Supervisory Status and Job Satisfaction: A Global Comparative Analysis

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Abstract: Although previous studies have indicated that supervisory status positively impacts job satisfaction, studies comparing supervisors with non-supervisors in different work contexts are limited. The current global comparative study examines the balance between work and home life, motivational rewards, and worker interactions to determine their impact on job satisfaction based on supervisory status. The study analyzes job satisfaction factors across 37 nations using International Social Survey Program data. The current research was based on a job satisfaction model based on evidence from theory and research. A range of descriptive analytics and regression analyses based on the model were conducted. Findings confirm a statistically significant difference in reported levels of job satisfaction for supervisors versus non-supervisors. Additionally, job autonomy, a job useful to society, and scheduling flexibility were not statistically significant for supervisors but non-supervisors. The overall model fit was slightly better for supervisors than non-supervisors. Given that supervisors have greater job satisfaction than non-supervisors, the former may overestimate job satisfaction among their workers. This could be an issue if supervisors assume that their employees are as satisfied as they are. Awareness of differences in job satisfaction based on supervisory status, then, is critical for help managers support their workers. In terms of the question of whether supervisors and non-supervisory differ in their satisfaction levels and the determinants of their satisfaction, this study supports that conclusion. This suggests that the benefits of taking on a supervisory role outweigh the additional demands. And while we did find variables that affect non-supervisors that don't affect supervisors, most variables were important to both. This suggests that things that contribute to job satisfaction will impact employees regardless of whether they are in a supervisory position.

Keywords: *Job satisfaction, supervisory level, work-life balance, intrinsic and extrinsic rewards, work relations*

INTRODUCTION

Supervisory positions in organizations are likely to be characterized by higher levels of responsibility and higher pay. They also offer a greater ability to define one's work (Tracey & Hinkin, 1996), effect change (T. H. Lee, Gerhart, Weller, & Trevor, 2008), and act autonomously (Kim, Ra, Park, & Kwon, 2017; Wilkinson, Tomlinson, & Gardiner, 2017a, 2017b). The latter is associated with higher levels of motivation, job meaningfulness, performance, and job satisfaction (Deci, Koestner, & Ryan, 1999; Hackman & Oldham, 1976, 1980), and decreased burnout (Kim et al., 2017; Tracey & Hinkin, 1996). However, supervisory work also entails longer working hours (Wilkinson et al., 2017a,

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2017b), excessive workloads (Burke, 1989), taking work home (Wilkinson et al., 2017a, 2017b), and other factors that negatively impact work-life balance (Carlson, Grzywacz, & Kacmar, 2010; Matos & Galinsky, 2011; Schooreel, Shockley, & Verbruggen, 2017; Wilkinson et al., 2017a, 2017b), cause emotional exhaustion (Wright & Bonett, 1997) and may result in dissatisfaction (Herzberg, 1964).

As such, supervisors may or may not enjoy greater job satisfaction than those who have non-supervisory roles. As evidenced in the studies cited, job satisfaction is related to intrinsic and extrinsic motivators associated with a person's job, differing by context. The determinants of job satisfaction, such as work-life balance, worker relations, or other job conditions and associated motivators, can vary considerably due to cultural, context-specific, and individual differences. Some argue that job satisfaction is derived from a match between what employees seek from their work and how well their jobs fulfill those desires (E. A. Locke, 1976). Research has explored, for example, job satisfaction for supervisors who set importance on power and work in countries with strong power values and power distance (E. A. Locke, 1976). Findings indicated that job satisfaction was greater for supervisors, increased with the number of employees being supervised, and was associated with individual power values and strong country power values and power distance, indicating that supervisors in countries where authority is respected find the supervisory role more rewarding than those working in different cultural contexts.

