

# Factors Influencing Job Satisfaction Level among Administrative Staff & Faculty of Punjab Higher Educational Institutes in Pakistan

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*Background: In Organization context, especially in academia, worker mental health has been apprehensive with evaluating and measuring Job Satisfaction level. Job satisfaction in educational field is important because it effects productivity and achievements of an institute.*

*Aim: This research study focuses work-associated satisfaction with purpose to measure job satisfaction level among faculty & staff members of Punjab Higher Education Institute.*

*Methods: The study is carried out in upper Punjab area of Pakistan. Data collected using Paul E. Spector 1994 JSS questionnaire. Door-to-door questionnaire filling techniques, personal interviews and online Google Questionnaire Survey used to gather data. Statical analysis was done using MATLAB, Microsoft Office 365 and SPSS Software.*

*Results: The findings show that male employees are more satisfied with their jobs (54%) than female employees (46%). Permanent faculty with 6–10 years of experience report quite greater levels of satisfaction (60%) than temporary contract based faculty with 0–5 years of experience (40%). Compared to their married counterparts with more family responsibilities (37%), unmarried employees with fewer family commitments demonstrate noticeably higher job satisfaction levels (63%). Overall women were less satisfied with the job as compared to the male.*

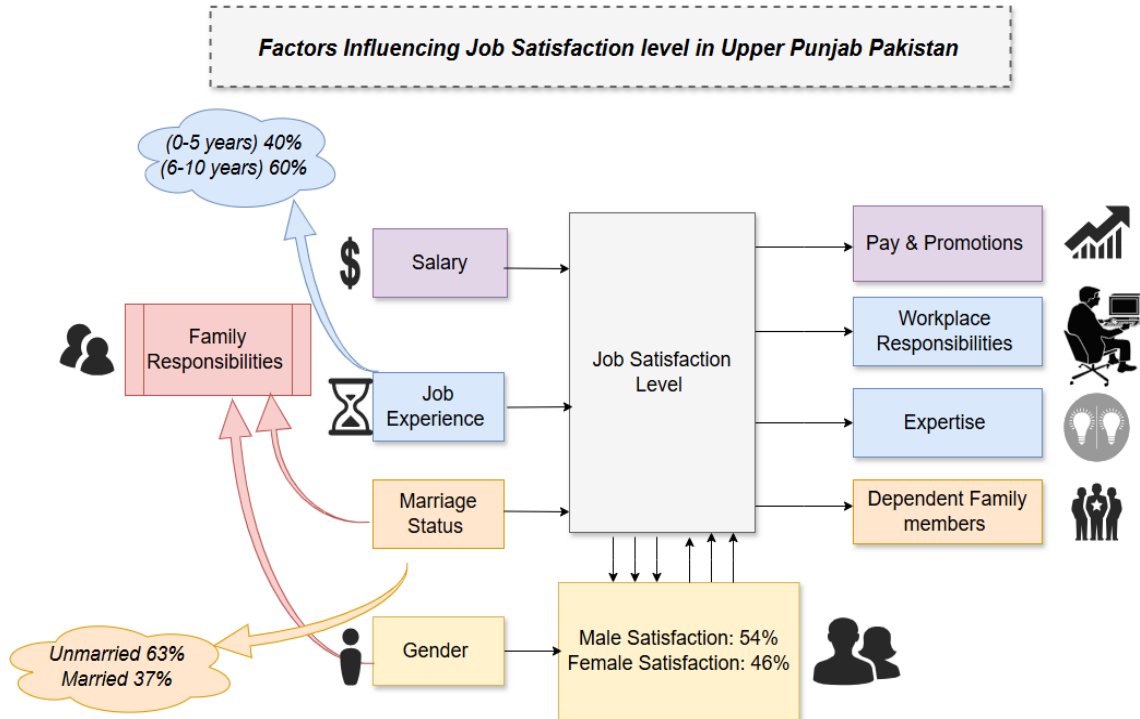
*Conclusion: Satisfaction level of every person is different. We conclude that higher education faculty satisfied at some extent but still a gap for 100% satisfaction. This research is a regional focused study. Future research should consider integrating additional regions, such as Central and Southern Pakistan, to gain a deeper understanding of these variables in various contexts. Higher*

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*Education Commission Pakistan could conduct mental health trainings for educational institutes.*

**Keywords:** Mental Health, Job Satisfaction, Paul E. Spector 1994 JSS, Higher Education Commission (HEC), SPSS Software.

