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**JOB SATISFACTION AMONG FOREIGN EMPLOYEES
IN THE PRIVATE SECTOR IN SAUDI ARABIA**

by

Abdulrahman Al-Suwaid

**A Thesis
Submitted to the
Faculty of The Graduate College
in partial fulfillment of the
requirements for the
Degree of Master of Arts
Department of Sociology**

**Western Michigan University
Kalamazoo, Michigan
December 1994**

DEDICATION

To my wonderful parents,
to my lovely wife, Safeya,
to my children, Yazeed, Moayad, and Esra, and
to all my brothers and sisters.

ACKNOWLEDGMENTS

I wish to express thanks to my committee chairman and academic advisor, Dr. James Petersen, for providing the necessary encouragement and guidance throughout my master's program. My thanks are also given to Dr. Thomas Van Valey and Dr. Donald Cooney for their assistance and suggestions they gave as committee members. Their influence was a positive experience in my master's program.

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The final words of appreciation are reserved for my loving wife, Safeya Al-Yami, who denied herself in order to make possible the accomplishment of this important goal.

Abdulrahman Al-Suwaid

JOB SATISFACTION AMONG FOREIGN EMPLOYEES IN THE PRIVATE SECTOR IN SAUDI ARABIA

Abdulrahman Al-Suwaid, M.A.

Western Michigan University, 1994

The purpose of this study was to determine the relationships among job satisfaction and demographic variables for foreign employees in the private sector in Saudi Arabia.

The population for this study was foreign employees in Riyadh, the capital city of Saudi Arabia. A sample of 206 employees participated in the study from four private organizations in Riyadh. Each organization was visited to obtain permission to collect data from foreign employees. All subjects were given a packet of forms that included the Job Description Index, Job in General Scale, and Demographic Data Sheet. The subjects' responses were entered into the SPSS program that was available on the computer network at Western Michigan University. Analysis of variance and T-tests were used to analyze the research questions.

The study found significant correlations between job satisfaction and each of the following variables: marital status, religion, age, education, occupational level, nationality, family status, and income. No significant correlation was found between length of employment and job satisfaction. The study found that income was the strongest predictor of job satisfaction.

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CHAPTER I

INTRODUCTION

Today, work continues to be a way of life for an increasing number of people in Saudi Arabia. It takes up more than half the waking hours of some 8 million Saudis and foreign workers. Its impact reaches into all parts of living. Haldane (1974, p. 151) has stated that if it can be "managed, work might just as well be enjoyable, satisfying, growth-building--self-actualizing." Super (1957, p. 14) has stated that if a man or woman cannot find opportunities to be the kind of person he or she wants to be, he or she will be dissatisfied with work. Smith, Kendall, and Hulin (1969, p. 2) stated that reasons for researching satisfaction are easy to find and stated them as follows:

Understanding the sources of satisfaction and dissatisfaction is important in itself, whether it concerns satisfactions on the job or in retirement. It has important implications for mental health as well. And, from the purely industrial point of view, much of the concern of management and unions with areas such as supervisory training, organization structure, job enrichment, automation, level and method of payment, retirement counseling, pension plans, and retirement-age policy, is based on the assumption that such factors affect the feelings and attitudes and, in turn, the behavior of the employee.

With the increasing changes in the work environment and society, work for many people has become a means toward the end of earning a living. However, for many people, having a job serves other functions beyond earning a living (Morse &

Weiss, 1955). In fact, indications are that if individuals had enough money to support themselves, they would still want to work. Working gives one a feeling of being a part of society and a purpose in life (Morse & Weiss, 1955).

What a worker believes about work will generally be related to his/her attitudes toward the job (Blood, 1969, p. 17). Blood believed that:

Someone who thinks that all work is an abomination to be undertaken only when all other strategies fail will likely be unhappy even in the most pleasant work situation. On the other hand, a person who feels that personal worth results only from self-sacrificing work or occupational achievement would likely derive some satisfaction even in a demanding menial position.

Most of the job satisfaction studies have been done in industrialized societies such as the United States and Western Europe. In recent years, however, there has been increasing concern about the manpower turnover problem in Saudi Arabia. Only a few studies have investigated the concept of job satisfaction in Saudi Arabia. In particular foreign employees in Saudi Arabia have received almost no attention in research concerning job satisfaction.

Statement of the Problem

The major purpose of this investigation was to determine the relationships among job satisfaction and other selected variables among foreign employees in the private sector in Saudi Arabia. The reason for choosing the non-Saudi population is that they constitute over 80% of the total labor force in the private sector (The Riyadh Chamber of Commerce and Industry Census, 1992). With the rapid growth of

socioeconomic infrastructure and diversification of the economy, foreign workers covered the entire spectrum of skills. This rapid growth has created a demand for a large foreign labor force, and for division of labor or functional specialization. This study specifically was designed to determine: (a) the degree to which work, pay, co-workers, promotion, supervision, and other selected variables relate to job satisfaction among foreign employees; and (b) which combinations of work dimensions and demographic variables such as age, religion, educational level, etc., had a significant relationship to job satisfaction among foreign employees.

Research Questions

To accomplish the purposes of this study, the following research questions were investigated:

1. What is the relationship between pay and job satisfaction among foreign employees?
2. What is the relationship between marital status and job satisfaction among foreign employees?
3. What is the relationship between nationality differences and job satisfaction among foreign employees?
4. What is the relationship between age and job satisfaction among foreign employees?
5. What is the relationship between religion differences and job satisfaction among foreign employees?

6. What is the relationship between length of working for the company and job satisfaction among foreign employees?

7. What is the relationship between the educational level and job satisfaction among foreign employees?

8. What is the relationship between family status and job satisfaction among foreign employees?

9. What is the relationship between occupational level and job satisfaction among foreign employees?

Another purpose of this study was to assess the face validity of the Job Description Index (JDI) and Job in General (JIG) scale using a sample from several nationalities who work in the private sector in Saudi Arabia. These questionnaires have never been tested in Saudi Arabia.

Significance of the Problem

Job satisfaction among workers involves factors that go beyond their work environment. Wiener, Vardi, and Muczyk (1981) formulated the "spillover" theory to account for inter-relationships of factors. According to the theory, positive or negative feelings in one life area may carry over into other factors of life. A variety of life experiences may carry over and affect job attitudes and feelings.

The position taken in this study is consistent with the "spill-over" thesis. In determining the factors involved in the job satisfaction of foreign workers, variables such as income, marital status, occupational level, nationality, and length of service

were selected because of their possible impact on the life of foreign employees in Saudi Arabia.

The rapid growth in the Saudi Arabian economy opened the door to employment opportunities. There is a mix of 120 different nationalities in the Saudi labor force (Hailu, 1987). The majority of the foreign population has come from non-Arab and Muslim countries. This may produce adjustment difficulties in a society such as Saudi Arabia for the following reasons:

1. Saudi Arabia is officially governed according to strict Islamic law.
2. The cultural differences exist between Saudi Arabia and other countries in such cases as language, life style, and food.
3. Foreign workers are prevented from organizing themselves.
4. Most foreign employees have not treated on equal footing with their Saudi counterparts.