A primary strand of job satisfaction research and supervisory status has concentrated on the impact of managers on employee job satisfaction (Borges, 2013; DeSantis & Durst, 1996; Ferguson & Cheek, 2011; Gorenak, Špindler, & Brumen, 2019; Moynihan & Pandey, 2007; Wnuk, 2017). Comparative studies of supervisory status on job satisfaction in different work contexts, however, are limited. Some have examined disparities in job satisfaction for managers within work sectors (e.g., public/private; non-profit/for-profit), but with inconsistent findings (Boardman, Bozeman, & Ponomariov, 2010; Boyne, 2002; Lasierra, 2018; T. H. Lee et al., 2008; Park & Word, 2012). Similarly, comparative studies on the effect of supervisory and non-supervisory status on job satisfaction are limited. Studies tend to focus on only job satisfaction for managers rather than comparing supervisors and non-supervisors. Research exploring global differences and country variables and comparing supervisors with non-supervisors has provided valuable insights, but it has been minimal (e.g., (E. A. Locke, 1976)). The current study fills the gaps identified and extends global comparative research on job satisfaction by examining country differences based on supervisory status related to work-home balance, intrinsic and extrinsic rewards, and work relations in 37 nations using the International Social Survey Program (International Social Survey Program, 2015).

LITERATURE REVIEW

Job satisfaction, defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (K. D. Locke, 2020), positively impacts productivity, performance, innovation, motivation, absenteeism, and turnover (Chaudhry, Sabir, Rafi, & Kalyar, 2011; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Das & Jain, 2018; Hausknecht, Hiller, & Vance, 2008; S. Lee, 1998; Yücel, 2012, 2012). Intrinsic rewards (e.g., meaningfulness, autonomy, usefulness), work-life balance (e.g., scheduling flexibility, work-life balance), extrinsic rewards (e.g., salary, non-wage compensations, physical effort), work relations (e.g., associations with co-workers, supervisors) and individual characteristics (e.g., gender, age, marital status, education) all play a role. As comparative studies on job satisfaction based on supervisory status are limited, we extend the literature review to examine job satisfaction for supervisors generally.

Intrinsic and Extrinsic Rewards

Both intrinsic and extrinsic rewards increase job satisfaction for those in managerial positions. Intrinsic factors such as acting autonomously and determining one's work positively influence organizational commitment and job performance (Tracey & Hinkin, 1996). Despite rigid hierarchical structures in some work cultures, higher-level positions have greater flexibility to innovate and initiate change (Y.-j. Lee & Wilkins, 2011). They also have more role-based and decision-making power than lower status (Kim et al., 2017). Research has determined that job satisfaction for supervisors with high power values who work in countries characterized by strong power values and strong power distance find the supervisory role particularly rewarding due to authority being respected (E. A. Locke, 1976). Higher job status is also associated with greater workplace community and commitment to organizational goals (McNeese-Smith, 1999).

Self-fulfillment (pay, benefits, skill levels of those supervised, policies, growth and advancement), independence (respect from one's boss, physical work atmosphere, job security, freedom to share opinions), and job environment (work hours, control over activities, skill level of colleagues) impacted job satisfaction for managers in Cyrpus with dissatisfaction being primarily related to lack of personal growth and advancement opportunities (Droussiotis & Austin, 2007). Job satisfaction for construction industry project managers in Singapore was higher in firms characterized by merit-based training, talent development, job coaching, the opportunity to provide anonymous feedback, transparent job appraisal systems, and effective management (Ling, Ning, Chang, & Zhang, 2018).

Organizations are subject to changing environmental conditions involving competition, technological change, risk, and employee turnover (Agarwal & Srivastava, 2016). Individual characteristics can ameliorate the effects of these challenges, such as job stress, for those in supervisory roles. Having an internal locus of control has been shown to moderate managers' organizational stress (Agarwal & Srivastava, 2016). In contrast, gender can have a negative impact. Promotion to managerial positions increases job satisfaction for men and decreases job satisfaction for women after promotion, leading to women opting out of managerial roles (Lup, 2018).

Employees with higher job levels are more involved at work than those at lower levels (IBM, 2014; SHRM, 2012). Overall, research on supervisory status and job satisfaction has predominantly identified the positive impact of intrinsic rather than extrinsic factors, perhaps because extrinsic rewards such as pay, benefits, and promotion are already in place.

