

# AN ANALYSIS OF THE RELATIONSHIP BETWEEN PERSONAL VALUES AND SATISFACTION WITH WORK

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## ABSTRACT

The objective of this study is to analyze the relationship between personal values and job satisfaction. For this, a multiple linear regression was made, whose independent variables were personal values and the dependent variable, job satisfaction. The data for this test were collected from the European Social Survey database (ESS, 2012) with a valid sample of 820 people (portugueses) who participated in a social survey which is applied annually in 20 European countries. From 4 assumptions made in the study, 3 were rejected, revealing that personal values and conservation of self-transcendence Don't have positive relation with job satisfaction, as well as the self-promotion of value does not have a negative and significant relation as suggested. The value of openness to change, however, showed a negative and significant relationship at 5%. The results suggested that personal values did not possess relevant explanatory power on job satisfaction, in this sample. Therefore, we suggest the inclusion of other variables in the model to provide better contribution to the literature about this theme, as well as for managers where they consider relevant employee satisfaction with their work.

**Keywords:** Work satisfaction. Personal Values.

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# 1. INTRODUCTION

Over the years, many studies (EALIAS; JORGE, TAMAYO, 2001, PORTER et al, 1974) on job satisfaction, with different approaches and results, are an important theme due to their impact on the behavior of individuals in the work environment (TAMAYO, 2001; ZALEWSKA, 1999). Hackman and Oldman (1980) argued that job satisfaction is one of the most studied areas in the field of Human Resources, since the satisfaction of people at work has a direct relation with productivity, absenteeism and turnover.

Several theorists sought to conceptualize job satisfaction, without there being a common sense (GEORGE; JONES, 1999; SEAL; KNIGHT, 1988; BRIEF, 1988; LOCKE, 1976), leading to the belief that job satisfaction has a relative nature. However, these authors show in common the view that job satisfaction is explained by contextual factors such as relationship with leaders, organizational culture or hierarchical position, and by individual characteristics.

Among the characteristics of individuals that may affect job satisfaction, one can note the option of studying the relationship between job satisfaction and human values, since these are treated in the literature as antecedents of human behavior (HASSAN, 2011; VILAS BOAS; SETTE; BRITO, 2006; CHRYSOHOIDIS; KRYSTALLIS, 2005; VERLANKEN; HOLLAND, 2002; GRUNERT; JUHL, 1995).

The values approach chosen for this study argues that values are beliefs that guide individuals not only in their choices and actions, but also in their judgment of situations (SCHWARTZ, 1994). As job satisfaction involves feelings and beliefs (BRIEF, 1988), this study has raised the following question as a research question: How can personal values interfere with human satisfaction with work? To answer this question, this study aimed to analyze the relationship between personal values and work satisfaction.

Because this is a current topic which receives a great deal of attention mainly from researchers in the areas of Social and Human Sciences, this study hopes to provide a contribution through quantitative research with a sample of the Portuguese population, in which it was sought to innovate in order to identify the values of an individual and to verify how they interfere in the satisfaction of their work activities.

In order to structure in a simple and intuitive way, this article contemplates in the next section the theoretical contextualization pertinent to the themes, beginning with the subject of work satisfaction and therefore the theory of personal values. The hypotheses of investigation are presented below. The third section demonstrates the methodological aspects used in the study, including the explanation and presentation Of the Multiple Regression model of analysis. In the sequence (fourth section), the results from the statistical analysis are presented and in the last section the final considerations are placed.

## 2. LITERATURE REVIEW

### 2.1 Satisfaction at work

The subject of job satisfaction is complex and over the years has received several definitions, since it is in a level of subjectivity, and can vary between people in a certain group, as it can suffer a variability over time, as determined circumstances (TAMAYO, 2001).

In the literature are found several approaches to job satisfaction, however one of the first ones that was proposed to investigate the subject was Hoppock (1935), who considered that the satisfaction in the work is a sentimental manifestation of the human being in the work environment and that could be linked to the field both physical and psychological. Subsequently, many other researchers sought to delve into the subject, as some of the following may be observed.

Vroom (1964, p. 99) used the terms “job satisfaction” and “attitudes at work” as synonyms, and defined job satisfaction as “affective perceptions on the part of individuals as a result of the work they do.” Corroborating a positive emotion of well-being, Locke (1969) defined job satisfaction as the result of an employee’s assessment of their work or the achievement of their values through that activity, a positive emotion of well-being.