According to the "spillover" theory, such difficulties are more likely to affect the employees' attitudes and feelings toward their jobs. Employers in Saudi Arabia must understand and accept that foreign workers from around the world are different; they have different opinions and attitudes. Their different cultures, beliefs, values, attitudes, and assumptions result in different behaviors, which affect business operations.

Knowledge about cultures, both general and specific, provides insights into the learned behavior of groups. Such knowledge helps employers to gain awareness of what makes a people unique: their customs and traditions, their values and beliefs,

attitudes and concepts, hierarchies and roles, time and space relations, and verbal and nonverbal communication processes (Harris & Moran, 1979).

The present study attempts to provide some knowledge of the relationships between selected variables such as age, educational level, etc. and job satisfaction among foreign employees in Saudi Arabia. This may contribute to how Saudi Arabia can improve both work conditions and the quality of life for foreign employees.

Definition of Terms

Job Satisfaction

Smith, Kendall, and Hallin (1969) define job satisfaction as "feelings or affective responses to facets of the situation...associated with perceived differences between what is expected as a fair and reasonable return and what is experienced" (p. 3).

Private Sector

According to the Dictionary of Business and Management (1983) the private sector is the "segment of the total economy composed of businesses and household but excluding government" (p. 394). Some the private sector in this study received a government subsidy, but make decisions without government control such as the National Shipping Company and Saudi Basic Industries Corporation.

Foreign Employee

According to the researcher, a foreign employee is defined as "any worker who came from another country to work in Saudi Arabia for a temporary time and intends to one day return to his/her original country."

Foreign Manpower in Saudi Arabia

After oil was discovered in commercial quantities in 1954, Saudi Arabia became open to significant labor inflows from numerous countries. With the rapid build-up of socioeconomic infrastructure and diversification of the economy, foreign workers covered nearly the entire spectrum of skills. Nor is it limited to lower level jobs; the managerial work force in Saudi Arabia is truly multicultural in character as well (Hailu, 1987).

Unlike the situation in many other countries, especially those of Western Europe, foreign labor was imported to Saudi Arabia to accomplish the unprecedented task of reshaping the entire economy. According to Riyadh Chamber of Commerce and Industry (1992), during the Third Development Plan period (1980-1985), one of the Saudi government's goal was to reduce the number of foreign workers in the workforce at both professional and lower levels. However, Table 1 shows that the goal has not been achieved. The paradox is, as the demand for labor increases, so does the of foreign labor force. The Saudi labor force in the private sector in Riyadh

increased at an average annual rate of 5.6%, compared with foreign labor force growth rate of 2.6% during the Fourth Development Plan (1985-1990).

Unlike the concentration of foreign labor in the big cities in Europe and the United States, foreign workers in Saudi Arabia were found in both large cities and small towns alike. It became rather common for foreign workers to be located in isolated areas to help start up new major economic activities and carve out new communities such as the industrial centers of Jubail on the oil fields of the Gulf Coast, and Yanbu on the Red Sea coast (Sirageldin, 1984, p. 3).

Table 1

Population of Saudi and Foreign Employees
in the Private Sector in Riyadh 1982-1989

Year	Saudi Manpower		Foreign Manpower		Total	
	N	%	N	%	N	%
1982	223,187	18.5	982,612	81.5	1,205,799	100
1983	210,171	17.3	1,005,439	82.7	1,215,751	100
1984	230,421	16.6	1,160,962	83.4	1,391,383	100
1985	264,804	16.0	1,389,371	84.0	1,654,175	100
1986	289,188	17.6	1,335,072	82.4	1,618,250	100
1987	289,411	18.8	1,251,587	81.2	1,540,998	100
1988	328,262	17.6	1,536,283	82.4	1,864,545	100
1989	338,572	17.8	1,566,523	82.2	1,905,095	100

Saudi Arabia's dependence on foreign manpower is likely to continue for many reasons. First, social and cultural beliefs discourage females from participating in the labor force. Though it is increasing steadily, Saudi women's participation in the labor force remains small. However, over 90% of Saudi women work in health and education divisions (Sirageldin, 1984).

Second, the rapid growth in the Saudi economy continue to create many employment opportunities. With this, is a demand for labor that Saudi experts or specialists are too few in number to meet, leaving the majority of jobs to be filled by foreign labor.

Third, many Saudis refuse to undertake any kind of manual work because of the lack of prestige. Most of Saudis prefer professional, managerial, and governmental jobs.

There is growing uncertainty in Saudi Arabia over dependence on foreign labor and on how foreign workers who were brought into the country to supplement the labor force ended up dominating it.

The foreign presence has affected Saudi socially and economically. From a social standpoint, the presence of foreigners has altered many of the traditional habits and customs. Before the discovery of oil, women in Saudi were not allowed to work; basically, they were restricted to the home. However, the influx of foreign women into the labor force strongly contributed to the process of liberating the Saudi female population (Hailu, 1987).

The culture of a country influences the individuals' needs hierarchy. Culture shapes the ideas of individuals in a given society. When organizational expectations are influenced by the culture of one society and model employee values are influenced by the culture of another society, a conflict may be created in the work situation.

CHAPTER II

REVIEW OF LITERATURE

For several years, researchers have studied job satisfaction for business, industry, and management concerns. There are numerous studies attempting to identify factors related to job satisfaction. Workers have asked, "How satisfied are you with your job?" In response to this question, researchers have attempted to ascertain the worker's state of mind. D'Elia (1979) stated that the traditional notion has been that a happy worker is a productive worker, or that a productive worker is a happy worker.

D'Elia (1979) defines job satisfaction as "an employee's affective response to his job environment" (p. 25). The employee experiences the various characteristics operating in the job setting and reacts to those characteristics on the basis of his own personal requirements. Super (1957) believed that self-fulfillment in a person's working life resulted in satisfaction with his personal life.

It is evident that job satisfaction is an important field of study. This investigation will examine a select number of variables related to job satisfaction. The literature review includes the following: two factor theory, Maslow's needs hierarchy, general factors affecting job satisfaction, job satisfaction studies in Saudi Arabia, and job satisfaction as related to foreign workers.

Researchers have studied job satisfaction in recognition of the importance of the job in the total life experience of the individual and the desirability of a positive work experience. Kalleberg (1977), who identified three types of explanations, explains this variation in terms of the personality of the individual. Attempts to establish a relationship between measures of personality and job satisfaction have been inadequate because they have ignored the association of job satisfaction with job characteristics. A second explanation views variation in job satisfaction solely as a function of differences in the nature of jobs which people perform. Two sets of variables associated with this reasoning are work role characteristics and job satisfaction. Attempts have been made to establish a causal relation between these variables. Some of the work role characteristics include span of control in the organization, job content factors (such as degree of specialization), economic factors, social factors, promotional opportunities, and hours of work. Herzberg's "two factor" theory is often associated with this explanation. The third explanation examines the motive of the individual as related to job satisfaction. Supporters of this view emphasize the examinations of how meaningful work is to the individual. Studies of this nature examine the relationship between wants and expectations and attitudinal and behavioral patterns.

Two-factor Theory

Herzberg's "two factor" theory attempts to view job satisfaction in relation to work role characteristics. This line of reasoning has had great practical utility since it suggests to employers that through the manipulation of job characteristics you can increase job satisfaction (Kalleberg, 1977).