Work-Life Balance

Work-life balance issues are often associated with family responsibilities; however, managers who live independently and do not have children have distinct challenges. Organizations may assume these managers are more flexible and can work longer hours, failing to recognize that they have sole responsibility for their households, maintaining financial security, and developing friendships and that work can easily become all-consuming (Wilkinson et al., 2017a). Solo-living managers without children may also experience increased workload and requirements to travel to fill in for co-workers with families (Collyer, 2009; Hayashi, 2001). Despite this, British research on solo-living supervisors and young workers with no children found that they accepted work-life balance policies that benefited parents even though the policies did not address their own needs (Wilkinson et al., 2017b).

Work-life balance research has typically not focused on managers, possibly due to their status of privilege (Ford & Collinson, 2011). However, it is often expected that they will work unlimited hours and be physically available to demonstrate their commitment. They will prioritize work over family, manage themselves, be accountable to their supervisors, and manage others (Wilkinson et al., 2017b). Even though they have discretion over their hours, managers feel pressured to use that flexibility to extend their work hours to keep up with increasing responsibilities rather than devoting it to their private lives. Few utilize flexible working arrangements to work less (Dex & Smith, 2002; Perlow, 1998). Public sector managers in the UK feel pressured to balance work and home, yet organizational practices and expectations do not support this. Tradition dictates that good managers must spend as much time as possible at work, but more recently, they are also expected to be good husbands, wives, and parents, and "enjoy a fulfilling life outside work," resulting in increased pressure (Ford & Collinson, 2011).

Burnout, characterized as exhaustion, cynicism, and professional inefficacy, or dissatisfaction with work performance (González-Romá & BAKKER, 2002), negatively impacts job satisfaction and task performance; however, having supervisory status can mediate the impact of burnout (Kim et al., 2017) as can the autonomy associated with a supervisory role (Tracey & Hinkin, 1996). Burnout was a common reason for turnover intentions for nurse managers in US hospitals, although satisfaction was high overall (Warshawsky & Havens, 2014). Generation X global managers in families where both partners have careers manage work-life balance through joint decisions concerning travel, using technology to substitute for travel, and flexibility on the part of their organizations (Lirio et al., 2014).

Overall, the effect of work-life balance on job satisfaction for managers has not been extensively researched. However, the research that does exist indicates that the concept of work-life balance has different implications for managers and may increase managers' pressure rather than alleviating it. The autonomy that accompanies supervisory roles has advantages and disadvantages in terms of work-life balance.

Worker Relations

Research on the supervisory status and worker relations has primarily involved the impact of managers on employee job satisfaction. Managers significantly influence employees' perceived organizational support and job satisfaction (Wnuk, 2017). In Brazil, one study found that private and public workers were equally satisfied with their supervisors, possibly due to the cultural importance of interpersonal relationships (Borges, 2013). In contrast, US public employees have been more satisfied with supervisors than their private sector counterparts (DeSantis & Durst, 1996; Ferguson & Cheek, 2011). Employer competencies (knowledge, abilities, skills, values, experiences, and particularly customer relations skills) contributed weakly to job satisfaction related to the work overall for Slovenian hotel employees, but not to work conditions or career advancement opportunities (Gorenak et al., 2019).