Herzberg (1966) developed a motivational theory, which he called “The Two Factors Theory” where he addressed satisfaction and dissatisfaction at work as distinct phenomena. The author pointed out that the dissatisfaction is related to the factors that determine the work (extrinsic factors), such as environment, working conditions, remuneration policies, relationship, among others. On the other hand, it has linked work satisfaction as intrinsic factors, and these can be found in the content of the work and reflect directly on what the person does daily at work. They include factors such as the sense of achievement, recognition, responsibility, promotion chances and opportunities for personal growth, among others (Schermerger, Hunt; Osborne, 1999).

From a more psychological perspective, Locke (1976) inferred that satisfaction comes from a positive emotional state or pleasure, resulting from the evaluation of the work or from the experiences provided by the work. According to Brief (1988, p.86), satisfaction is an “emotional state expressed from the affective and / or cognitive evaluation of a work experience, with some degree of favorability or unfavorability”. And in this sense, Seal and Knight (1988) supplemented that job satisfaction means the emotional responses or overall assessment of employees for the job itself. These authors point to failures in some theories such as Herzberg (1966) who consider satisfaction and dissatisfaction with different phenomena, not indicating the individual differences in the perception of satisfaction at work, justifying this failure with the affirmation that the values are personal, and which can be determinants in the work.

George and Jones (1999) glimpsed job satisfaction as being a set of individuals’ feelings and beliefs about their current work. The authors further emphasized that people’s levels of satisfaction about their work may range from extreme satisfaction to extreme dissatisfaction, and these levels interfere with their attitudes about their work as a whole, such as the type of work they do, your colleagues, supervisors or subordinates, among others. Then Robbins (2002) defined satisfaction at work as the general attitude people have to their work, that is, people have an active reaction to work situations that do not satisfy it, deliberating attitudes in search of change.

Considering the importance of satisfaction in people’s lives, Rozhowski and Hulin (1992) suggested that organizations should take into account the level of job satisfaction, as it is an im-

portant factor in the organizational environment. In the same way, however, in a more general way, Spector (1997) emphasizes that, in a general way, the whole society benefits when people feel satisfied with their work.

Considering the brief review of some definitions on the subject of job satisfaction, we highlight the Marquesze and Moreno (2005) survey, which emphasized that some authors consider job satisfaction as an emotional state, a feeling, as presented previously (LOCKE, 1969, 1976; HENNE; LOCKE, 1985; HARRIS, 1989; BEGLEY; CZAJKA, 1993; FRASER, 1996; WRIGHT; CROPANZANO, 2000; ELOVAINIO et. al., 2000; O'DRISCOLL; BEEHR, 2000). Others consider satisfaction as an attitude (REGO, 2001; ROBBINS, 2002). These differences may result in methodological errors of research and should be observed and considered when choosing the measuring instrument to meet the proposed objectives.

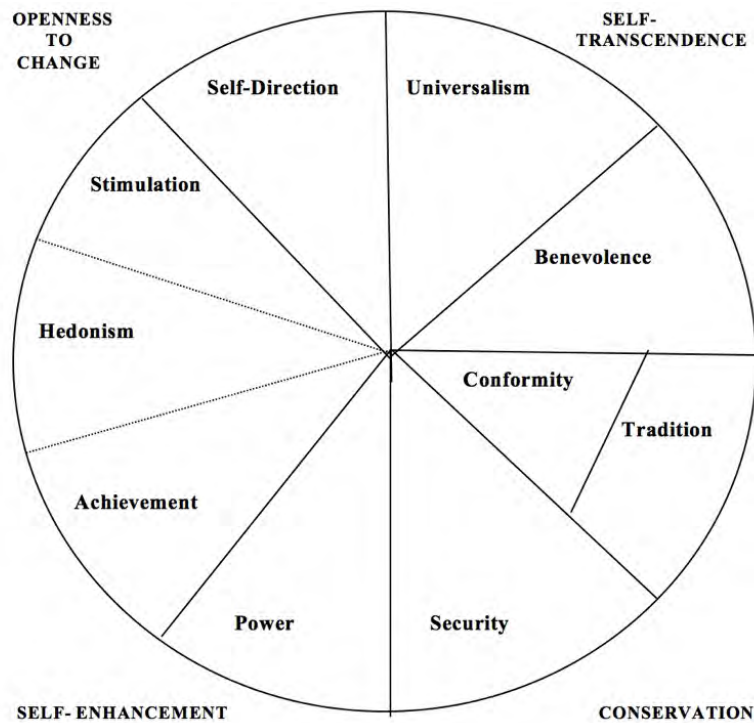
In Bergamini and Beraldo (1988), the conclusion of this study on satisfaction with work was sought, where the authors elucidate that definitions of job satisfaction, regardless of the conception addressed, are only valid if the individual differences resulting from Innate variables. Following this reasoning, a connection is made to human values because they are rooted principles that are difficult to modify and guide the lives of individuals (SCHWARTZ, 2005); and therefore, it is believed that this is an appropriate approach to study satisfaction at work.