Herzberg (1959) found that job satisfaction consisted of two separate, independent dimensions. The first dimension was related to job satisfaction, and the second dimension to job dissatisfaction. The job characteristics leading to job satisfaction, but not to job dissatisfaction, are classified as "satisfiers." Job characteristics that lead to job dissatisfaction, but not to job satisfaction, are classified as "dissatisfiers."

The satisfiers are related to the nature of the work itself and those rewards that flow directly from the performance of work. The most potent satisfiers are those which foster self-actualization and self-realization of the individual in work. The work-related, or intrinsic factors, are achievement, recognition, work characteristics, responsibility, and advancement. Dissatisfaction factors are associated with the individual's relationship to the environment of the job. Important factors are company policy, administration, supervision, working conditions, salary, and lack of recognition and achievement. These factors can cause job dissatisfaction.

In reviewing Herzberg's theory and related studies, House and Wigder (1967) identified four conclusions concerning job characteristics pertinent to satisfaction and dissatisfaction. These four conclusions are:

1. A given factor can cause job satisfaction for one person and job dissatisfaction for another, and vice versa. Variables that partially determine whether a given factor will be a source of satisfaction or dissatisfaction on the job were shown to be: job or occupational level, age, formal education, culture, and respondent's standing in his group.

2. A given factor can cause job satisfaction and dissatisfaction in the same sample.

3. Intrinsic job factors are more important to both satisfying and dissatisfying job events.

4. The two-factor theory is an oversimplification of the relationships between motivation and satisfaction, and the sources of job satisfaction and dissatisfaction.

Maslow's Needs Hierarchy

Maslow (1954) offered the needs-hierarchy theory, one of the most prominent theories concerning the motivational nature of man. His theory has gained considerable support from other behavioral scientists. The theory suggests that all of human behavior is basically motivated by a desire to satisfy some particular need.

Maslow's needs-hierarchy is based on two assumptions. First, needs depend on what one already has. Needs can influence an individual's behavior when he/she

is not satisfied. That is to say, a satisfied need is not a motivator of behavior. Second, needs are arranged in a hierarchy of importance, with the physiological needs at the base, followed in order of decreasing strength by safety needs, social needs, esteem needs, and finally, self-actualization.

Maslow (1954) claimed that our strongest needs are physiological needs, which he placed at the base of the hierarchy, and which decrease as one reaches that highest point of the hierarchy--self-actualization. Maslow believed that the lowest unsatisfied need in the hierarchy is the determinant of individual's behavior. In other words, when some of the individual's needs at a particular time are not satisfied before higher-level needs. Only after the satisfaction of the first, lowest need does the other, higher need in the hierarchy become significant and demand satisfaction. Maslow's five categories of needs are explained in order of importance in the following paragraphs.

Physiological Needs

The physiological needs are the basic life-sustaining needs. These needs, such as food, shelter, and clothing, constitute the primary needs and are the strongest of all needs. The unsatisfied physiological needs would thus influence the individual's behavior as much as higher-level needs.

The satisfaction of basic needs in an organization is usually achieved by money, which is used to buy needed goods. Therefore, money is a prime need, and he will be motivated to work for those needs until he feels the job has reasonably

satisfied them. With the reasonable satisfaction of these needs, the other higher needs in the hierarchy, which are safety needs, appear and demand satisfaction.

Safety Needs

The reasonable fulfillment of physiological needs causes the higher-level set of needs in hierarchy, safety needs, to emerge and demand satisfaction. Safety needs include protection from physical harm, ill health, economic disaster, and predictable situations.

Today, management in organizations is concerned especially with two of these needs which employees are always seeking, job security and future financial support. The concern for job security plays a vital role in an employee's decision to remain with or leave an organization. Organizations, however, try to satisfy this set of needs in order to assure employees of their jobs.

Social Needs

The third set of the hierarchy is social needs, which become important motivators of human behavior when safety needs are reasonably satisfied. Social needs relate to an individual's relationships with others and include needs for belonging, association, acceptance by one's fellows, and giving and receiving friendship and love. Interaction and association on the job provide satisfaction of social needs.

Esteem Needs

Esteem or ego needs become motivators of individuals when lower-level needs are reasonably satisfied. At this level, an individual seeks respect from others, appreciation, recognition, freedom, prestige, power, and mastery. Individuals at this level are motivated to work by the esteem need itself and their interest is far above money and what money can buy.

Self-Actualization Needs

Finally, self-actualization constitutes the highest level need in the needs hierarchy. This need becomes prominent when all of an individual's other needs in the hierarchy are reasonably well satisfied. This set of needs represents the desire of man to become what he has the capability of becoming. Maslow (1954) expressed these needs as the desire to become more and more what one is, to become everything that one is capable of becoming. In today's societies, relatively few people can reach the self-actualization need level and obtain expression. McGregor (1966) believed that the conditions of modern life cause the self-actualization needs of the majority of workers to remain unfulfilled.

General Factors Affecting Job Satisfaction

Numerous investigations have been conducted to determine the correlates of job satisfaction. The literature revealed six major areas of correlation to job satisfaction.

1. Pay. After reviewing the literature, Lawler (1971) and Kahn (1972) concluded that wages and job satisfaction are positively related. Witt and Wilson (1989) conducted a study about the relationships between perceptions of sufficiency of monthly income and two job attitudes--organizational commitment and job satisfaction among school teachers from elementary, junior high and high schools. The results indicate that sufficiency of monthly income was not related significantly to either organizational commitment or job satisfaction. Their findings also indicate that school teachers whose attitudes and behaviors were more dependent on organizational reinforcement, sufficiency of monthly income was moderately and positively related to job satisfaction and commitment (Witt & Wilson, 1989, p. 267).

2. Occupational Prestige. Vroom (1964) and Kahn (1972) found that occupational prestige is related to job satisfaction and other characteristics as more control over work, greater cohesiveness of work groups, and greater ego gratification from the challenge and variety of work. Weaver (1977) found that occupational prestige and job satisfaction show statistically significant relationships (Weaver, 1977, p. 437).

3. Supervisory Position. The evidence generally has shown that supervisors are more job satisfied than non-supervisors (Porter & Lawler, 1965). Weaver (1977) conducted a study that utilized regression analysis to examine the above correlates rather than the more often utilized bivariate methods. His study affirmed the positive relationship between job satisfaction and supervisory status.

4. Educational Level. King and Hautaluoma (1980) examined the relationships between six dimensions of job satisfaction and educational level. The sample consisted of 120 employees and supervisors with college degrees. They found that there were no significant correlations between education and six areas of job satisfaction (pay, status, promotion, work, coworker, and supervision). The findings also indicate that the relationships between workers' perception variables and aspect of job satisfaction were significant. There were no differences between the overeducated and their cohorts in general life satisfaction. On supervisory ratings, over-educated workers' performance was only lightly different from other workers (King & Hautuoma, 1980, p. 421).

5. Marital Status. Glenn and Weaver (1981, p. 161) said that "for most married people in modern societies, the quality of their marriages has a strong effect on their happiness and satisfaction with life." Bird (1970) stated that feelings of marital satisfaction are directly and powerfully linked to feelings of job satisfaction. Marital satisfaction is affected by the world outside the home (Cutright, 1971).

Renne (1970) sampled 4,452 households in Alameda County, California and yielded 5,163 adult respondents who were currently married and living with a spouse.