Studies on how managers' relationships with co-workers or their supervisor's impact job satisfaction are not evident in the literature. Some have called for more exploration of how managers understand themselves as "both managers and managed, controllers and controlled" (Ford & Collinson, 2011). As was the case with work-life balance, there may be an assumption that those with supervisory status are in work environments with the needed autonomy and power to manage work relations; however, they may be in precarious situations due to their organizational accountability goals. Their success and job stability may also be dependent on their relationships with their supervisors, and their compatibility with the company's current CEO and CEO positions are subject to frequent change.
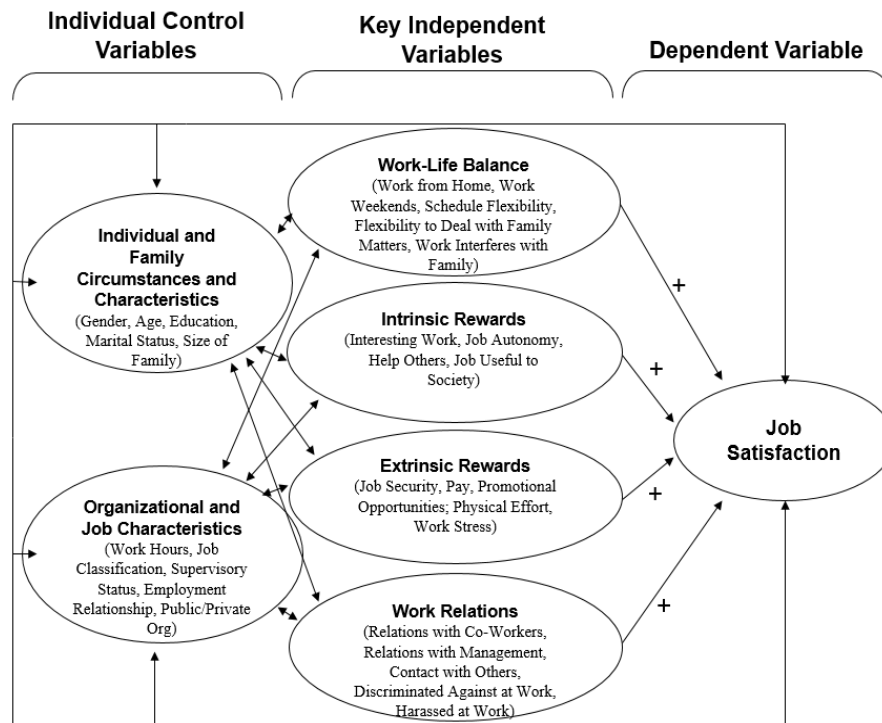
THEORETICAL FRAMEWORK AND MODEL

Figure 1 *Mean Job Satisfaction by Supervisory Status*

Research into job satisfaction and its determinants has a storied history in the academic literature over the past 50+ years. This study utilizes a theoretical and empirical model of work characteristics and job satisfaction (Andrade & Westover, 2018a, 2018b) see also (Andrade, Westover, & Kupka, 2019; Andrade, H., & Peterson, 2019). This model focuses on various aspects of intrinsic and extrinsic rewards, workplace relations, and work-life balance (in addition to other appropriate organizational and job characteristics controls).

RESEARCH DESIGN AND METHODOLOGY

We had the following two hypotheses for this study:

Job satisfaction by supervisory status.

H1: *Controlling for individual factors and work characteristics, we will find a statistically significant difference in job satisfaction levels between supervisors and their non-supervisor counterparts.*

Job satisfaction determinants by supervisory status.

H2: *Controlling for individual factors and work characteristics, we will find statistically significant differences in the job satisfaction levels and its determinants between supervisors and their non-supervisor counterparts.*

H3: *Controlling for individual factors and work characteristics, we will find a statistically significant difference in job satisfaction model predictability for supervisors and their non-supervisor counterparts.*

Description of the Data

Following the approach of (Andrade & Westover, 2018a, 2018b) see also (Andrade, Westover, & Kupka, 2019; Andrade, H., & Peterson, 2019), this research utilizes cross Module IV the International Social Survey Program International Social Survey Program (2015) Work Orientations. This data utilized multistage stratified probability sampling in each of the 37 participant countries, and each variable is a single-item indicator. As Westover (2012a) noted, "The International Social Survey Program Work Orientations modules utilized a multistage stratified probability sample to collect the data for each of the various countries with a variety of eligible participants in each country's target population."

Operationalization of Variables

We use Andrade and Westover (2018a, 2018b) job satisfaction model (see also (Andrade, Westover, & Kupka, 2019; Andrade, H., & Peterson, 2019; Handel, 2005)) to examine job satisfaction and its determinants from a cross-national perspective and by supervisory status (see also (Sousa-Poza & Sousa-Poza, 2000)). We focused on intrinsic and extrinsic rewards, work-life balance indicators, and workplace relationships (in addition to typical control variables; Table 1 below).

