

Importance of pay on job satisfaction

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SUMMARY

Pay has been a highly debated factor as an influence on peoples' motivation in the workplace. While pay may offer an incentive to complete tasks, it may also decrease creativity and innovation in the workplace. Regardless of the actual amount of pay a person might receive, different individuals may have different perceptions of the importance of pay. Therefore, analyzing the importance of pay is vital to understanding the approaches employers should take to increase job satisfaction among employees. To study this, we analyzed employee reviews of companies specializing in different industries, such as engineering and food. We noted the prevalence of importance of pay in their reviews, their job satisfaction rating, and their job level and industry according to the Bureau of Labor Statistics. We found that job satisfaction decreases as the importance of pay increases for 1) construction, 2) food, and 3) finance; as the importance of pay increases, job satisfaction decreases for entry level workers and experienced workers. However, while trends are suggested, there are not significant results. Analyzing the relationships between different job factors is important in predicting how to strengthen the overall satisfaction and contributing to the development of workers.

INTRODUCTION

If a person receives two job offers, one that paid \$50,000 annually and one that paid \$100,000 annually, it is justifiable to choose the higher paying job. People with a lower socioeconomic status are found to have a higher level of severe mental illness, leading to more isolation from others (1). It is undeniable that money has a strong impact in the workplace and on people's feelings towards their beliefs and decisions in life, therefore its importance in job satisfaction, which could bring happiness and clarity, may influence people's desire to pursue a career, independent of pay. Tang and Gilbert found that the importance of money depends heavily on the personality and beliefs of the employee. People with a lower income placed a higher emphasis on financial rewards and viewed money as evil, presumably for the effects and comparisons based off of it, and had a low level of satisfaction with their work (2). However, people who view money as an achievement typically had higher incomes, but also had a lower satisfaction with their work, the environment and benefits they receive, and life (2). Although the study did not specify income ranges for what is considered "high

income" and "low income," the ranges can be based on comparison between two individuals' incomes.

There have been debates surrounding the importance of pay in the workplace. Several studies suggest that pay is an incentive in affecting employee productivity, suggesting a point that matches the United States' societal expectations of the impact of money (3;4;5;6). For example, one study explained the importance of individual reputation in relation to pay, suggesting that pay was frequently used as a yardstick for social status (5). The authors argue that employees often misrepresent their feelings to management by claiming that pay is less significant to them than it really is, which leads to miscommunication on both sides and for employees to be less satisfied with their jobs. MacLeod & Malconson also emphasized the importance of pay in order to adapt to changing times. It highlights the survival instinct and the importance of money for a motive other than prestige or superiority (3).

At what point does salary begin to face marginal returns? The nature of the work and the company culture may carry more weight than pay (7;8;9;10). While pay is ranked highly in employees' incentives, it was ranked second behind "interesting work," defined as the enjoyment felt when completing a task (7). However, even though results seem to indicate that the nature of the work is more attractive than the benefits of the work, it is unclear why this is the case. Perhaps a person has to reach a certain position in their career in order to not give much importance to pay. One study proposed that the results relate to Maslow's Hierarchy of Needs, a phenomenon that claims that a person's basic needs, such as food, water, and shelter, need to be fulfilled before they can achieve stages such as self-esteem and self-actualization (11). They identified that the four most significant factors (in descending order: interesting work, good wages, full appreciation of work done, and job security) for employees were factors that were addressed by Maslow (7). Perhaps these findings could reveal information about society's view on people. Focusing on the top of the hierarchy rather than the bottom contradicts what is expected by Maslow, however it could represent a transition in society's priorities from one of reality to appearance. On the other hand, in a world in which money has such an impact on people's perceptions of their surroundings, it is evident that money has a notable presence in many situations.