In addition, the idea espoused by some authors as an attitude can be connected to that concept of Schwartz (2005) that values can provide predictive and explanatory power in the analysis of attitudes. In this sense, the next section presents the theory of human values that underlies this study.

## **2.2 Personal Values**

Human values are standards that guide people's attitudes and behaviors (SCHWARTZ; BILSKY, 1987) and are a recurring theme in research in Social Psychology (GRUNERT; JUHL, 1995), however, it has become a subject of study as well in the Administration area with the popularization of Shalom Schwartz's personal value theory (CASTRO, 2006; SCHWARTZ, 1994; SCHWARTZ, 1992), a perspective adopted for the present essay. Theorists who preceded Schwartz proposed different concepts on the subject, sharing the idea of universality of values (KLUCKHOHN, 1951; ROKEACH, 1973). Schwartz's theory also adopts assumptions of universality by proposing that "values are conceptions of the desirable that guide ways in which social actors select actions and evaluate people and events, explaining their actions and evaluations" (Schwartz, 1994, p.2).

Schwartz's Personal Value Theory (1994, 1992) specifies a set of higher order and lower order values. The 10 lower order values form the 4 higher order values, which are organized into a circular structure of two bipolar dimensions. In one dimension are the values "Opening to change" versus "Conservation", which, according to theory, have an oppositional relationship. In the other dimension are the values "Self-enhancement" versus "Self-transcendence" (Figure 1).



**Figure 1.** Schwartz’s Personal Values Framework  
**Source:** Schwartz (1992, p.45)

This theorized structure has been supported in studies carried out in several countries since 2002 by the European Social Survey (ESS); as well as in other studies which used multidimensional scaling (BILSKY; JANIK; SCHWARTZ, 2010; SCHWARTZ 2006).

For a better understanding, in Frame 1 the set of the 10 lower order values are distributed among the 4 higher order values with the description of their motivational goals which guide individuals far from their lives. It should be noted that, as can be seen from the dashed line in the structure of the values (Figure 1), the lower order value “Hedonism” is shared with Self-enhancement and Openness to Change, and therefore, in this research, it was considered as a variable that constructs each of these factors.

**Frame 1.** Upper and lower order values and motivational goals

SET OF VALUES	MOTIVATIONAL GOALS
Openness to Change	Self-direction and Stimulation
1 Self-direction	Independence of thought and action; creating and exploring
2 Stimulation	Maintaining an excellent level of activity; excitement, novelty and challenge in life
3 Hedonism	Pleasure, seeking to satisfy desires; enjoying the pleasures of life, wanting to enjoy life
Self-enhancement	Hedonism, Achievement and Power

3 Hedonism	Pleasure, seeking to satisfy desires; enjoying the pleasures of life, wanting to enjoy life
4 Achievement	Achieving internal standards of excellence
5 Power	Social status and prestige
Conservation	Conformity, Tradition and Security
6 Conformity	Restricting socially undesirable actions, inclinations and impulses
7 Tradition	Respect, commitment and acceptance of the customs and ideas a culture imposes on the individual
8 Security	Stability of society, relationships and the person him/herself
Self-transcendence	Universalism and Benevolence
9 Universalism	Understanding, appreciating, tolerating and protecting with a view to the well-being of humanity and nature
10 Benevolence	Preservation and well-being of those closest

**Source:** Schwartz (1992)

It is agreed by several theorists (SCHWARTZ, 2006; HALMAN, DE MOOR, 1994; SCHWARTZ, 1992; ROKEACH, 1973); the view of values as deeply rooted beliefs, which explain behaviors, choices, attitudes, opinions and actions, and also guide individuals in their judgment of situations (SCHWARTZ, 1994). As determinants of human behavior, personal values are also important elements in an individual's relationship with their work (TAMAYO, 2001). The link between "personal values" and their influence on job satisfaction is reinforced from Brief (1988) view that job satisfaction involves feelings and beliefs. In this sense, values are in this study seen as explanatory factors of human satisfaction at work, and, therefore, we sought to investigate this influence.