**GRAPHICAL ABSTRACT**



**INTRODUCTION**

The term Job Satisfaction was first used by a scholar named Hoppock in 1935. According to his perspective, job satisfaction is a psychological and physiological aspect of employee satisfaction with the job and the environment in which a person performs job tasks. Job satisfaction is the extant level at which people are satisfied with their job and its achievements (Hjálmsdóttir and Rafnsdóttir 2022). Behavioural and social science research has shown a direct correlation between job satisfaction and performance (Milloy et al. 2022). An attitude that reflects a person’s behaviour, either positive or negative, with his/her work, working environment, and colleagues (Darman, Hamzah, Taba, and Mardiana 2017). After the Covid-19 pandemic, the Higher Education

Commission became more focused on educational institutes because of the sudden shift from traditional to modern teaching (Hjálmsdóttir and Bjarnadóttir 2021).

Several studies have shown a direct relationship among job satisfaction, the work environment and the outcomes. How a person feels about his job and what is the person's perspective about his work directly influences his job satisfaction (Kabbash et al. 2020). In the modern era, high-performance employees are needed in every organization (Hasan et al., 2021). The performance of the employee can be measured using both qualitative and quantitative approaches. The amount of work done by the employee every day is considered as the quantity of performance of the employee (Miller and Travers 2005). Job satisfaction is an emerging problem in the academic field because it not only affects the productivity of the academic institution but also has a great influence on the institution's achievement and progress (Geiger et al. 2023), (Milloy et al. 2022). Efforts and good performance of all members of academic institutions influence the achievement of the institution's goals, and workers perform well when they are satisfied with their (Miller & Travers, 2005). The job satisfaction element plays an important role in increasing the performance and effectiveness of teachers and other academic staff (Amabile et al. 2005).

In this study, the job satisfaction level of academic staff from the upper Punjab area was assessed by personal interviews, a google survey, and a questionnaire. The main purpose of this research study was to assess the factors influencing job satisfaction level and to evaluate the status of job satisfaction among faculty and staff members of higher education institutes in upper Punjab, Pakistan. This research is very helpful for the Higher Education Commission (HEC) of Pakistan in briefly assessing the job satisfaction level of country employees and helping them adopt effective management strategies to manage the satisfaction level of their employees, resulting in high performance. This is the step toward more progress and more output by identifying the main issue. Furthermore, paper findings influence the university working environment, which may be either healthy or unhealthy. Therefore, the results are also helpful for university authorities in creating changes in policy and adopting applicable practices to provide a healthy workplace environment.

## **MATERIALS & METHODS**

An Interpretive Descriptive Methodology was used (Thorne, 2016). This study was driven by the primary author's interest in support workers in the context of educational facilities and the challenges they face. We sought findings of this research to be easily understood by staff within those facilities and translated into practice. Interpretive Description has been designed to address such practice-

driven investigations and as such was deemed appropriate to achieve these purposes (Hunt, 2009).

## **Sampling and Recruitment**

### **Study Area**

Universities from the Punjab area, including Gujrat (with population of 448,000), Lahore (with population of 13.15 million), Gujranwala (with population of 2.027 million), Faisalabad (with population of 3.204 million), Bahawalpur (4.285 million), and Wazirabad (with population of 299,751) were included in the research study area. The most famous and historical university areas are situated in these cities. The Agricultural University of Faisalabad, the University of Punjab Lahore, Islamia University of Bahawalpur, and the University of Gujrat are well known educational institutes in these areas. Data were collected from educational institutes in the aforementioned cities. The names of the survey participants and educational institutes are confidential; however, ethical approval of the gathered data for use for research purposes has been granted by the institutes. All participants provided consent to use the data for this study.