In the sample, the respondents were asked the question, "Considering everything, how satisfied are you with your job?" Men who were satisfied with their jobs were also likely to be satisfied with their marriages. Marital satisfaction is an integral part of emotional or psychic well-being.

6. Age and Length of Employment. Most studies indicate that older employees are generally more job satisfied. McNeely (1988) found that older workers in human service were significantly more job satisfied than younger employees. His explanation was that older human service workers were more likely than other workers to have been employed longer, tended to hold jobs of higher rank, tended to be better educated, and better paid (McNeely, 1988, p. 163).

Salinas and Otis (1964) found that satisfaction increases with age until the pre-retirement period, when it declines. They conclude that the increase until the age of 60 was a result of the general adjustment to life (Salinas & Otis, 1964, p. 236).

Studies in Saudi Arabia

Some social researchers in Saudi Arabia in recent years have investigated the concept of job satisfaction and started to conduct studies in this new field. Sociologists and psychologists in Saudi Arabia consider job satisfaction as an important variable affecting human thinking and behavior, especially during the work situations.

Al-Helelah (1993) conducted studies on job satisfaction among 214 private sector employees in Saudi Arabia. He found that satisfaction with length of working

hours and satisfaction with opportunities for interaction with co-workers on the job were related to employees' job satisfaction and commitment. The study also confirmed that job satisfaction and commitment are positively related among private sector employees as predicted. In general, the study found that employees in the private sector in Saudi Arabia have a high level of satisfaction and commitment to their jobs and the organization itself.

Al-Amri (1992) studied job satisfaction among public school teachers in Riyadh City, Saudi Arabia. The results show that overall job satisfaction was moderate. He also found satisfaction with achievement, activity, compensation, supervision/human relations, supervision/technical, co-workers, independence, moral values, and social status was high. The findings also indicate that teachers were less dissatisfied with ability utilization, advancement, authority, recognition, responsibility, and variety.

Al-Khaldi (1983) conducted studies on job content and context factors related to satisfaction and dissatisfaction in three occupational levels of the public sector in Saudi Arabia. He found that higher occupational level employees were more satisfied with three content factors (achievement, recognition, and work itself) than lower-level occupational employees. The results also indicate that both occupational level employees were dissatisfied with responsibility, participation in making decisions, opportunities for advancement, and salary.

Al-Adaily (1981) studied job satisfaction/dissatisfaction among Saudi government employees (managers and workers) in Riyadh, Saudi Arabia. He found

that employees were satisfied with five job satisfaction dimensions (recognition, responsibility, relationship with peers and subordinates, and supervisory techniques) and dissatisfied with salary and security, organizational policies and personal recognition and time demands and requirements of the job. The findings also indicate that government employees were generally satisfied with their jobs.

Studies of Job Satisfaction Among Foreign Employees

Migration is recognized to be one of the most highly stressful events (Eisenstadt & Kuo, 1976), rated by some migrants as equivalent to that of divorce or the death of a spouse (Valdes & Baxter, 1976). The psychological effects of migration are thought to follow a predictable pattern beginning with elation on arrival, but later followed by feelings of dissatisfaction (Adler, 1975).

Psychologists liken this to a typical elation/depression cycle and compare it to the depression associated with the separation stage and loss experienced during bereavement (Hertz, 1981). The depression stage is usually followed by one of gradual readjustment as the migrant resolves his difficulties and accepts cultural differences.

There is a general agreement in the literature that satisfaction levels of foreign employees are related to variables such as social status, the type of community of origin, marital status, and age (Kemper, 1975). Some researchers believe that urban migrants are less likely to become satisfied than rural migrants (McClosky & Schaar, 1965), while others disagree (Parker, 1969). Schweiker (1972) found that migrants

from large communities would be more prepared for life in large cities than those from small ones.

Tienda (1980) agrees that kinship and friendship networks positively affect levels of migrant satisfaction. Goldlust and Richmond (1974) found education to be the most significant predictor of satisfaction among foreign employees in Toronto. Bardo and Bardo (1980) studied the American migrants in Australia and found that marital status, socioeconomic status, and the nationality of the spouse to be the most important factors.

A study conducted by French and Lam (1986) utilized regression analysis to determine the variables most highly related to job satisfaction among 1,209 Filipino contract workers in Hong Kong. The study indicated that salary was the most important factor affecting the job satisfaction, followed consecutively by whether or not a private room was provided, the length of residence in Hong Kong, the nationality of the employer and number of relatives in Hong Kong. In general, the findings show that approximately 40% were dissatisfied with their jobs.

Yavas, Luqmani, and Quraesh (1990) studied job satisfaction and work values among 145 Saudi and expatriate managers in Saudi Arabia. This study found that expatriate managers were somewhat more satisfied with their jobs than their Saudi counterparts. On the other hand, the study found that Saudi and expatriate managers share similar work values.

CHAPTER III

METHODOLOGY AND PROCEDURES

The purpose of this study was to determine correlates of foreign workers' job satisfaction in the private sector in Saudi Arabia. Variables studied include age, educational level, religion, nationality, occupational prestige, number of years in the company, and pay. Included in this chapter is a description of the population, instrumentation translation and pre-testing the instruments, data collection, and analysis of the data.

Description of the Sample

The data presented in this study were obtained from foreign workers in four diverse private organizations in Riyadh City, Saudi Arabia. These organizations were randomly selected from the Riyadh Chamber of Commerce and Industry's (1993) most recently compiled Membership Data Survey. The sample consisted of 206 male foreign employees from: (a) Saudi Ceramic Company (SCC), (b) Saudi Real Estate Company (SREC), (c) National Shipping Company of Saudi Arabia (NSCSA), and (d) Saudi Basic Industries Corporation (SABIC). These private companies are involved in the productive activities of manufacturing, trade, housing, and transport.

Description of the Instruments

The measuring instruments used for the purpose of data collection were the Job Description Index (JDI) and Job in General (JIG) scale. The JDI, developed by Smith, Kendall, and Hulin (1969) was selected to measure the job satisfaction of the subjects. This measure provides information that permits researchers to infer satisfaction. It does not ask respondents directly how satisfied they are with their work. The JDI asks the subjects to describe their work, which makes their responses job-referent rather than self-referent. Smith, Kendall, and Hulin (1969) believed that direct responses to job satisfaction may be distorted because the relevance of needs or drives are not clearly understood.

The entire instrument consists of five different dimensions of job and work environment. These five measurements also reflect the respondents' attitudes toward the nature of work, supervision, co-workers, pay, and promotions. The JDI consists of 72 items, 18 each of the work, supervision, and co-workers scales, and 9 each of the pay and promotion scales. The five subscales were combined to provide a total satisfaction score.

The JIG (1985) was created by Ironson, Smith, Brannick, Gibson, Miank, and Paul. The JIG is a global scale measuring job satisfaction with 18 descriptive words or phrases on the same design as the JDI.

Respondents are instructed to indicate whether the word or phrase applies to their work situation. To each word or phrase, the respondents are asked to write "Y"

for yes, "N" for no, and "?" if they are not sure. For each of the subscales, some phrases or words are positive in nature, and others are negative. A yes to a positive item and a no to a negative item each receives a score of 3 points. A yes to a negative item and a no to a positive item each receives a score of 0 points. A ? to any item merits 1 point.