Table 1 *KEY WORK CHARACTERISTICS RELATED TO JOB SATISFACTION*

Variable	Question
Dependent Variable:	
Job Satisfaction	"How satisfied are you in your main job?"
Intrinsic Rewards:	
Interesting Job	"My job is interesting."
Job Autonomy	"I can work independently."
Help Others	"In my job I can help other people."
Job Useful to Society	"My job is useful to society."
Extrinsic Rewards:	
Pay	"My income is high."
Job Security	"My job is secure."
Promotional Opportunities	"My opportunities for advancement are high."
Physical Effort	"How often do you have to do hard physical work?"
Work Stress	"How often do you find your work stressful?"
Work Relations:	
Management-Employee Relations	"In general, how would you describe relations at your workplace between management and employees?"
Co-worker Relations	"In general, how would you describe relations at your workplace between work-mates/colleagues?"
Contact with Others	"In my job, I have personal contact with others."

TABLE 1 CONTINUE

Variable	Question
Discriminated against at Work	"Over the past 5 years, have you been discriminated against with regard to work, for instance, when applying for a job, or when being considered for a pay increase or promotion?"
Harassed at Work	"Over the past 5 years, have you been harassed by your supervisors or co-workers at your job? For example, have you experienced any bullying, physical, or psychological abuse?"
Work-Life Balance	
Work from Home	"How often do you work at home during your normal work hours?
Work Weekends	"How often does your job involve working weekends?
Schedule Flexibility	"Which of the following best describes how your working hours are decided (times you start and finish your work)?
Flexibility to Deal with Family Matters	"How difficult would it be for you to take an hour or two off during work hours to take care of personal or family matters?
Work Interferes with Family	"How often do you feel that the demands of your job interfere with your family?"

As indicated by Westover (2012a), "the literature has identified many important individual control variables, due to limitations in data availability, control variables used for the quantitative piece of this study will be limited to the following individual characteristics: (1) Sex, (2) Age, (3) Years of Education, (4) Marital Status, and (5) Size of Family" (p. 17). Additionally, control variables used in this analysis include (1) Work Hours, (2) Supervisory Status, (3) Employment Relationship, and (4) Public/Private Organization (e.g., see (Hamermesh, 2001; Sousa-Poza & Sousa-Poza, 2000).

Statistical Methodology

Using the International Social Survey Program (2015) Work Orientations data from individual respondents across 37 counties, we first ran appropriate bivariate and multivariate analyses on all key study variables to make comparisons. Next, we ran an Ordinary Least Squares Regression (OLS) model for all main study variables and respondents in all countries, followed by an OLS regression model specific for all hospitality jobs lumped together. Finally, we ran OLS regression models by the 12 major hospitality occupation categories.

RESULTS

Descriptive Results

Table 2 shows the means of job satisfaction and other main study variables, broken down by respondent supervisory status and all jobs, regardless of supervisory status, for respondents in all 37 countries included in the 2015 wave of ISSP Work Orientations data. Of note is the general variation between supervisors and non-supervisory and all occupations across the various variable categories. Almost without exception, supervisors experience higher mean scores across all positive job characteristic categories. An exception to this is "flexibility to deal with family matters," where supervisors have a lower mean score than non-supervisors, 2.05 and 2.32, respectively. Additionally, supervisors experience less physical effort, less working weekends, less working from home, less work interfering with family, less discrimination, and less harassment at work. Additionally, Figure 2 shows mean job satisfaction levels by supervisory status. Supervisors experience significantly higher job satisfaction than non-supervisors, 5.49 and 5.26 respectively.