### 2.3 Relationship between Personal Values and Work Satisfaction

Schwartz (2005) mentions value as a "guiding principle" which has an antecedent character to human choices, attitudes, evaluations, and actions. In his theory, he suggests that human values are universal because they are based on basic requirements for human existence and are conceptions deeply rooted, that is, hardly modified.

It should be noted that the personal value system is "nothing more than a hierarchical arrangement of values, an orderly ranking of values along a continuum of importance" (ROKEACH, 1969, p. 551). The hierarchical organization of values presupposes that the individual does not relate to the physical and social world as an observer who attends a spectacle, but as an actor who participates, who takes sides, who engages in it. Values necessarily imply a preference and distinction between what is important to the individual and what is secondary, between what has value and what does not. Thus, the value priorities of the person define their vision of the world of work, relationships with colleagues and determine the range of interests in the life and work (TAMAYO, 2001).

As discussed earlier, in Schwartz's Theory of People Values (1992, 1994), personal values are summarized in four values with an opposing relationship between the values of each dimen-

sion. Just as self-transcendence values are opposed to the value of self-enhancement, the value of conservation opposes the value of openness to change. These affirmations are corroborated with those of Tamayo (2001) who infers the existence of a basic structural relationship between the values and the motivational types they constitute, and which were synthesized through two bipolar dimensions, already verified empirically in Brazil (TAMAYO, 1993; TAMAYO; SCHWARTZ, 1993; TAMAYO, 1994) as several countries in Europe (ESS, 2012; SCHWARTZ, 1994, 1992).

Self-transcendence and conservation present, respectively, characteristics of universalism and tradition. People with these characteristics are less ambitious and more tolerant; their interests transcend their own interests; they believe that people should be satisfied as what they have (Schwartz, 1994, 1992). Both self-transcending and conservative can present a greater degree of satisfaction with their life as a whole, which suggests us to include satisfaction with their work as well. It is emphasized that Tamayo (2001) studied the relation of personal values to job satisfaction and found that self-transcendence values influence satisfaction with co-workers, and the priority given to conservation values affects satisfaction with management and satisfaction with colleagues (TAMAYO, 2001).

In view of the above, the first research hypothesis of this study was formed:

- **Hypothesis 1:** There is a positive relationship between the value of self-transcendence and satisfaction with work.

In the sense of Tamayo (2001), the dimension Self-enhancement versus self-transcendence presents, at the respective extremes, the values related to the motivational types “power”, “achievement” and “hedonism”; and the values of “universalism” and “benevolence.” This axis mandates values based on a person’s motivation to promote their own interests even at the expense of others as opposed to transcending their selfish concerns and promoting the well-being of others and nature. These statements are in agreement with Schwartz (1994, 1992), who states in his theory that the values of opposing poles have a relation of opposition and consequent negative association, which allows us to suppose that if a value has a positive relation with determined factor, the diametrically opposite value would have a negative relation with this same factor. Therefore, based on this argument the following hypothesis is constructed.

- **Hypothesis 2:** There is a negative relationship between the value of Self-enhancement and satisfaction with work.

On the other hand, in the dimension of openness to change versus conservation, values are ordered, respectively, based on a person’s motivation to pursue his own intellectual and affective interests through uncertain and ambiguous paths, as opposed to the tendency to preserve the status quo and the security it generates in relationships with others and with institutions. Theoretically, the values related to the motivational types “stimulation”, “self-determination” and “hedonism” are located in the first pole of this axis; and in the other, the values referring to “safety”, “conformity” and “tradition” (TAMAYO, 2001; SCHWARTZ, 2005). In this sense, the following hypotheses refer to conservation value, which, among other characteristics, is based on the concept that people should be satisfied as what they have, as well as, therefore, the hypothesis of openness to change, which was formulated based on the concept of conceptual opposition and negative association between opposing poles (SCHWARTZ, 1994, 1992).

