was found to be 44.36 and the mean rank of Specialist was found to be 31.99. The U-score was 485.500 and the significance value was found to be .015 which is less than 0.05 indicating that the difference between the two groups is statistically significant.

Table 5.3 shows the U-test between Agriculture and Allied VS Extension

Variables	Groups	Mean Rank	U Value	Sig.
JSS	Agriculture and Allied	41.29	648.500	.351
	Extension	36.53		

The mean rank of job satisfaction for Agriculture and Allied was found to be 41.29 and the mean rank of Extension was found to be 36.53. The U-score was 648.500 and the significance value was found to be .351 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Table 5.4 shows the U-test between Administration VS Specialist

Variables	Groups	Mean Rank	U Value	Sig.
JSS	Administration	41.62	404.000	.014
	Specialist	29.72		

The mean rank of job satisfaction for Administration was found to be 41.62 and the mean rank of Specialist was found to be 29.72. The U-score was 404.000 and the significance value was found to be .014 which is less than 0.05 indicating that the difference between the two groups is statistically significant.

Table 5.5 shows the U-test between Administration VS Extension

Variables	Groups	Mean Rank	U Value	Sig.
JSS	Administration	38.75	535.500	.282
	Extension	33.47		

The mean rank of job satisfaction for Administration was found to be 38.75 and the mean rank of Extension was found to be 33.47. The U-score was 535.500 and the significance value was

found to be .282 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Table 5.6 shows the U-test between Specialist VS Extension

Variables	Groups	Mean Rank	U Value	Sig.
JSS	Specialist	33.71	547.500	.191
	Extension	40.20		

The mean rank of job satisfaction for Specialist was found to be 33.71 and the mean rank of Extension was found to be 40.20. The U-score was 547.500 and the significance value was found to be .191 which is greater than 0.05 indicating that the difference between the two groups is not statistically significant.

Correlation

		BJWO	BJWS	BJWT	JSST	SRAL
BJWO	Correlation Coefficient	1.000	.726**	.919**	.260**	.015
	Sig. (2-tailed)		.000	.000	.001	.860
	N	147	147	147	147	147
BJWS	Correlation Coefficient	.726**	1.000	.934**	.395**	.007
	Sig. (2-tailed)	.000		.000	.000	.928
	N	147	147	147	147	147
BJWT	Correlation Coefficient	.919**	.934**	1.000	.358**	.007
	Sig. (2-tailed)	.000	.000		.000	.935
	N	147	147	147	147	147
JSS	Correlation Coefficient	.260**	.395**	.358**	1.000	.011
	Sig. (2-tailed)	.001	.000	.000		.899
	N	147	147	147	147	147
SRA	Correlation Coefficient	.015	.007	.007	.011	1.000
	Sig. (2-tailed)	.860	.928	.935	.899	
	N	147	147	147	147	147

*- 0.05 level of significance
**- 0.01 level of significance

The correlation coefficient for BJWO and JSS was found to be 0.260. the significance value was 0.001 indicating that there exists a significant weak positive relationship between these two variables. Similarly, the correlation coefficient for BJWO and SRAL was found to be .015. The significance value was .8600 indicating that there doesn't exist a significant relationship between these two variables.

Secondly, the correlation coefficient for BJWS and JSS was found to be 0.395. The significance value was .000 indicating that there exists a significant weak positive relationship between these two variables. Similarly, the correlation coefficient for BJWS and SRAL was found to be .007 and the significance value was .928 indicating that there doesn't exist a significant relationship between these two variables.

Further on, the correlation coefficient for BJW and JSS was found to be 0.358. The significance value was .000 indicating that there exists a significant weak positive relationship between these two variables. Similarly, the correlation coefficient for BJW and SRA was

found to be .007 and the significance value was .935 indicating that there doesn't exist a significant relationship between these two variables.

- The correlation coefficient for JSS and SRA was found to be .011 and the significance value was .899 indicating that there doesn't exist a significant relationship between these two variables.
- The correlation coefficient for SRA and JSS was found to be 0.011. The significance value was .899 indicating that there doesn't exist a significant relationship between these two variables.

DISCUSSION

From the present study it was found that there is no significant difference between males and females with respect to job satisfaction in the public sector, thus accepting the null hypothesis (H01). These findings align with a previous study conducted where no direct correlation was found between genders in public employees but, gender and age do have some influence on how the organizational values indirectly affects job satisfaction (Bellou, 2010). When it comes to gender differences in altruism, women were found more altruistic than men and in fact they were found to be more altruistic than they actually are (Branas-Garza et al., 2016). Along the similar lines, women were found to belief more in a just world than men who give more importance to practicality and utilitarian inclinations (Friesdorf et al., 2015).

In, (H02) which states that there is no relationship between job satisfaction and altruism lies in contradiction, to previous studies where altruistic indications improved levels of job satisfaction and affective commitment (Sebahattin & Mete, 2019). Further, our results found no correlation between job satisfaction and belief in a just world which contradicts a study reported by Hafer & Choma (2009) that finds a strong connection between increased just world belief on job satisfaction and reduced work stress. This rejects our third hypothesis (H03). Lastly, our study found no relation between altruism and belief in a just world which aligns with many of the studies where the two variables are not linked to each other directly at all accepting the hypothesis (H04) that there is no relation between job satisfaction, altruism, and belief in a just world.

CONCLUSION

It is evident that both males and females show no significant difference in job satisfaction in the public sector at first hand in the COVID-19 situation which bridges the gap between genders that existed prior where males had better level of satisfaction. Factors like Just world beliefs and altruism do not seem to play a role in the job satisfaction of public sector employees especially in the pandemic situation. Future research considering other relevant factors can predict job satisfaction in public workspace.

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