Table 2 *MEAN SCORES OF JOB SATISFACTION AND MAIN STUDY VARIABLES BY SUPERVISORY STATUS, 2015*

| VARIABLE	Supervises Others	Doesn't Supervise Others	All Employees
Job Satisfaction	5.49	5.26	5.32
Interesting Work	4.09	3.75	3.83
Job Autonomy	4.05	3.73	3.82
Help Others	4.05	3.82	3.88
Job Useful to Society	4.04	3.91	3.94
Job Security	3.92	3.72	3.77
Pay	3.15	2.70	2.82
Promotional Opportunities	3.09	2.66	2.78
Physical Effort	2.59	2.73	2.71
Work Stress	3.38	3.10	3.17
Relations with Co-workers	4.24	4.17	4.19
Relations with Management	3.99	3.88	3.91
Contact with Others	4.41	4.17	4.23
Discriminated Against at Work	1.80	1.82	1.82
Harassed at Work	1.84	1.86	1.86
Work from Home	3.85	4.08	4.00
Work Weekends	3.02	3.21	3.14
Schedule Flexibility	1.76	1.56	1.63
Flexibility to Deal with Family Matters	2.05	2.32	2.25
Work Interferes with Family	3.39	3.75	3.66
Age	44.67	42.82	43.37
Education	14.40	13.05	13.34
Size of Family	3.18	3.23	3.23
Work Hours	43.66	39.83	40.96
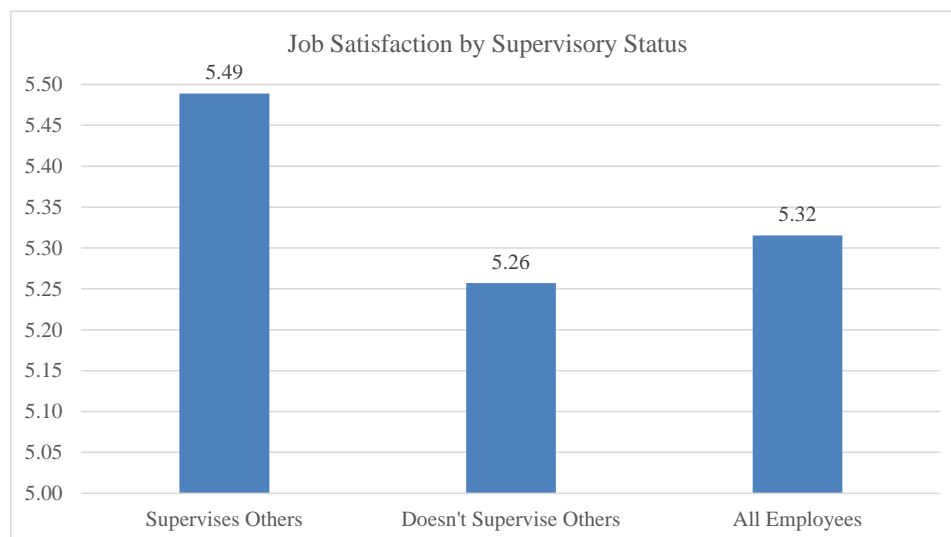
Figure 2 *Mean Job Satisfaction by Supervisory Status*

Regression Results

As can be seen in Table 3, there is a great deal of variation between supervisors and non-supervisory in standardized beta coefficient statistical significance for each of the intrinsic and extrinsic rewards, work-life balance indicators, and

workplace relations variables. Many of the statistically significant independent variables in the model for all workers and non-supervisors were not significant in the model for supervisors. For example, for the model for supervisors, job autonomy, job usefulness to society, and scheduling flexibility is not statistically significant, while they are statistically significant for the model for non-supervisors and the model for all employees. Additionally, the model fit was slightly better for supervisors than for non-supervisors, with an adjusted *R*-squared of 0.430 and 0.421 respectively.