- **Hypothesis 3:** There is a positive relationship between conservation value and job satisfaction.

- **Hypothesis 4:** There is a negative relationship between the value of openness to change and satisfaction with work.

### 3. METHODOLOGY

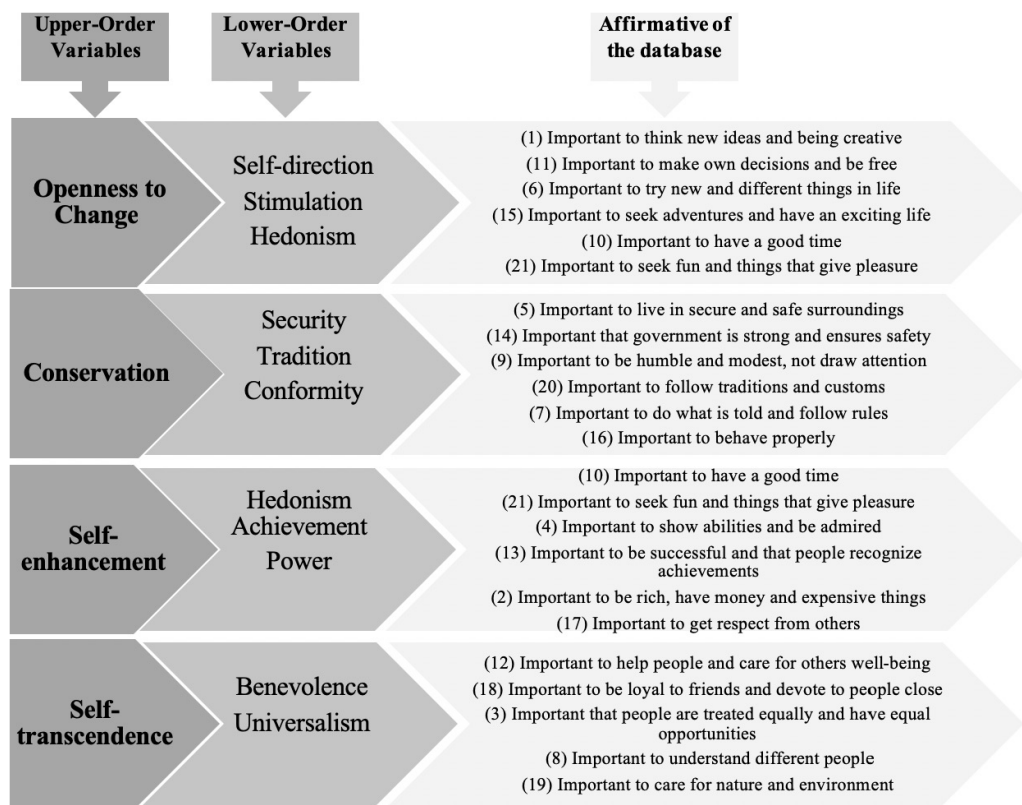
The present research is quantitative and used secondary data from the year 2012 taken from the database of the European Social Survey (ESS, 2012). The ESS addresses a number of social issues in a set of 20 European countries, including Portugal, which was elected to be worked on in this article. In Portugal, the ESS is conducted by the Institute of Social Sciences of the University of Lisbon (ICS) and the Instituto Superior de Ciências (ISCTE-IUL). The selected database has a valid sample of 820 Portuguese participants, out of a total of 2.151, with a minimum age of 15 years and a maximum of 97 years.

The set of values of Schwartz (1994, 1992) consists of 10 constructs (seen in Table 1 of section 2), each of which is characterized by 21 specific statements of the Portrait Questionnaire Values (PQV-21) and these are the variables found in the database used. As personal values are not directly observable, variables were created to measure them, according to Schwartz's own theory (1992, 1994). Therefore, these 21 questions are grouped into 10 observable variables formed as follows: 1) Self-determination includes statements 1 and 11; 2) Stimulation, statements 6 and 15; 3) Hedonism, statements 10 and 21; 4) Realization, affirmative 4 and 13; 5) Power, affirmative 2 and 17; 6) Conformity, statements 7 and 16; 7) Tradition, affirmative 9 and 20; 8) Security, statements 5 and 14; 9) Universalism, affirmations 3, 8 and 19; 10) Benevolence, affirmative 12 and 18 (SCHWARTZ, 1992, 1994).