The JDI has been considered the most carefully developed and validated job satisfaction measurement (Vroom, 1964). Smith, Kendall, and Hulin (1969) validated the JDI from the responses of 852 people in seven organizations. They used the split-half method to determine the corrected internal consistency coefficients for subscales that range from .80 to .88 reliability. Correlations from .70 to .80 were obtained between JDI measures and other measures of satisfaction.

Convergent validity was assessed by a comparison of the JIG with the Brayfield-Rothe scale (1951), the Faces Scale (Kunin, 1955), a rating scale of adjectives, and a numerical scale. The highest correlation (.80) was with the Brayfield-Rothe and the lowest (.67) was with the numerical scale.

Demographic Data Sheet

The "Demographic Data Sheet" included in this study was devised to obtain the personal data about the subjects. This questionnaire was composed of 12 questions or phrases regarding age, monthly income, nationality, marital status, religion, educational level, length of employment, job title, responsibilities of the job, family status, and number of employees working in the department.

Procedures Used in Translation and Pre-Testing the Instruments

The JDI and JIG scales were administered to the subjects in two languages. The original English copy was given to English speakers and a translation to Arabic to Arab employees. The translation was made by the Translation Department at the Institute of Public Administration, Riyadh, Saudi Arabia. This original translation was also sent to a private translation office to be translated from Arabic into English. The English translation was then compared to the original English copy; no significant differences were noted between the two copies.

The JDI and JIG scales were then given in their final form to 30 foreign employees from five private sector organizations holding different position of jobs. The pre-test group was asked to give their opinion about the instruments. The researcher did not notice any difficulty in understanding the questionnaire.

Data Collection

In May of 1994, a total of 500 questionnaires was distributed to foreign workers including general managers, assistant managers, and workers with different occupational levels. Four private sector organizations in Riyadh, Saudi Arabia participated in this study. There are no female workers in these organizations.

The public relations departments of these four organizations were visited to obtain permission to collect data from foreign employees. The researcher gave each administrator all materials that would be administered to the employees.

The subjects were randomly selected from the computer network in each company. Every company consisted of three ranks of workers: (1) the executives, including general managers, assistant managers and other supervisors; (2) the skilled workers, including technically trained or semi-trained workers; and (3) the unskilled workers, including manual workers, without any technical training or specified skill.

After two weeks, the public relations departments were directly contacted by the researcher to insure full participation and instruct them to collect the instruments. One week later, the researcher collected 232 questionnaires. The overall rate of usable questionnaires was 41.2% or 206.

Analysis of the Data

In order to test all research questions, the data collected from the instruments were coded for computer analysis and scored according to the directions for each of the scales. Research questions one through nine were investigated with the Statistical Package for the Social Sciences (SPSS) (Norman & Hadali, 1981). The JDI and JIG scales scores were computed by averaging the individual responses. A worker's attitude scores were the average of the alternative chosen by him.

In answering the research questions, job satisfaction was treated as the dependent variable and the twelve antecedent variables were the independent variables.

Analysis of variance and T-tests, were used to analyze the research questions. The .05 level of significance was used to accept or reject the correlations between the dependent and independent variables.

CHAPTER IV

FINDINGS

The present study was designed to explore the relationship that existed among job satisfaction and other selected variables. The statistical analyses of the data addresses the nine research questions presented in Chapter I. All nine research questions were answered through the statistical software (SPSS) available at Western Michigan University's Computer Lab in Kalamazoo.

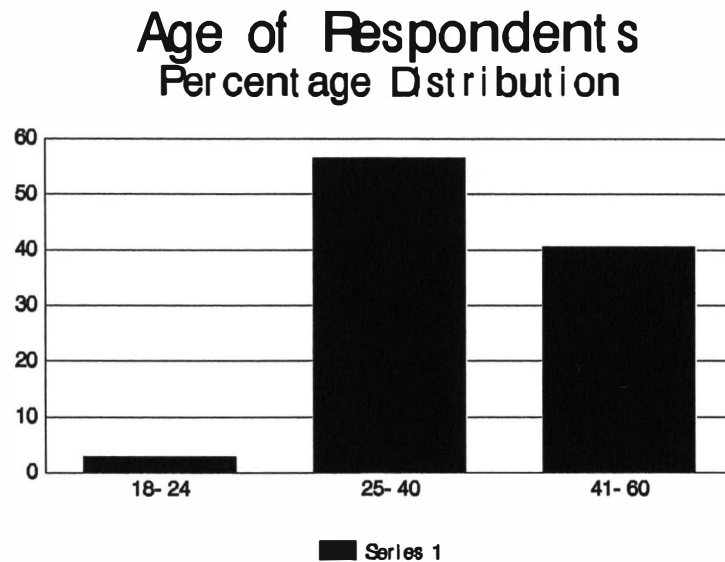
Demographic and Occupational Characteristics

These variables included: (a) age, (b) monthly income, (c) nationality, (d) religion, (e) educational level, (f) years working for the company, (g) job title, (h) responsibilities, and (i) number of employees working in his department. The sample also was asked whether their job was a permanent or a temporary job. Married employees also had to indicate whether their family lived in Saudi Arabia or not.

Age

Figure 1 shows that the majority of the respondents (59.4%) were between the ages of 18 and 40. Within this group, only 2.9% were between the ages of 18 and

24, while 56.5% were between 25 and 40 years old. Almost 41% of the sample ranged between 41 to 60 years old.



n=206

Figure 1. Age of Respondents.

Income

Figure 2 shows the percentage of monthly income of the subjects. Within the sample, 38% of the workers earned less than 3,000 Saudi riyal (SR) (1 U.S. dollar= 3.75 SR) per month, 33.3% ranged between 3,000 and 6,000 SR, while 19.3% earned between 6,001 and 9,000 SR. Only 9.7% received more than 9,001 SR.

Income of Respondents Percentage Distribution

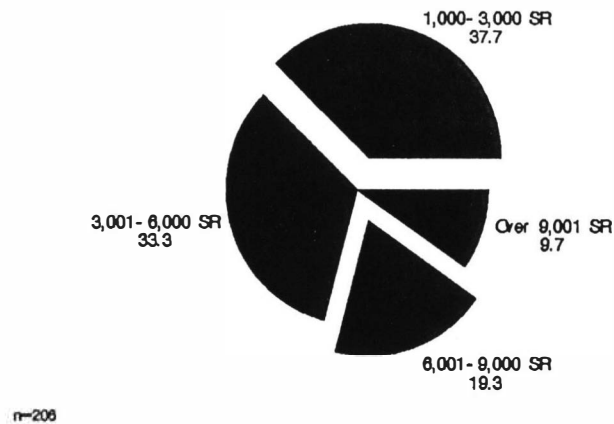


Figure 2. Income of Respondents.

Ethnicity

Figure 3 shows the majority of the sample (66.2%) were non-Arabs (N = 136), most of them Filipino and Indian. The remaining 33.8% of the total sample were Arabs (N = 70), the majority of them Egyptian and Jordanian.

