

INTRINSIC AND EXTRINSIC SOURCES OF TRANSLATOR SATISFACTION: AN EMPIRICAL STUDY

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ABSTRACT

This paper discusses the main results from an online questionnaire on translator satisfaction—a theoretical construct that conceptualizes leading sources of task and job satisfaction in the language industry. The proposed construct distinguishes between intrinsic and extrinsic sources of satisfaction using Herzberg’s two-factor framework and enumerates the constituents of translator satisfaction. Statistical analysis allows this study to quantify these constituents and their correlations. Preliminary results reveal that crucial sources of task satisfaction include task pride, ability to perform a variety of tasks, and successful project completion. Major sources of job satisfaction include professional skills of team members, a continuous relationship with clients, and clients’ understanding of the translation process. Low income and requests for discounts are found to be some of the sources of dissatisfaction. The findings from this study can be used to investigate new approaches for retention and human resource management.

KEY WORDS: translation, language industry, task satisfaction, job satisfaction, outsourcing, sociology of translation.

RESUMEN

Este artículo presenta los principales resultados de una encuesta en línea que se enfoca en la satisfacción laboral del traductor en la actual industria de la lengua. La conceptualización teórica de la satisfacción laboral se divide en dos categorías fundamentales: satisfacción por tareas y satisfacción en el trabajo. El marco teórico establece una distinción entre fuentes intrínsecas y extrínsecas de satisfacción laboral adoptando como base los principios de la Teoría Bifactorial de Herzberg y enumera cada uno de los componentes de la satisfacción del traductor. Análisis estadísticos descriptivos permitirán cuantificar estos constituyentes y sus correlaciones. Los resultados preliminares indican que el orgullo tras realizar la traducción, capacidad de ofrecer múltiples servicios y la culminación del proyecto con éxito son fuentes cruciales de satisfacción al realizar tareas. Con respecto a la satisfacción en el trabajo, las fuentes predominantes son las destrezas profesionales del equipo, relación continuada con el cliente y la familiaridad del cliente con el mundo de la traducción. Por el contrario, los sueldos bajos y los descuentos de tarifas son los principales inhibidores de satisfacción. Los datos del estudio se integrarán en iniciativas de retención laboral y recursos humanos.

PALABRAS CLAVE: traducción, industria de la lengua, satisfacción por tareas, satisfacción laboral, subcontratación, sociología de la traducción.

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1. INTRODUCTION

Over the last two decades, the language industry (LI) has become a multibillion dollar business sector (DePalma et al. 2014; Kelly and Stewart 2010; Dunne 2011a; Boucau 2006), playing a pivotal role in helping businesses succeed in implementing global strategies and penetrating new markets (Gouadec 2007). Translation has evolved rapidly as a result of globalization, the advent of the Internet and related technological changes, as well as outsourcing (Dunne 2012: 143). These trends, taken together, have given rise to new organizational structures, new work settings, intercultural virtual labor forces and new workflow management strategies.

The widespread geographic dispersion of economic activities and expansion of businesses across national borders has been greatly facilitated by technological innovation. As businesses launch more sophisticated products with higher levels of technological innovation and higher sales volume, new task requirements have emerged for translation professionals. With the increasing deployment of online applications and changes in the inputs, outputs and tools of the translation process, the nature of translation tasks has been radically transformed. Additional (and increasingly diverse) skills have become imperative for translation professionals to remain competitive (Rodríguez-Castro 2013: 38; Rinsche and Portera-Zanotti 2009), including the knowledge of a sophisticated technical skillset (Ehrensberger-Dow and Massey 2014; Garcia 2009). These trends have transformed the translation process into a high volume enterprise with mass-production language processing methods, systematic reuse of language resources, process standardization and increased division of labor and skill specialization.