Porter wrote in his foundational study analyzing different job levels' needs in the workplace that physical and social security stayed consistent throughout all job levels. However, factors such as the ability to work independently and demonstrate innovativeness were the least fulfilled across all job levels (9). This finding demonstrated an awareness from the employees

of the different components that contribute to their workplace experience. Pay was not as significant of a factor across every job level since it was presumably not heavily taken into consideration by the employees when they entered the workplace as indicated by emotional needs needing to be the most fulfilled; however, the nature of the workplace itself was a critical factor in determining an employee's satisfaction with their company, as was displayed by the consistent lower ranking of the autonomy and creativity factors across all job levels. The question remains regarding to what extent pay matters.

Although research supports both perspectives, there is substantial societal and literary evidence supporting the idea that the importance of pay is significant in affecting an employee's job satisfaction. People are assumed to always return to a neutral state of happiness due to the hedonic treadmill model, a phenomenon that currently states that significant effects to a person's mood will only be temporary before the person returns back to neutrality. However, the flexibility and prominence of emotions has led to proposed revisions of this theory (12) According to the model, people will never be able to achieve true happiness as there will always be an obstacle that will hinder them from doing so. If a co-worker enters an environment of social undermining, that could be caused due to factors such as competitiveness, then it could lead to increased interpersonal rumination (13). This could contribute to a toxic workplace. The concept of "diminishing returns" states that as more input is put into a project, the output will eventually decrease if all other variables remain constant (14). Diminishing returns could relate to employees' morale in the workplace. As their pay importance increases, job satisfaction begins to decrease because they are not no longer as satisfied with their outcome. The inverse relationship between these two variables prevents productivity in the workplace and makes financial compensation for employees a difficult task. Thus, our first hypothesis (H1) is as follows: As the importance of pay increases, job satisfaction will decrease.

One of the factors that can impact an employee's perception of their pay is the industry in which they work. Different industries are known for prioritizing certain skills over others, and society has promoted certain industries as being more prestigious. Some industries are known to have a diverse range of jobs while others may only specify in a certain occupation, creating competition between applicants for the one spot that may align with their choice of industry. A person's social class may impact their priorities regarding their views on competition and perception of themselves (15). As shown through the job outlooks presented by the Bureau of Labor Statistics' estimated job outlooks from 2021-2031, news analysts, reporters, and journalists have a 9% job decline (17). However, lawyers, in contrast, have a positive job outlook of 10%, faster than average (18). As per Maslow's hierarchy of needs, a person's basic needs, such as the ability to afford necessities, needs to be fulfilled first before shifting the focus towards a more extravagant lifestyle (11). Having enough is the only way a person can progress through the entire hierarchy and reach true happiness, however, not every industry is equal regarding the point a person can reach in the hierarchy: Thus, our second hypothesis (H2) is as follows: The importance of pay regarding job satisfaction is specific to the industries employees participate in.

Finally, a person's job level will also matter. The more entry-level a person's position is, the more they need to prioritize their activities in a job in order to stand out amongst other employees and increase their status in the job hierarchy, and they can do this through pay. Lower-level employees may receive a lower salary and benefits, with the promise of fulfilling advancement in the future. The lower the salary is, the more work a person will have to complete in order to increase their status, as well as make enough money to have a comfortable living in today's world, in order to be truly satisfied with their work and the sacrifices they make to put in their best effort. However, as a person begins to move up the job ladder, the less they remember their initial priorities. They will move up Maslow's Hierarchy of Needs, fulfilling their basic needs and beginning to focus on internal needs (11). They have enough pay to not only afford necessities, but to buy desired goods as well. Their main objective now is to work with the goal to complete their tasks efficiently, not to excel at their job to be considered for a promotion, as is inferred by Maslow's Hierarchy of Needs. Thus, our third hypothesis (H3) is as follows: The importance of pay regarding job satisfaction will be weaker as the job level increases.