Ethnicity of Respondents Percentage Distribution

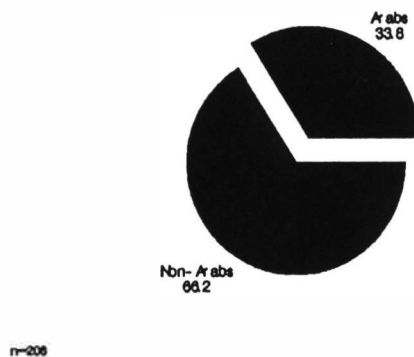


Figure 3. Ethnicity of Respondents.

Marital Status

Figure 4 shows that more than 75% (N=156) of the total population were married, while 18.4% (N=38) were single. In addition, approximately 3.9% (N=8) were divorced, 1.9% (N=3) classified themselves as separated, and 0.5% (N=1) was widowed.

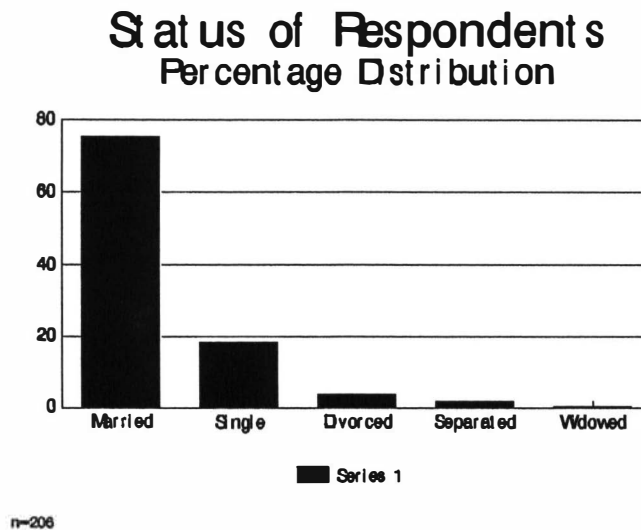


Figure 4. Marital Status of Respondents.

The majority of the married employees (44.0%) lived with their family in Saudi Arabia while 33% of the married employees lived apart from their families.

Religion

Figure 5 indicates that the majority of the respondents (51.2%) practiced non-Islamic religions, such as Christianity, Buddhism, and Hinduism while 48.8% were Muslims.

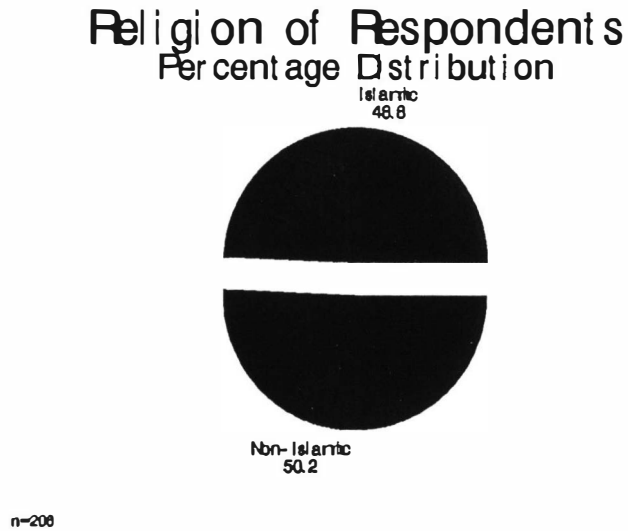


Figure 5. Religion of Respondents.

Years Working for Company

Figure 6 shows that 39.6% of the respondents had worked from one to five years, while 31.4% had been employed six to ten years. Eighteen percent of the sample had worked for the company more than ten years. On the other hand, 11% had worked for less than a year.

Educational Level

Figure 7 shows that 2.4% were below high school graduates, 23.2% were high school graduates, 11.1% had a diploma, 47.8% were university graduates, 12.6% had a Master's, and 2.9% had doctorates.

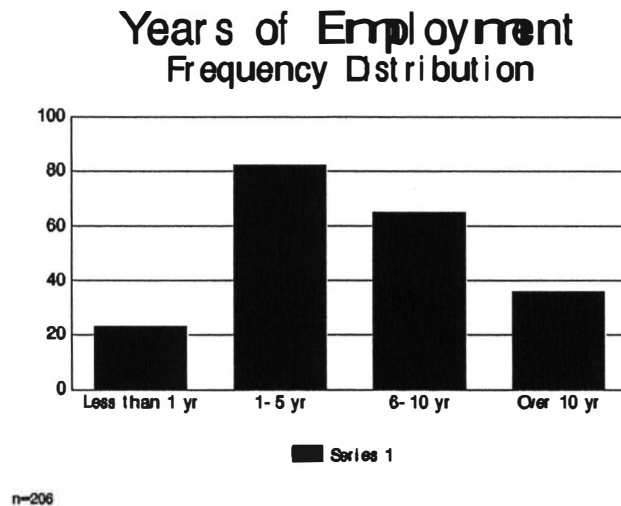


Figure 6. Years of Employment.

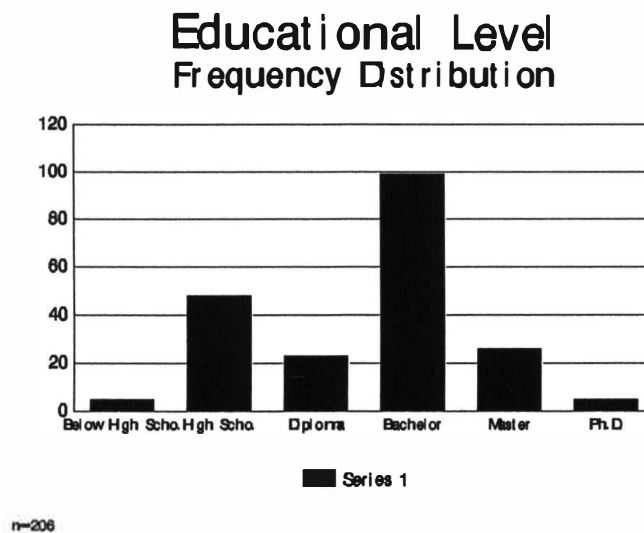


Figure 7. Educational Level of Respondents.

Job Status

The majority of the respondents (66.7%) considered their present job as a temporary job (N = 138) while only 33.3% indicated their jobs were permanent.

Job Status Percentage Distribution



n=206

Figure 8. Job Status of Respondents.

Job Responsibilities

Table 2 shows that clerks were the largest group numerically in the study (24.6%). The next largest group were the accountants (19.8%), followed by engineers (19.3%), secretaries (14.0%), social workers (9.7%), general managers (7.2%), and assistant managers (5.3%).

Number of Employees

Table 3 shows that (28.0%) of the sample worked with 9 or fewer co-workers in the department; 29.0% worked with between 10 and 19 employees; 14.5% worked

with between 20 and 29 co-workers, and 28.5% of the sample worked with more than 30 employees.

Table 2
Job Title of Respondents

Job Title	Frequency	Percent
Clerk	50	24.5
Secretary	29	14.0
Social Worker	20	9.7
Accountant	41	19.8
Assistant Manager	11	5.3
General Manager	15	7.2
Total	206	100.0

Table 3
Number of Employees in the Department

Number of Employees	Frequency	Percent
Below 10	58	28.0
10 - 19	60	29.0
20 - 29	30	14.5
More than 30 employees	58	28.5
Total	206	100.0

Analysis of Research Questions

This section of the chapter pertains to answering Research Questions 1 through 9. The criterion variable for each research question addressed in the study was job satisfaction, which was measured by the Job Description Index (JDI). The JDI contained five subscales which were as follows: work, promotion, pay, supervision, and co-workers. The overall job satisfaction was measured by Job in General (JIG) scale.