### **Materials and Methods**

Job satisfaction questionnaire designed by Paul E. Spector (1994), Department of Psychology, University of South Florida, was used for the survey. The questionnaire contains 36 items related to working conditions, workplace environment, work type, workload, colleagues, and supervisor relationships. A 6-point Likert scale format was used in the questionnaire. The JSS contains nine aspects: 1) pay, 2) promotion, 3) supervision, 4) benefits, 5) rewards, 6) operational conditions, 7) coworkers, 8) work itself, 9) communication. A total of 100 faculty and staff members were selected from different departments and universities as representative samples using the probability sampling technique. The feedback rate to the questionnaire was 99.9%. All faculty and administrative staff together showed interest in answering the questionnaire. Almost 45 acknowledgements were collected by hand through the questionnaire. Interviews were conducted with some respondents. We personally visited the faculty and administrative staff offices to complete the questionnaire. The survey duration was one year, from August 2020 to August 2021. Due to the pandemic situation in the country, few universities were closed. Therefore, the remaining 55 questionnaires were filled out using online questionnaire survey techniques and a google form. All the primary data shown in this research were ethically approved by the participating institutes with the participants' consent. For data interpretation and statistical analysis, we used Word Office 365, Word Office 2013, MATLAB, Microsoft Excel 365, Microsoft Excel 2013, and SPSS software.

### Sampling Technique and Criteria

A probability sampling technique was used to choose 100 faculty members and staff members from different departments within these universities as representative samples to guarantee diverse responses. The selection process aims to include a broad range of perspectives based on work position, experience, and other demographic characteristics that are important for job satisfaction. Participants provided informed consent for the study's aims, institutional ethical approval was acquired, and data confidentiality was rigorously upheld.

### Justification of Choosing Upper Punjab Area

The Upper Punjab region was selected for this study because of its diverse socioeconomic and rich educational landscape, which makes it an ideal location for investigating job satisfaction across an array of populations. Some of Pakistan's most prominent institutions, such as the University of Punjab in Lahore, Agricultural University of Faisalabad, Islamia University of Bahawalpur, and University of Gujrat, are located in this region. These universities recruit professionals from across the nation and offer a wide range of academic programs. From major metropolitan locations like Lahore to tiny cities like Wazirabad, these cities also differ significantly in population size, providing a wide range of academic institutions with a variety of faculty backgrounds.

**Table 1.** Question Arrangement in subscale of JSS

Sr #	Subscale	Question numbers
1	Salary	1, 10, 19, 28
2	Promotion	2, 11, 20, 33
3	Supervision	3, 12, 21, 30
4	Benefits	4, 13, 22, 29
5	Contingent rewards	5, 14, 23, 32
6	Working conditions	6, 15, 24, 31
7	Coworkers	7, 16, 25, 34
8	Work itself	8, 17, 27, 35
9	Communication	9, 18, 26, 36
10	Total satisfaction	1-36

**Table 2:** JSS Questioner used for the data collection survey in data collect from upper Punjab, higher

<b>JOB SATISFACTION SURVEY</b>		Paul E. Spector, 1994, Department of Psychology, University of South Florida Copyright Paul E. Spector 1994. All rights reserved.					
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder because of incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

## RESULTS

The results show that the women were less satisfied with the job as compared to the male faculty. The satisfied percentage of female employees were

46% and that of male employees were 54%. Males were also more satisfied with the supervision variable, reflecting 60%, as compared to women, whose satisfaction percentage were 40%. However, if we talk about the satisfaction with colleagues at workplace, the women staff showed a high satisfaction percentage that were 55% than male staff 45%. In the case of salary, male staff showed a 67% satisfaction level that was higher as compared with women. Females were also more dissatisfied with the working conditions in the upper Punjab area than males.

**Job satisfaction based on work experience**

Work experience strongly influences the level of job satisfaction. Figure 2 shows the level of satisfaction based on their working experience in higher educational institutes in the upper Punjab.