Table 3 *OLS REGRESSION RESULTS OF JOB SATISFACTION AND MAIN STUDY VARIABLES BY SUPERVISORY STATUS, 2015*

VARIABLE	Supervises Others	Doesn't Supervise Others	All Employees
Interesting Work	0.265***	0.291***	0.287***
Job Autonomy	0.020	0.018*	0.019**
Help Others	0.032*	0.018*	0.022**
Job Useful to Society	0.025	0.042***	0.037***
Job Security	0.057***	0.064***	0.063***
Pay	0.116***	0.091***	0.098***
Promotional Opportunities	0.068***	0.053***	0.057***
Physical Effort	0.019	0.000	0.005
Work Stress	-0.083***	-0.086***	-0.086***
Relations with Coworkers	0.096***	0.081***	0.085***
Relations with Management	0.246***	0.219***	0.225***
Contact with Others	0.001	0.012	0.010
Discriminated Against at Work	0.032**	0.039***	0.037***
Harassed at Work	0.026*	0.017*	0.019***
Work from Home	0.003	0.006	0.005
Work Weekends	-0.031**	-0.020**	-0.023***
Schedule Flexibility	-0.004	0.020**	0.014*
Flexibility to Deal with Family Matters	-0.047***	-0.032**	-0.036***
Work Interferes with Family	0.095***	0.097***	0.097***
Gender	0.007	0.003	0.005
Age	0.025*	0.036***	0.033***
Education	-0.051***	-0.042***	-0.045***
Marital Status	-0.015	-0.032***	-0.028***
Size of Family	-0.002	-0.007	-0.007
Work Hours	0.013	0.005	0.006
Job Classifaction	-0.012	-0.008	-0.009
Employment Relationship	0.020	0.002	0.008
Public/Private Organization	-0.035**	-0.026***	-0.030***
N	5,206	15,510	18,716
ADJ. *R*-SQUARED	0.430	0.421	0.428
F	141.44***	351.77***	483.58***

Beta Values; Level of significance: * = $p < .05$; ** = $p < .01$; *** = $p < .001$

Revisiting Hypotheses

H1 dealt with the question of whether job satisfaction is impacted by supervisory status. Specifically, that "There will be statistically significant differences in job satisfaction levels for supervisors versus non-supervisors, controlling for other work characteristic and individual factors." Across the 37 countries surveyed, supervisors reported higher levels of job satisfaction than did non-supervisors. Supervisors reported a mean of 5.49 compared with 5.29 for non-supervisors. Though supervisors may have additional responsibility, more pay, and greater autonomy on the

positive side while having less flexibility and longer hours on the negative side, the overall result is that supervisors are more satisfied than their non-supervisory counterparts. Therefore, H1 was completely supported.

H2 addressed whether the determinants of job satisfaction vary by supervisory status. Namely, that "There will be statistically significant differences in the determinants of job satisfaction levels for employees for supervisors and non-supervisors, controlling for other work characteristics and individual factors" There are several differences in the factors contributing to job satisfaction between supervisors and non-supervisors. The first was "Job Autonomy." "Job Autonomy" impacts the satisfaction of non-supervisors, but not supervisors. The same was true for "Job Useful to Society." Supervisory positions, by their very nature, may have much more autonomy than non-supervisory positions. This could result in non-supervisory employees being more impacted by the presence or absence in their autonomy jobs, where it is a non-issue for supervisors. It is also possible that there is a much clearer connection to the value of one's job to society when the employee is engaged in making a product or providing a service than when one is supervising those who are doing something that members of society will directly consume.

A third area where there were differences was "Schedule Flexibility." Again, this impacted non-supervisors, but not supervisors. As previously suggested, flexibility is inherent in a supervisory job, or conversely, a supervisor is aware that they may have limited flexibility due to the added responsibility. If something were viewed as an integral part of the job, it is possible that it would have less impact on one's satisfaction.

The final area where supervisor's satisfaction was not impacted but non-supervisor's was is "Marital Status." This presents an interesting finding as explanations for why being married or not being married would have an impact on your satisfaction with your job for non-supervisors but not for supervisors are not as readily apparent. One possibility is that the extra burden of supervision draws focus away from non-work factors, but this would need additional investigation. Therefore, H2 was supported for "Job Autonomy," "Job Useful to Society," "Schedule Flexibility," and "Marital Status," but not supported for the other study variables.