In this study, the mean and standard deviation for each factor item were computed using the Statistical Package for the Social Sciences (SPSS).

T-tests were computed to compare the subscale scores. A series of one-way analysis of variance (ANOVA) calculations was used to compare the subscales from the JDI and demographic variables.

Question 1

What is the relationship between income and job satisfaction among foreign employees?

Table 4 shows the means and standard deviations between higher income and lower income employees. The results support that workers who earn higher pay report higher satisfaction with pay, promotion, and supervision. No significant relationship between work, co-workers, and job in general were found.

Table 4
Means and Standard Deviations for the Promotion,
Pay, and Supervision Subscales by Income

Test	Group	N	Mean*	SD	P
Promotion	Low Income	146	1.62	.71	.03
	High Income	60	1.87	.83	
Pay	Low Income	146	1.79	.73	.00
	High Income	60	2.18	.75	
Supervision	Low Income	146	2.29	.74	.01
	High Income	60	2.47	.60	

p < .05

* Higher mean scores indicate higher levels of satisfaction

Question 2

What is the relationship between marital status and job satisfaction among foreign employees?

Table 5 presents the means and standard deviations for married and non-married groups. The results indicate that married employees are more satisfied with pay, supervision, and job in general. The mean scores (Table 5) show a statistically significant difference between married and non-married employees' satisfaction with pay, supervision and job in general. No significant relationship between marital status and the other subscales of the JDI were found.

Table 5

Means and Standard Deviations for the Pay, Supervision
and Job in General by Marital Status

Test	Group	N	Mean*	SD	P
Pay	Married	157	1.97	.73	.02
	Non-married	49	1.69	.80	
Supervision	Married	157	2.40	.67	.03
	Non-married	49	2.16	.80	
Job in General	Married	157	2.47	.66	.00
	Non-married	49	2.16	.77	

$p < .05$

* Higher mean scores indicate higher levels of satisfaction

Question 3

What is the relationship between nationality and job satisfaction among foreign employees?

The results of this question indicate a significant positive relationship between nationality and satisfaction with work and pay. The findings presented in Table 6 show that there is a significant difference in the mean scores between Arab and non-Arab employees. Arab employees have a higher mean score than non-Arabs in work (mean = 2.67) against 2.31 for non-Arab employees, which indicated that Arab employees are more satisfied with work than non-Arab employees. However, in the pay subscale from the JDI, the mean score for non-Arab employees is higher than that of Arabs, which supports that non-Arab employees are more job satisfied with pay.

No significant relationship between nationality and the other subscales of the JDI and JIG scale were found.

Table 6
Mean and Standard Deviation for the Work
and Pay Subscales by Nationality

Test	Group	N	Mean*	SD	P
Work	Arab	70	2.67	.58	.00
	Non-Arab	136	2.31	.68	
Pay	Arab	70	1.76	.84	.04
	Non-Arab	136	1.91	.70	

p < .05

*Higher mean scores indicate higher levels of satisfaction

Question 4

What is the relationship between age and job satisfaction among foreign employees?

Table 7 presents the results of the analysis of variance for age. The findings show that the mean scores for pay, supervision, and job in general are statistically significant differences between younger and older employees. The older employees have higher mean scores in satisfaction with pay (mean = 2.07), supervision (mean = 2.46), and satisfaction with job in general (mean = 2.45). The findings support that older employees are more satisfied with pay, supervision, and job in general than

younger employees. The results also show that there are no significant relationships between age and the other JDI subscales.

Table 7
One-way ANOVA Between Pay, Supervision, and
Job in General Subscales by Age

Test	Group	N	Mean*	SD	F
Pay	18-24	6	1.50	.84	.02
	25-40	116	1.81	.73	
	41-60	84	2.07	.76	
Supervision	18-24	6	1.83	.98	.04
	25-40	116	2.28	.72	
	41-60	84	2.46	.65	
Job in General	18-24	6	1.67	.82	.02
	25-40	116	2.40	.66	
	41-60	84	2.45	.72	

$p < .05$

* Higher mean scores indicate higher levels of satisfaction

Question 5

What is the relationship between religion and job satisfaction among foreign employees?

The findings of this question show there are no significant relationships between religion and four subscales from the JDI and JIG scale. The results indicated that Muslim employees are more satisfied with work than Non-Muslim employees.

Table 8 shows that Muslims have a mean score higher than Non-Muslim employees in the work subscale (2.54 against 2.34). In the other subscales, the mean scores for the two categories are not statistically significant.

Table 8

Means and Standard Deviations for the Subscale of Work by Religion

Test	Group	N	Mean*	SD	P
Work	Muslim	101	2.52	.71	.05
	Non-Muslim	105	2.34	.61	

$p < .05$

* Higher mean scores indicate higher levels of satisfaction

Question 6

What is the relationship between length of employment for the company and job satisfaction among foreign employees?

The findings of this question indicated that there is no significant relationship between length of employment for the company and job satisfaction.

Table 9 shows that the mean scores for the two categories are not statistically significant.

Question 7

What is the relationship between educational level and job satisfaction among foreign employees?

Table 10 presents the results of this test. The findings indicate that there are relationships between educational level and satisfaction with supervision and job in general. Higher educational level employees have a higher mean score (mean = 2.55) in the supervision subscale than lower educational level employees (mean = 2.13). This result indicates that higher educational level employees are more satisfied with supervision than lower educational level employees. The results also show that highly educated employees are more satisfied with their jobs in general than lower educational level employees. No significant relationship between educational level and the other subscales of the JDI were found.

Table 9

Mean and Standard Deviation for the JDI and JIG
Subscales by Years of Employment

Test	Group	N	Mean*	SD	P
Work	1-5	104	2.49	.70	.21
	6 and over	102	2.37	.64	
Promotion	1-5	104	1.65	.76	.44
	6 and over	102	1.75	.74	
Pay	1-5	104	1.85	.73	.24
	6 and over	102	1.98	.78	
Supervision	1-5	104	2.34	.73	.87
	6 and over	102	2.35	.68	
Co-Worker	1-5	104	2.46	.71	.91
	6 and over	102	2.45	.65	
Job in General	1-5	104	2.35	.71	.38
	6 and over	102	2.44	.68	

p < .05; * Higher mean scores indicate higher level of satisfaction

Table 10
Means and Standard Deviation for the Supervision
and JIG Subscales by Educational Level

Test	Group	N	Mean*	SD	P
Supervision	Low Level	76	2.16	.73	.00
	High Level	130	2.45	.67	
Job in General	Low Level	76	2.13	.74	.00
	High Level	130	2.55	.62	

$p < .05$; * Higher mean scores indicate higher level of satisfaction

Question 8

What is the relationship between family status and job satisfaction among foreign employees?