In this study, the 21 variables were grouped directly into the 4 higher order values (openness to change, conservation, self-enhancement and self-transcendence), because the objective was to work with these values, not the lower ones. The construction of these variables was based on the theory (Schwartz, 1992, 1994), from the SPSS software, by calculating the means of the answers of each one of the 21 statements found in the database. Figure 2 shows a schematic with the composition of the variables in order to facilitate understanding. Therefore, the openness to change was formed from the average of the variables (1) self-determination, (2) stimulation and (3) hedonism. The Conservation, of (6) Conformity, (7) tradition and (8) security. Self-enhancement, of (3) hedonism, (4) achievement, and (5) power. Finally, the Self-transcendence, from the average of (9) Universalism and (10) benevolence.

In this way it was possible to measure the four higher order values as independent variables in the Multiple Linear Regression model shown later.





**Figure 2:** Schematic of the composition of variables

**Source:** Adapted from Schwartz (1992)

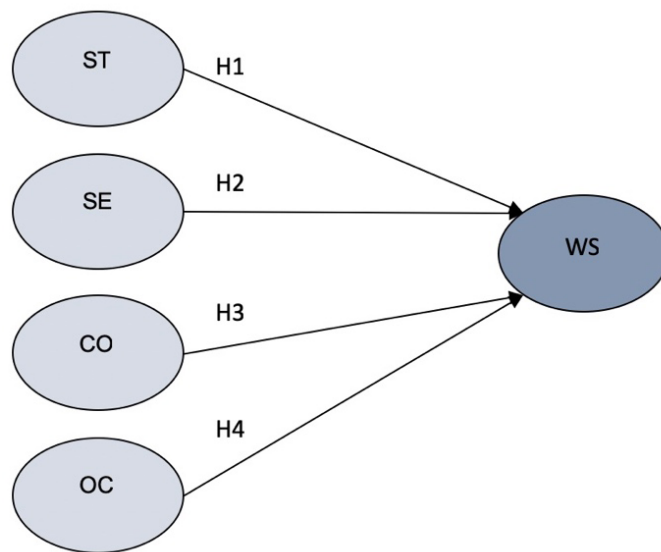
In addition to the four variables, the ordinal variable “How satisfied I am with work” was used for this test, which composed the model, as shown below.

$$Y = \beta_1 + \beta_2 ST + \beta_3 SE + \beta_4 CO + \beta_5 OC + E$$

In this regression, the dependent variable (Y) refers to Work Satisfaction (WS); and the independent variables refer respectively to the 4 personal values: Self-transcendence (ST), Self-enhancement (SE), Conservation (CO), and Openness to Change (OC). For a better understanding of the structure of the model tested in this study, the design of the model follows the necessary variables and research hypotheses.

### 3.1 Model Design

Considering the hypotheses formulated previously, the proposal for the model of this study is presented in this section. As seen in Figure 2, the model presents the four higher order personal values as independent and therefore explanatory variables; and to the right, the dependent variable of the model, with the respective hypothesis of search.



**Figure 3:** Proposed conceptual model

**Note:** Self-transcendence (ST), Self-enhancement (SE), Conservation (CO), and Openness to Change (OC) and Work Satisfaction (WS).

### 3.2 Statistical analysis

As the study in question had the interest of verifying the satisfaction of the work in function of 4 explanatory variables formed by the personal values, it was chosen to use as analysis technique the Multiple Linear Regression from the software SPSS (Statistic Package for Social Sciences), version 22 for Windows, because it is a technique used to verify the linear relationship between two or more independent (explanatory) variables and a dependent one (explained), (MARÔCO, 2014).

## 4. RESULTS AND DISCUSSION

The results of this study were obtained from the analysis of multiple linear regression, however, before proceeding with the analysis, the basic assumptions (linearity, homoscedasticity, independence of errors and their normal distribution) were verified and confirmed (MARÔCO, 2014; TABACHNICK; FIDELL, 2001).

Demographic data showed a predominantly female sample (60.4%) and a mean age of 52.29 years. As for schooling, it was noted that 69.6% of the participants had only basic education, while 5.1% had higher education and 7.9% had post-graduate education. The descriptive statistics of the variables are presented in Table 1.