The relationship between the many variables in this study brings attention to the different factors that play an impact in people's feelings towards the workplace and the ways that management can create a workplace that feels more valuable. Through assessing the importance of pay in an employee's job satisfaction, we aim to use Niche to better understand how pay and job satisfaction are related based on the employee's job level and industry. Is a position of \$50,000 as a director of a company more appealing than a salary of \$80,000 as an entry-level employee? This study hopes to shed light on this question. Money is a challenging subject to analyze as there are many more factors to it than what meets the eye, and it depends on the person and their life situation more than an established phenomenon. However, we may have an idea about the different factors that can go into making this decision and choose between the conflicting sides of pay and prestige. It is difficult to determine what factors go into a person's career choices. Every person comes from different circumstances and was taught different morals regarding their role in the world and careers. This study aims to assess how an individual's value on pay can affect their perception of their job. Using two of many factors, job industry and job level, the study assesses patterns observed and their relevance in jobs overall.

RESULTS

We used Niche.com in order to gather the employee's industry, company, job level, job industry, and their job satisfaction (out of 5). The raters evaluated the responses to the extent to which they believe the review focused around pay on a scale of 1-5 where 1 meant that the review did not prioritize pay at all and 5 meant that pay was the sole focus of the review. We also used Pearson's correlation coefficient to find the relationship between pay and job satisfaction based on industry and job level, while the test of significance of the difference between two correlations compared the correlations between industries and job levels to one another to evaluate the extent to which the differences were notable. The following correlation coefficients and p-values presented are based on one rater for simplicity, assessing the

	Rater 1		Rater 2	
Correlation for Food (n = 101)	r = -0.241	p = 0.015	r = -0.049	p = 0.627
Correlation for Construction (n = 32)	r = -0.142	p = 0.438	r = 0.029	p = 0.875
Correlation for Finance (n = 154)	r = -0.034	p = 0.675	r = 0.045	p = 0.579
Correlation for Hospitals (n = 31)	r = 0.143	p = 0.443	r = 0.064	p = 0.732

Table 1: Correlation coefficients and p-values based on industry.

relationship between pay and satisfaction based on industry and career stage. The industries analyzed in this study were those of well-known companies in which Niche reviews could be found, however there was no preference given to certain industries over others.

With regard to our first hypothesis, there was a negative correlation between pay importance and job satisfaction ($r = -0.077$), but it was not significant ($p = 0.171$). This suggests that as the importance of pay increases, it appears that job satisfaction slightly decreases; however, the result was not statistically significant. Likewise, a simple linear regression resulted in an estimated slope of -0.086 ($SE = 0.063$) with a y-intercept of 4.114 ($SE = 0.117$) and R-squared value of 0.006 .

To test our second hypothesis, we calculated Pearson's correlation coefficient and the p-value for the importance of pay and job satisfaction for each industry: food, construction, finance, and hospitals (**Table 1**). Among the reviews in the food industry, there was a significant and moderately large negative correlation between pay importance and job satisfaction. This suggests that for the food industry, as the importance of pay increases, job satisfaction decreases, which is something to note in the food industry. Further research can be conducted about the food industry specifically and the potential reasoning for the trend observed and its relation to the nature and specific components of the food industry. Among the reviews in the construction and finance industries, the correlation between pay importance and job satisfaction was negative and non-significant. Finally, among the reviews in the hospital industry, there was a small positive but non-significant correlation between pay importance and job satisfaction.

We used the test of the significance of the difference between two correlations to calculate the difference between the correlations of different industries, as shown in **Table 2**.

	Reviewer 1	Reviewer 2
Food vs. Construction	p = 0.63	p = 0.71
Food vs. Finance	p = 0.10	p = 0.47
Food vs. Hospitals	p = 0.07	p = 0.60
Construction vs. Finance	p = 0.59	p = 0.94
Construction vs. Hospitals	p = 0.28	p = 0.89
Finance vs. Hospitals	p = 0.39	p = 0.93

Table 2: Comparison of significance of the difference between correlations between industries.

	Reviewer 1	Reviewer 2
Food vs. Construction	p = 0.63	p = 0.71
Food vs. Finance	p = 0.10	p = 0.47
Food vs. Hospitals	p = 0.07	p = 0.60
Construction vs. Finance	p = 0.59	p = 0.94
Construction vs. Hospitals	p = 0.28	p = 0.89
Finance vs. Hospitals	p = 0.39	p = 0.93

Table 3: Correlation coefficients and p-values based on job level.