H3 also involved whether the determinants of job satisfaction vary by supervisory status. However, the prediction here is "There will be statistically significant differences in job satisfaction model predictability for supervisors and non-supervisors." In other words, the overall model would predict differently for supervisors and non-supervisors. As stated previously, the fit was slightly better for supervisors with an adjusted R-squared of 0.430 compared to 0.421 for non-supervisors. Thus, H3 was also supported.

DISCUSSION

Since job satisfaction is such an important element in several important areas of organizational, life ranging from the performance of organizational citizenship behaviors to absenteeism and turnover to workplace deviance (Chaudhry et al., 2011; Chen et al., 2011; Das & Jain, 2018; Hausknecht et al., 2008; S. Lee, 1998; Yücel, 2012), it is arguably one of the most important job attitudes, if not the most important. In terms of the question of whether supervisors and non-supervisors differ in their satisfaction levels and the determinants of their satisfaction, this study supports that conclusion. A recent study showed that being respected by other employees resulted in increased satisfaction for newly promoted managers (E. A. Locke, 1976). That finding, combined with this study, suggests that the benefits of taking on a supervisory role outweigh the additional demands.

Where previous studies on work-life balance (Ford & Collinson, 2011) had not focused specifically on managers, we were able to make these important comparisons in many areas. And while we did find some variables that affect non-supervisors that don't affect supervisors, most variables were important to both. This suggests that things that contribute to job satisfaction will impact employees regardless of whether they are in a supervisory position.

Tracey and Hinkin (1996) found that having more autonomy positively influenced managers' organizational commitment and job performance. However, it is important to note that job autonomy and flexibility have a stronger impact on the satisfaction of non-supervisory employees in this study. These would be key areas where supervisors might want to make sure that employees are getting what they need, as this could potentially be an area where managers could have a strong influence on employees without having to move them to supervisory roles. And similarly, making sure that employees see their job as useful to society would be an area where supervisors could focus.

Another issue that could be present, given that supervisors have a higher level of job satisfaction, is that they may overestimate their employees' level of job satisfaction. The phenomena of projection often lead us to believe that others think and feel as we do. This could be an issue for supervisors if they assume that their employees are just as satisfied. Wnuk (2017) found that managers significantly influence employees' perceived organizational support

and job satisfaction. They can likely similarly influence job satisfaction. One suggestion would be for supervisors to actively ask about the items from our survey to get an accurate sense of how employees feel and make interventions to bring their level of satisfaction up.

CONCLUSION

Job satisfaction is an attitude that organizations need to pay close attention to. Previously, little attention had been given to the differences that exist between non-supervisory and supervisory employees. This study suggests that more attention might need to be paid to the satisfaction levels of non-supervisory employees than their supervisors. However, the independent variables in this study also represent areas where management might want to pay special attention regardless of supervisory status, as most of the variables show clear relationships to satisfaction for all employees. This information can help organizations identify the areas that would most likely have the greatest need for attention to avoid the negative consequences that result from a lack of satisfaction in employees.

Limitations and Future Research

There are a few limitations to this research. First, this is survey research, not longitudinal data. Without a true experimental design and longitudinal data, it is impossible to say that moving from being a non-supervisor to a supervisor will result in changes in satisfaction. There may be other variables at play that differentiate supervisors from non-supervisors other than their supervisory status. And these could also influence job satisfaction. This study also used existing data, so we could not craft questions that might more specifically address potential issues that would have shed additional light on these questions. In addition, we were not able to address some other potential control variables because the data had not to be included.

The question of why marital status impacts non-supervisors but not supervisors is an interesting one and deserves further research to explain fully. Other areas for future research would include expanding this question to examine cultural differences. For example, there is evidence that in collectivist cultures, things like satisfaction are less relevant to employees. It would be interesting to see if the relationships here were the same across various cultures. Also, other important job attitudes might differ for supervisors and non-supervisors, such as organizational commitment or job involvement. These would give a fuller vision of how supervisor's attitudes differ from non-supervisors.

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