**Table 1:** Descriptive statistics of the data

**Note:** N - Valid sample.

The model of this study considered exclusively the personal values of Schwartz as independent variables, and “satisfaction with work” as a dependent variable. Analysis of the results showed that the correlation coefficient R of the model revealed a positive, weak (0.179) and significant correlation at the 5% level; and the coefficient of determination ( $R^2$ ) showed that 3.2% of the total labor satisfaction variance is explained by the model; therefore, the remaining 97% of this variation is explained by other factors, thus noticing the need to include more explanatory variables to the model.

Regarding the hypothesis of investigation (Table 2), it was noticed that Hypothesis 1 was rejected ( $\beta = - 0.079$ ;  $p > 0.05$ ), and, therefore, there is no positive relation between self-transcendence and satisfaction with work. This result does not corroborate that of Tamayo (2001) who identified a positive relationship between this value and job satisfaction with the boss and colleagues.

The second hypothesis of the research was formulated based on the concept of relation of opposition between values of the same dimension and, therefore, it was expected a negative relation with the satisfaction in the work. However, this was not verified and Hypothesis 2 was rejected that there would be a negative relation between self-promotion and the variable to be explained ( $\beta = - 0.012$ ;  $p > 0.05$ ).

Hypothesis 3 of this study was also rejected ( $\beta = - 0.003$ ;  $p > 0.05$ ), revealing that there was no positive or significant negative relationship between conservation and job satisfaction. Although the variable dependent on the study by Tamayo (2001) was not satisfaction with work in general, as it was in this study, his study suggested a different result from what was seen here, in which the conservation value presented a relation satisfaction with the boss and co-workers. Porto and Tamayo (2007, p.6) also included in their study the conservation value, however, suggesting that it could have a negative association with Professional Realization, which was not sustained; but that does not reinforce the result of the present study because it is a variable that is more related “to the search for pleasure and personal and professional fulfillment, as well as independence of thought and action at work through intellectual autonomy and creativity.”

Finally, we do not reject Hypothesis 4, whose analysis revealed a negative and statistically significant relation at the level of 5% ( $- 0.116$ ,  $p < 0.05$ ). However, this hypothesis was constructed based on the opposition relation of the values in the same dimension (Schwartz, 1994). The study of (PORTO; TAMAYO, 2007) presented a positive result of the value of openness to change to the fact of feeling fulfilled at work. Although, feeling fulfilled and feeling satisfied at work are different variables, it may be suggested that being open to change can provide a positive feeling for work, reflecting these two factors.

**Table 2:** Coefficients of the multiple linear regression model

Coefficients <sup>a</sup>													
Model	Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B							
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound						
1	Constant)	8,616	,320										
	ST	-,222	,125	-,079	-1,774	,076	-,469	,024					
	SE	-,032	,155	-,012	-,206	,837	-,337	,273					
	CO	-,007	,108	-,003	-,068	,946	-,219	,204					
	OC	-,308	,155	-,116	-1,989	,047	-,613	-,004					

a. Dependent Variable: How satisfied with job

**Fonte:** Software SPSS 22.0®.

In general, the results showed that personal values have no relation to job satisfaction, except for the value of openness to change, which revealed a significant negative relationship, although weak and with an assumption based exclusively on the concept of opposition between values of the same dimension suggested by the theory used in this study. These results are similar to those of Soraggi and Paschoal (2011) who sought to understand whether personal values of Schwartz (1992, 1994) would be predictors of well-being at work, however, their results suggested that there was no positive relationship between these variables.

Since personal values are not factors with considerable explanatory power for job satisfaction, it is perceived that other individual (intrinsic) and contextual (extrinsic) factors could be taken into account to verify job satisfaction. Based on this argument it is possible to find in the pertinent literature, developed studies which sought to conceptualize, explain and measure job satisfaction.

One example is the study by Herzberg (1966), who developed the Two Factor Theory - a motivational theory, in which he approached satisfaction and dissatisfaction at work, these being different phenomena. The author suggested that dissatisfaction is related to factors that determine work (extrinsic factors), such as environment, working conditions, remuneration policies, relationships, among others. On the other hand, it addresses the satisfaction in the work comes from intrinsic factors and inferred that these can be found in the content of the work and they reflect directly in what the person does daily in the work, like, for example, the sense of accomplishment, recognition, responsibility, promotion chances and opportunities for personal growth, among others (SCHERMERHORN, HUNT; OSBORN, 1999).