Half of the respondents were permanent employees of educational institutes working from many previous years. Half of the respondents were on a contract basis. The results show that workers with high experience were 60% more satisfied than those with less working experience. Highly experienced workers also show a high satisfaction percentage 62% with their HOD bosses and supervisors.

**Figure 1.** Job satisfaction level based on Gender



Employees with high job experience were satisfied with the salary package compared with low-experienced workers. Highly experienced workers were also more satisfied with their promotion chances of up to 70%. The reliability of the employee in their personal life influences their stress level. Married employees had more responsibilities than unmarried employees.

**Figure 2.** Job satisfaction level based on year of experience & Marital Status



Figure 2 shows the level of job satisfaction with marital status. Research findings showed that the singled employee were more satisfied with the job (63%), compared to the married employee (37%). However, the married employee is more satisfied with supervisors up to 60% as compared to the single employee 40%. In the case of salary satisfaction level, unmarried employees show a high percentage 70% as compared to married employees 30%. The satisfaction level of both married and unmarried employees is the same in the case of working conditions.

**Overall Job Satisfaction Level of Educational Institute Staff**

Table 3. shows the overall level of job satisfaction of the faculty and administrative staff. After statically evaluating each variable of the questionnaire, we found that 51% of the employees were strongly satisfied with their supervisors 51% and colleagues 57%. Satisfaction and dissatisfaction level with salary: Employees showed equal levels of satisfaction and dissatisfaction level with a minor difference of 2%–3%, but mostly in the category of dissatisfied respondents. In the context of the benefits and rewards that they received from their work, their satisfaction level was very low. To increase the productivity of



the employee, it is important to appreciate them and give some type of rewards and bonuses as a gift for their achievement. This not only encourages the workers to perform utmost but also creates a healthy candidate environment among workers to boost their performance in order to receive bonuses and appreciation from supervisors and bosses. However, in upper punjab educational institutes, research findings show that the element of appreciation and rewards for better performance is very low, which discourages workers from performing well and not play any stimulating role in worker performance.

**Table 3.** Overall job satisfaction level of Administrative Staff & Faculty of Higher Educational Institutes in Upper Punjab Region, Pakistan

Job Satisfaction from different aspects of job									
Level of satisfaction from all aspects of job	Salary	Promotion	Supervision	Benefits	Rewards	Working Conditions	Coworkers	Work Itself	Communication
Dissatisfied	43%	50%	38%	50%	65%	40%	30%	42%	58%
Intermediate	16%	20%	11%	5%	9%	23%	13%	15%	6%
Satisfied	41%	30%	51%	45%	26%	37%	57%	43%	36%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

The level of dissatisfaction with the working conditions among the employees were also high (approximately 40%), which was not good for the organization, especially the academic institution. The intermediate acknowledgements of the respondents were 23%, and the remaining 37% of the respondents were satisfied with the working conditions. The faculty claim that the working environment was not considered as a healthy environment and most of the time they have to work under workload with deadlines. These working conditions put the faculty into the stress condition, and few faculty members face a minor level of workplace stress in that region. However, the staff were satisfied with their jobs. During a personal interview session, some faculty members claimed that they enjoyed their work in higher educational institutions.

## DISCUSSION

Work hours strongly influence job satisfaction among workers. In 2016, research was conducted on 2 groups of employees with different working hours. One group of employees received high working hours and were restricted from completing their job hours in the workplace; on the other hand, a second group of employees received fewer working hours at work but were also restricted from completing their working hours at the workplace (Darman, Hamzah, Taba, and Mardiana 2017). The presence of both groups of employees at the workplace during working hours is essential. Group one employee stays on the job for more time and group two employee stays on the job for less time than group one employee. The results showed that employees with high working hours had less positive attitude toward job satisfaction, and employees with fewer working hours had a high and positive attitude toward their job and level of job satisfaction. The teaching profession in the UK is considered to be one of the most stressful professions, and the main reasons for stress are principal stress, student misbehaviours, and work pressure (Miller and Travers 2005). Another study conducted on teachers using the Job Descriptive Index (JDI) showed that they were less satisfied with their departmental heads but were satisfied with their jobs and with their colleagues (Talwar 2017). Many dependent and separate variables influence the level of job satisfaction in the workplace. Some important independent variables that have a strong influence on job satisfaction are as follows.