The correlations among the food industry are different from the correlations among construction, however the result is not statistically significant (**Table 2**). The correlations among the food industry are different from the correlations among finance, however the result is not statistically significant. The correlations among the food industry are different from the correlations among hospitals, but the result is not statistically significant. The correlations among the construction industry are different from the correlations among finance, however the result is not statistically significant. The correlations among the construction industry are different from the correlations among hospitals, however the result is not statistically significant. The correlations among the finance industry are different from the correlations among hospitals, however the result is not statistically significant (**Table 2**).

To test our third hypothesis, which states that the importance of pay regarding job satisfaction will be weaker as the job level increases, we calculated Pearson's correlation coefficient and the p-value for the importance of pay and job satisfaction for each job level: intern, entry-level, experienced, and manager/director and above. The results are shown in **Table 3**. As shown in **Table 3**, among the reviews for interns, there was a positive correlation between pay importance and job satisfaction, but it was not significant. Among the reviews for entry level employees, there was a negative correlation between pay importance and job satisfaction, but it was not significant. This suggests that for entry-level workers, as the importance of pay increases, job satisfaction decreases, but has not more of an effect than for interns. Among the reviews for experienced employees, there was a negative correlation between pay importance and job satisfaction, but the results were not significant. This suggests that for experienced employees, as the importance of pay increases, job satisfaction decreases, but slightly. Among the reviews for managers, directors, and roles above these, there was a positive correlation between pay importance and job satisfaction, but the results were not significant. This suggests that for higher roles, as the importance of pay increases, job satisfaction increases as well, but only very slightly. A scatterplot of the results is shown in **Figure 1**.

The test of the significance of the difference between two correlations was used to measure the difference between the correlations of different industries in order to analyze the differences between the circumstances of certain job level pairs over others. As displayed in **Table 4**, the correlations among interns are different from the correlations among entry-level employees, however the result is not statistically

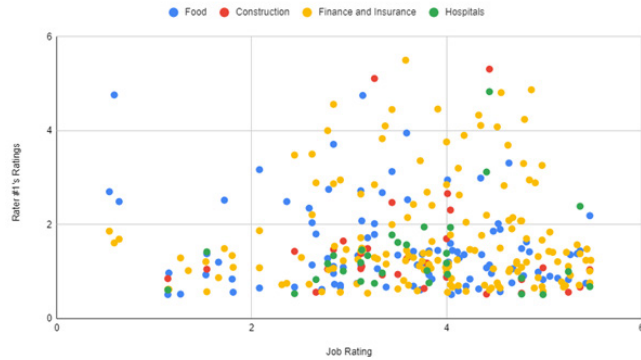


Figure 1: Job satisfaction vs. rater #1's importance of pay: Industries. Scatterplot of correlations between Rater 1's ratings and job satisfaction for industries.

significant. The correlations among interns are different from the correlations among experienced employees, however the result is not statistically significant. The correlations among interns are different from the correlations among manager/director and above employees, however the result is not statistically significant. The correlation among entry-level employees is different from the correlations among experienced employees, however the result is not statistically significant. The correlation among entry-level employees is different from the correlations among manager/director or above employees, however the result is not statistically significant. The correlation among experienced employees is different from the correlations among manager/director or above employees, however the result is not statistically significant. A scatterplot of the results is shown in **Figure 2**.

DISCUSSION

The results varied in levels of significance. Although many of the results were nonsignificant, there were noticeable differences in the correlations between different industries, particularly food and hospitals. Most correlations between the importance of pay and job satisfaction were negative, meaning that as the importance of pay increases, job satisfaction decreases. However, this contrasts heavily with the correlations from the other rater as is shown in the Figures, as the majority of their correlations indicated a positive relationship between the two variables, in which both of them increase together. Despite this, the results varied in their extent of correlation, with the majority of the correlations

	Reviewer 1	Reviewer 2
Interns vs. Entry Level	p = 0.39	p = 0.47
Interns vs. Experienced	p = 0.42	p = 0.74
Interns vs. Manager/Director	p = 0.96	p = 0.85
Entry Level vs. Experienced	p = 0.88	p = 0.42
Entry Level vs. Manager/Director	p = 0.39	p = 0.30
Experienced vs. Manager/Director	p = 0.42	p = 0.53

Table 4: Comparison of significance of the difference between correlations between job levels.