Table 11 presents the mean and standard deviation for this question. The results indicate that there are relationships between married employees who live with their family in Saudi Arabia and the promotion subscale from the JDI and JIG scale. The mean scores show statistically significant differences in satisfaction with promotion between married employees who live with their families in Saudi Arabia (mean = 1.82) and married employees who live without their families (mean = 1.58). There is also a significant relationship between family status and job in general as shown in Table 11. Employees who live without their families report more satisfaction with the job in general (mean = 2.57). No significant relationship between family status and the other subscales of the JDI were found.

Table 11

Mean and Standard Deviation of the Promotion
and JIG Subscales by Family Status

Test	Group	N	Mean*	SD	P
Promotion	Live with family	69	1.82	.69	.04
	Live without family	88	1.58	.78	
Job in General	Live with family	69	1.33	.63	.01
	Live without family	88	2.57	.66	

$p < .05$; * Higher mean scores indicate higher level of satisfaction.

Question 9

What is the relationship between occupational level and job satisfaction among foreign employees?

Table 12 presents the mean and standard deviation between occupational level and pay, supervision, and job in general subscales from the JDI. The results show that there is a significant relationship between occupational level and satisfaction with pay, supervision, and job in general.

Mean differences (Table 12) support that higher and middle occupational level employees are more satisfied with pay, supervision, and job in general than lower occupational level employees. The results also show that the relationship does not exist between occupational level and the other subscales of the JDI.

Table 12

Mean and Standard Deviation for the Pay, Supervision
and JIG Subscales by Occupational Level

Test	Group	N	Mean*	SD	P
Pay	Low level	99	1.72	.77	.00
	Middle level	81	2.06	.68	
	High level	26	2.15	.78	
Supervision	Low level	99	2.20	.71	.00
	Middle level	81	2.41	.70	
	High level	26	2.69	.55	
Job in General	Low level	99	2.25	.72	.00
	Middle level	81	2.48	.67	
	High level	26	2.69	.55	

p < .05

* Higher mean scores indicate higher level of satisfaction

CHAPTER V

SUMMARY, DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, the summary of the study, discussion, conclusions, and recommendations for further research are presented.

Summary

The major purpose of this study was to determine if there was a relationship among job satisfaction and demographic variables of foreign employees in the private sector in Saudi Arabia. The t-test and analysis of variance were utilized to determine answers to the research questions.

The subject sample for this study consisted of 206 foreign employees: assistant managers, general managers, and workers with different occupational levels. Four private organizations in Saudi Arabia participated in this study.

The JDI scale, developed by Smith, Kendall, and Hulin (1969) was used to measure five dimensions of job satisfaction (work, pay, promotion, supervision, and co-workers). The JIG scale, developed by Ironson, Smith, Brannick, Gibson, Miank, and Paul (1985) was used to measure overall job satisfaction.

The responses from the instruments were hand-scored and coded for computer analysis in the SPSS program that was available at the computer network at Western Michigan University. The relevant data were reported using numbers and tables.

Discussion of the Findings

In answering the following questions, the major findings of this study were:

1. What is the relationship between income and job satisfaction among foreign employees?

The study found that there was a significant relationship between income and satisfaction with promotion, pay, and supervision. The results supported the prediction that workers who earn higher pay report higher job satisfaction.

2. What is the relationship between marital status and job satisfaction among foreign employees?

The analysis indicated that marital status was significantly predictive of job satisfaction. The results showed that married employees reported higher satisfaction with pay, supervision, and job in general.

3. What is the relationship between nationality and job satisfaction among foreign employees?

The results of this study indicated a significant relationship between nationality and satisfaction with work and pay subscales from the JDI. This study found that Arab were more satisfied with their work than non-Arab employees. However, foreign employees were reported more satisfied with pay than Arab employees.

4. What is the relationship between age and job satisfaction among foreign employees?

The present study found that there was a significant relationship between age and satisfaction with pay, supervision, and job in general. The older employees were more satisfied with pay, supervision, and job in general than younger employees.

5. What is the relationship between religion and job satisfaction among foreign employees?

The results indicated that there was a significant relationship between religion and satisfaction with work subscale from the JDI. The study found that Muslims were more satisfied with work than non-Muslim employees.

6. What is the relationship between length of employment for the company and job satisfaction among foreign employees?

The findings of this study indicated that there was no significant relationship between length of employment for the company and job satisfaction among foreign employees.

7. What is the relationship between educational level and job satisfaction among foreign employees?

The results showed that there was a significant relationship between educational level and satisfaction with supervision and job in general. Higher educational level employees were more satisfied with supervision and job in general than other employees.

8. What is the relationship between family status and job satisfaction among foreign employees?

This present study found a significant relationship between family status and satisfaction with promotion and job in general. Married employees who live with their families in Saudi Arabia were reported more job satisfied with promotion. However, married employees who live without their families were more satisfied with their job in general.

9. What is the relationship between occupational level and job satisfaction among foreign employees?

The findings indicated that there is a significant relationship between occupational level and satisfaction with pay, supervision, and job in general. The study supported that higher and middle occupational level employees were more satisfied with pay, supervision and job in general than lower level employees.

Conclusions

In this present study, the researcher has attempted to determine the relationships among job satisfaction and demographic variables for foreign employees in the private sector in Riyadh, Saudi Arabia. The theoretical guidance of this thesis is the spillover theory. The interest of this present study is to find how positive or negative feelings of an employee one life area may carry into other factors such as marriage, and work. This study specifically examined how differences such as age,

income, and occupational level between foreign employees may make some employees more satisfied with their work than others.

The results of the present study have supported that higher income, Muslim, Arabs, married, and higher occupational level employees were more job satisfied than others. Moreover, the study found that salary of employees was the most significant predictor of job satisfaction among foreign employees since it accounted for more than 11.2% of the variance in the JDI criterion variables. Educational level also found to be one of the most predictor of job satisfaction among foreign employees, since higher educational level employees earn higher salary and have higher positions.

Finally, the study also found that age, family status, and occupational level of foreign employees in Saudi Arabia to be significant predictors of overall job satisfaction.

Recommendations for Future Research

The findings of the current study appear to warrant the following recommendations for future research:

1. More studies are needed to explore origins and development of job satisfaction in Arab countries and especially in Saudi Arabia.
2. Future researchers should focus on women employees' job satisfaction in Saudi Arabia.

3. Future research should consider a study that utilized other independent variables, such as organizational structure of the company, amount of hours worked per week, and amount of time with family per week.

4. Future researchers should consider a study that utilizes other subjects such as worker alienation, job motivation, and job involvement in Saudi Arabia.

5. Future researchers should use a larger sample of subjects which is representative of all Saudi Arabia regions.

Appendix A

Approval From Human Subjects Institutional Review Board



WESTERN MICHIGAN UNIVERSITY

Date: May 26, 1994

To: Abdulrahman Al-Suwaid

From: Kevin Hollenbeck, Chair

for Kevin Hollenbeck

Re: HSIRB Project Number 94-04-05

This letter will serve as confirmation that your research project entitled "Job satisfaction among foreign employees in the private sector in Saudi Arabia" has been **approved** under the exempt category of review by the Human Subjects Institutional Review Board. The conditions and duration of this approval are specified in the Policies of Western Michigan University. You may now begin to implement the research as described in the application.

You must seek reapproval for any changes in this design. You must also seek reapproval if the project extends beyond the termination date.

The Board wishes you success in the pursuit of your research goals.

Approval Termination: May 26 1995

xc: Peterson, Soc.

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