1. The work itself
2. Wages and promotions
3. Working Conditions
4. Colleagues

In universities, teachers' salaries, workplace conditions, colleagues, promotion criteria, HOD's behaviour, and university policies are highly influenced by their level of job satisfaction (Milloy et al. 2022). The satisfaction of the job among teachers is essential for the betterment of student efficiency and society (Nicolaisen, Kavli, and Steen Jensen 2019). If a teacher does not satisfy with his or her job, how can he or she perform duty in a good way? (Engleman 2007). Research shows that teachers who are not satisfied with their job cannot effectively deliver study content to students (Thorsteinsson, Hjalmsdóttir, and Bjarnason 2021). If teachers do not take interest in class, students also become bored and not like to study, which can ultimately moderate to less productivity. Thus, teaching job satisfaction is essential for student growth because their satisfaction level not only affects them but also creates a positive or negative impact on their future (Lewis and Campbell 2008). The relationship between job satisfaction and job performance is strong (Krstic et al. 2019). If faculty and other staff have a high level of job satisfaction, they show high performance, resulting

in high and positive output (Talwar 2017). Job satisfaction has a positive impact on worker performance (Krstic et al. 2018) The Institute is accountable for providing good facilities and a healthy workplace environment to its faculty members to reduce occupation stress and maximize the job satisfaction level among staff, mostly teachers (Adisa and Gbadamosi 2021)

Research shows that “Institutions with highly stressed workers were unable to compete in the market and were not progressive and faced losses at an extreme level (Schwartz et al. 2019). In the good organizations the bosses were aware of the stress level of the workers, possible reasons that create stress among the workers and also knew how to prevent this stress among the workers and how to help them (Bjarnason and Hjalmsdottir 2008). In Pakistan, universities generally face a workload resulting in occupational stress. Especially teachers who are restricted to conduct classes, assign, and check all quizzes, assignments, mid-terms, and final exams within a short deadline (Chung and van der Lippe 2020). Furthermore, they have to complete other tasks assigned by their departments (Krstic et al. 2019). Stress could be created when there is a mismatch between demand and pressure on the person. It challenges the worker's ability to cope with work. According to research, “The most stressful job type is one that has excessive demand and pressure that do not even match worker abilities” (Arima et al. 2016). We could call a job a type of healthy job if the work assigned to the worker meets the worker’s abilities and resources to complete in time. A healthy work environment is not only one in which diseases are absent but also one which provides a complete and healthy positive state of mental, physical and social well-being.

## CONCLUSION

In conclusion, we stated that the satisfaction level of two persons always could not be the same. On the one hand, something is beneficial for someone but problematic for another person. The level of satisfaction of each person is different and is based on his/her thinking. In this study, we estimate the satisfaction level of faculty and staff members of higher educational institutes in the upper Punjab region. The results showed that the employees were very satisfied with their supervisors (HODs) and colleagues. Not satisfied with the benefits and rewards they achieved. Somehow satisfied with their current salary package but abundant in the dissatisfied category. Dissatisfied with their working conditions and working environment, but satisfied with their job itself, and few employees claimed that they enjoyed their jobs.

Although this study’s geographic focus may restrict the generalizability of the findings, it offers insightful information about job satisfaction among academics and staff in the Upper Punjab region. Job satisfaction may be

differently impacted by distinct cultural, institutional, and economic factors in different parts of Pakistan. Therefore, future research should consider integrating additional regions, such as Central and Southern Pakistan, to gain a deeper understanding of these variables in various contexts. In addition to making the results more broadly applicable, expanding the scope of research will provide policymakers in Pakistan's higher education sector a stronger foundation on which they can establish policies addressing job satisfaction.

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