Figure 1: Job satisfaction vs. rater #1's importance of pay: Job Levels. Scatterplot of correlations between Rater 1's ratings and job satisfaction for job levels.

being weak or moderate, indicating that there was not a strong relationship between them. There is a variety of values demonstrated in the data, so it is very likely that the findings were impacted by chance. These are notable differences between the dynamics present between different industries that support the variety present in the job market.

The inverse correlations from the results are not particularly surprising. Specifically, our findings suggest that importance of pay is positively related to job satisfaction for interns and managers/directors or above, but negatively related for the middle two job levels (entry-level and experienced). It supports the concept of "diminishing returns," which refers to the output eventually decreasing even as the input remains constant (16). The inverse relationship between the input and output mirrors the relationship between importance of pay and job satisfaction, and potentially could speak to the feelings of demotivation a person may feel at a point towards their work. MacLeod and Malcomson's paper also directly addressed the issue at hand, highlighting the importance of today's job market on pay. The article made a point in highlighting the importance of job outlook on a person's feelings towards pay through stating that the more competitive the job is, the higher the importance of pay becomes in retaining employees (3). The third hypothesis is split regarding the analysis of the data for different job levels. The entry and experienced job levels model an inverse relationship that is supported by the hypothesis, which also supports the point made by other authors (4). Despite the pay having a strong positive impact on job satisfaction, it is important to note that satisfaction with the actual job itself is lower than the satisfaction with the monetary rewards. As stated in the concept of scarcity, what is lacking becomes more desired, and it is unsurprising that the two job levels that are in the middle of the job ladder feeling strengthened by their pay incentive. It mirrors their priorities for pay and strengthens the importance of performance-pay on job satisfaction as an incentive.

The results that showed an inverse and significant relationship in the food, but a positive relationship among hospitals, was most interesting. One study argued that the rise of technology has allowed for an abundance of information to be spread, transforming the concept of scarcity into an idea of the past (15). However, the assumption could be made that digitalization could bring jobs as much as it could hurt them. The rise of technology has led to education being offered in multiple industries, which could strengthen the likelihood of a person receiving employment, even if they do not have

direct skills in a field. This would mean that despite some industries being easier to make a living from than others, the competition between industries could be viewed as unnecessary because industries continue to form and build on existing ones. Therefore, the results were surprising in the idea that there is a strong inverse relationship modeled in many of the industries. It could be anticipated that there might be a mix of correlations due to societal factors, such as technology, that have an impact on the outcome of the hypothesis.

The non-significance of many of the results sheds light on the ambiguity of the topic itself. Despite the study analyzing two moderators that relate to many employees, there are results that support different theories about the importance of pay on job satisfaction that depend on multiple factors besides what is presented in the reviews. The reviews themselves are not indicative of every factor that contributes to a person's job satisfaction, nor are they true for every person in a specific industry or in a job level. The non-significance of many p-values indicates a higher level of chance in the results, which could be due to the small sample size. This means that more research needs to be conducted in studying more industries and finding moderators that have the most notable effect on an employee's feelings towards their workplace. However, in analyzing more data, it is possible that the results would be significant, which would indicate a pattern in the feelings towards the job market that could indicate positive or negative truths.