In their study of subordinates' perceptions about leadership styles and behavior, Suar, Tewari and Chaturbedi (2006) also took into account the intrinsic aspects of responsibility satisfaction, autonomy, functional progression, among others; as well as extrinsic ones, such as the challenging work, the salary, the working hours, the type of position, among others related to its performance in the organizational environment.

Other contextual aspects (organizational context) were also considered in the literature to explain work satisfaction, as seen in the study by Seltzer, Alone and Howard (1996), in which the authors proposed that job satisfaction refers to the attitudes of an individual with regard to

their perception of contextual factors related to their function, such as the constant support of peers and supervisors for the application of new skills at work, the degree of diversity and complexity of the task, the perception of challenging work, autonomy and continuous monitoring of performance.

In a broader sense, studies have been reported which have demonstrated the interference of external factors influencing the satisfaction of people at work. These aspects are investigated mainly when Organizational Climate surveys are developed, in which the level of human satisfaction in the work environment is sought. However, some investigations take into account the factors external to the organization and that influence the human being in his perceptions regarding his work and the meaning that he has in his life, and from there, can infer a greater or less satisfaction. In this regard, Bispo (2006) made a survey of some models of climate research and verified that in addition to factors external to the individual, but internal factors in the organizational environment, the models take into account work life, work environment, bureaucracy, organizational culture, organizational structure, socio-cultural level incentives, remuneration, and transportation. In addition, the author identified and included in his model external environmental factors, that is, those that are external to the organizational environment and also external to the individual, and that end up interfering in their satisfaction at work, such as family life, leisure, investments and family expenses, politics and economics, health, public safety, and financial situation.

These aspects corroborated Fraser's (1984) idea that job satisfaction is a complex and difficult to define phenomenon. Part of this difficulty stems from the fact that job satisfaction is a subjective state and therefore can vary from person to person, from circumstance to circumstance, and may be subject to influences from internal and external forces to the immediate working environment. As well as Kanaane (1995) - who presents a more globalized and holistic paradigm on work - and emphasizes that it (the job) surpasses the socio-political limits, being characterized by a more humanized relation between its components.

This brief resumption of studies leads us to consider that in studies about job satisfaction it is relevant to consider the complexity of factors that interfere with the perception of the human being, and therefore, the inclusion of other explanatory variables becomes necessary. This argument comes from the foundation of Hoppock (1935) - seminal author of the subject in question - which considered job satisfaction as a sentimental manifestation of the human being in the work environment and which can be linked to both the physical and psychological field.

## 5. FINAL CONSIDERATIONS

The objective of this study was to analyze the relationship between personal values and satisfaction with work among the Portuguese population. Four hypotheses were constructed for this research, suggesting that among the four personal values of Schwartz (1992, 1994), self-transcendence and conservation would be values that could have a positive relationship with

job satisfaction, as well as the values of opposition to them (self-promotion and openness to change), would have a negative relation. However, from the analysis performed, it was noted the irrelevance of the personal values used in this study to explain job satisfaction in this sample.

As can be observed in the discussion of the results, several factors linked to the individual as well as the context could have been tried in the model in order to force a more significant relationship of certain factors (mainly personal) with job satisfaction. However, this was not the purpose of this study which was supported by the understanding of personal values in Schwartz's Value Theory (1992, 1994). However, this is a limitation of this study, highlighting, therefore, the use of a single model containing personal values as explanatory variables of job satisfaction.

It is suggested, therefore, for future research, the inclusion of other explanatory variables in the estimated model, be they individual variables such as personality, altruism, sense of accomplishment, among others; and / or contextual variables such as leader profile, company sector, position and work time, to verify the explanatory power of these variables on job satisfaction. In addition, it is also suggested to include in the model the demographic variables of the sample, since the values may vary according to age, gender, and schooling level (SOARES; AFONSO, 2014; DAEHLEN, 2007).

This study hopes to contribute others researchers who study job satisfaction from individual variables by suggesting that personal values did not have significant explanatory power over this variable in the sample studied and that, therefore, it is suggested to work with models involving individual characteristics of participants. As an indication for practice, managers are advised to consider other individual variables as determinants of job satisfaction.

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