One limitation is the sample size of the data. The sample size is 318, covering 4 industries and 4 categories of job levels. The results are not indicative of the dynamics and feelings of employees in other industries, nor are they definitive for every employee who works within the studied industries. Furthermore, many of the results are nonsignificant, with a p-value of over 0.05. This indicates that there is a higher chance that the results were due to chance rather than a pattern that was created throughout the data. There is evidence in the analysis to support patterns emerging regarding the relationship between the importance of pay and job satisfaction. For example, the importance of pay in the food industry increases as job satisfaction decreases, with a strong relationship existing between the two variables. In contrast, the hospital industry is the only one to have a positive correlation in which as the importance of pay for workers in the hospital industry increases, the job satisfaction increases, indicating a unique perspective on the differences between industries. However, it is important to note that the data's credibility could have been influenced by the sample size. It did not allow for a great variety of results and industries that could span across multiple industries and components of employee behavior. In order to alleviate this issue, more industries, such as other categories indicated by the Bureau of Labor Statistics, could be reviewed, and an established list of possible job levels and their meanings in comparison to each other could be used to ensure that a variety of job industries and levels are studied to get more accurate results.

A critical limitation to this study is the ratings of pay importance. Although we had statements in ranking the reviews, our perspective on the emphasis of pay in a review may be different from others' due to the ambiguity surrounding the rating. As a result, another person rated the reviews as well, having access to the statements used to help rate the

reviews, as well as information about the industry and job level. Many of their results were different from mine in terms of the correlation, specifically in hypotheses one and two, and many of their p-values were greater than ours. In some instances, both of our reviews differed in the type of correlation, however our values were moderately similar in other instances. This indicates ambiguity with the results, reinforcing the subjectivity of the ratings. They may have viewed our explanations of each rating differently and prioritized certain components of ratings over others, such as perhaps considering the number of times pay was mentioned as a factor. In order to prevent further bias, it would be insightful to have multiple people provide ratings for the reviews to identify outliers, identify the reason as to why the outlier exists, and use the reason to create a guide that will let everyone follow the same quantitative or qualitative system when rating the reviews.

Finally, there are other limitations related to our use of the Niche.com dataset. For example, Niche does not include information on when employees submitted their reviews, relative to their employment at the company. It is likely that employees' ratings may be skewed higher if they just started working at a company, but lower if they leave for negative reasons. Similarly, reviews on Niche.com are completely anonymous, so we do not have any demographic information about the reviewers. This would be important for future studies to assess if demographic variables (e.g., age or years of education) influence the job satisfaction ratings.

The focus of research might become how to fix these issues and contribute to a healthier workplace, which in turn could benefit employees. The relationship between the many variables in this study brings attention to the different factors that play an impact in people's feelings towards the workplace and the ways that management can create a workplace that feels more valuable. Through increasing financial incentives and boosting the morale of a company, leaders can bring more equality into the workplace through identifying the true needs of their employees and ensuring that different types of employees receive the emotional and financial benefits they may need to be comfortable in today's world. Is a position of \$50,000 as a director of a company more appealing than a salary of \$80,000 as an entry-level employee? The answer is difficult to determine. Money is a challenging subject to analyze as there are many more factors to it than what meets the eye, and it depends on the person and their life situation more than an established phenomenon. However, we may have an idea about the different factors that can go into making this decision and choose between the conflicting sides of pay and prestige.

MATERIALS AND METHODS

Firstly, the primary website used for conducting this study was Niche.com, a website that provides rankings of companies and educational institutions, as well as reviews from employees or customers on their experiences within the place. Niche was used due to its abundance of information; aside from its extensive reviews, it also provides the employee's job level, as well as each employee's personal rating of the company, a valuable variable for comparing with the ratings produced by the reviewers. However, it is important to note that Niche did not provide information regarding the reviewers' demographics, and therefore demographic information was not included in the study. The presence of

the moderators in this study in the website strengthened the reliability of Niche and the efficiency of our study, rather than pursuing multiple websites in search of information about the variables. A spreadsheet was also created to record the data that was found in the study. In total, we analyzed 318 reviews in order of their presence on the webpage.

Measures

The importance of pay is defined as the emphasis an employee places on their salary and the financial income and benefits associated with their job. This value was measured holistically, accommodating for differences in the interpretation of the reviewer's tone and the emphasis they placed on financial incentives. The importance of pay was graded on a scale of 1 to 5, with 0.5 interval marks. For example, a review ranked a 1 would be one that did not focus on pay at all, such as focusing solely on the company culture. In contrast, a review that would be given a 5 is one that focuses solely on the importance of pay. The review would only mention financial incentives associated with a company and would be the only point influencing an employee's rating. Each of the nine potential numerical values had a certain statement that would help determine what rating the review received, with "pay" describing any form of financial incentives, such as salary, benefits, compensation, and paid-time off.

Each explanation escalates in its prioritization of pay, and the numbers including and after "3" are considered to be given to reviews where the conductor feels that pay has dominated the topic of the message. A brief explanation of the rating was provided alongside the rating itself in the spreadsheet by the second rater with the information being recorded in columns titled "My Explanation" and "My Pay Importance (out of 5)," respectively. In order to eliminate potential bias due to one viewpoint of ratings, the reviews were read through and rated by a second person, someone who is not an expert in the field and who was not given access to the first ratings, but was given knowledge about the study. The value explanations were provided to them to use for guidance in forming their ratings, and the study's hypotheses were explained to them prior to them completing the ratings. However, columns focusing on the first viewpoint, job level, and industry were hidden from the spreadsheet to prevent potential bias arising from understanding the objective of the study. The ratings for the raters were provided separately to demonstrate individual differences that could affect the subjective ratings. The two raters' ratings correlated at $r = 0.651$, $p < 0.001$.

Job satisfaction in this study was defined by the Cornell Model, and therefore is the balance between the input a person puts into their job, such as training and effort to complete the tasks and the output, such as the pay rate and internal feelings associated with the initial work put in (19). An employees' job satisfaction was the first variable that was measured to ensure that a pattern could be formed in the types of comments associated with certain levels of job satisfaction. In order to measure this variable, the numerical review that an employee of a company posted on Niche was used. Above the written review was five stars, and the number of shaded stars represented the employee's positive feelings towards their community. There is a direct correlation between the number of shaded stars and the satisfaction an employee feels towards their company. The number was then recorded in a spreadsheet in a column titled "Job Rating (out

of 5)." The name of the company and the website link to the reviews were also recorded in columns titled "Company" and "Review Link," respectively.

Job level is defined as the position an employee holds in comparison to the hierarchy of job statuses. This variable was measured immediately following the job satisfaction due to its accessibility on Niche, being the last variable that Niche directly provides. On Niche, reviewers are given the option to identify themselves with a certain job level. Throughout the 318 reviews studied, the job levels recorded by the reviewers are "Entry Level," "Experienced," "Intern," "Manager/Director," "Senior," and "Vice President/Chief Officer." The level the participant categorized themselves was recorded in the spreadsheet in a column titled, "Level."

Industry is defined as the specialty of the companies reviewed in this study. Following recording the job level, the industry of the company was recorded through categorizing the company's primary focus and classification of itself into one of the broad categories of industries provided by the Bureau of Labor Statistics. In this study, four industries were focused on: Accommodation and Food Services ($n = 101$), Construction ($n = 32$), Finance and Insurance ($n = 154$), and Hospitals ($n = 31$). These industries are examples, and results may vary depending on industry. While a company may perform tasks in multiple fields, the industry that was best associated with the company and that aligned with their mission was chosen for this study. The industry was recorded in the spreadsheet in a column titled "Industry."

Analysis Plan

To test the first hypothesis that states that as the importance of pay increases, job satisfaction will decrease, Pearson's correlation coefficient, represented by "r" was used to test the relationship between the overall importance of pay and the overall job satisfaction for the entire set of data. To test the second hypothesis that claims that the importance of pay regarding job satisfaction will be stronger among the industry, the test of significance of the difference between two correlations was used to identify the relationship between the correlations of the four industries based on their Pearson's correlation coefficient and the number of values for the specific industry. The test compared the importance of pay and job satisfaction for each industry. In order to test the third hypothesis that states that the importance of pay regarding job satisfaction will be weaker as the job level increases, Pearson's correlation coefficient was used in order to find the correlation between the importance of pay for each job level presented in the reviews. The correlation coefficients and the number of reviews per job level were then used to conduct the test of significance of the difference between two correlations between the importance of pay and the job satisfaction for each job level.

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