Globalization and rapid technological change have also instigated alterations in organizational dynamics. Organizations have been adopting increasingly flexible structures as they strive to improve their business models (Turner, 2009). These new organizational structures are specifically project-based, with increasingly more collaborative transnational work environments. Outsourcing, in particular, is a major aspect of organizational change, and language services are one of the most frequent organizational components that are outsourced. Today “nearly 90% of companies outsource some or all of their translation and localization work” (DePalma et al. 2008: 1).

Language service providers (LSPs) are the recipients of outsourced work, but have also adopted outsourcing in their own business models. In fact, Boucau estimates that approximately 80% of translators today are outsourcers (2006: 28), working in the LI full time or part time. One consequence of this trend on translation professionals is the requirement for multitasking, the ability to perform a wide variety of tasks e.g., non-translation tasks

(administrative, managerial, etc.) as well as translation tasks. A second consequence is what may be called “multi-working”, where an individual may work full time outside of the LI and subcontract for an LSP in a part-time capacity.

Outsourcing has also resulted in new modes of collaborative work, especially global virtual teams (Rodríguez-Castro 2013). Virtual teamwork not only demands new forms of project management leadership, but places new and greater demands on translators. For instance, project managers and translation professionals must communicate with one another effectively in order for virtual teams to function optimally (Stoeller, 2004). Communication skills, therefore, become critical for both the project manager (PM) as well as the translator. Because of outsourcing, such teams are quite often made up of culturally diverse individuals who may be from different countries, with varying skill sets. A PM’s role in multicultural workflow management becomes even more significant for successful project completion. The PM not only needs to adopt a leadership style appropriate to the team’s needs and priorities, but also adjust communication and management processes to accommodate cultural differences (Stoeller 2011: 293). Virtual collaborative work environments not only place heavier demands on the PM, but require a more sophisticated labor force that efficiently manages technology, exhibits a high level of subject matter expertise, and possesses strong professional and social skills. As a result, due to the fundamental nature of virtual teams, the PM or project coordinator can exert tremendous influence on levels of translator satisfaction in those teams.

The aforementioned changes have occurred in the LI over a relatively short time span. There has perhaps not been enough time for the industry and its organizational structures to adapt completely to the new task and job demands placed on managers and translators. As Pym argues, regarding the current status of the translation professional, “there are serious indications that the status of translators is in flux” (2012: 4), and many professionals are struggling in their quest to adapt to these profound changes in the industry (see for example Garcia 2006; Taravella and Villeneuve 2013). Nevertheless, there is limited literature on the effects of these trends over the way translators view their work, their job and their profession.

The purpose of this article is to present results from a theoretical construct of translator “satisfaction” with the current state of the language industry. Satisfaction is taken to be a measure of the affective value of translators’ attitude toward the jobs they perform (job satisfaction) and toward the discrete work tasks performed within the scope of that job (task satisfaction). Unlike the limited literature in Translation Studies that focuses on professional aspects such as translator occupational status (Ruokonen 2013; Pym 2013; Dam and Zethsen 2011; Dam and Zethsen 2010; Katan 2009), the

translation occupation and professional practice (Katan, 2009), and recognition (Sela-Sheffy, 2005), this article studies the extrinsic and intrinsic sources of satisfaction and dissatisfaction within each of the categories of task and job, looking specifically at the influence of work environment factors such as team structure and organizational dynamics, and also at a variety of factors that have been brought together in a comprehensive construct.

2. TRANSLATOR SATISFACTION CONSTRUCT

The construct proposed in this article accounts for the multiple sources of satisfaction related to the current work environments in the LI. The construct of translator satisfaction as proposed in this study is a hypothetical construct, describing the factors influencing task and job satisfaction and the most important relationships between those elements. The construct is supported by a translator survey and extensive statistical analysis described in the Methodology section. It may be noted that some important aspects such as a translator's gender, ethnicity, region, etc. have not been studied in this article for the sake of brevity. Also, it is worth mentioning that some variables have been measured directly as well as indirectly to strengthen the instrument used for data collection. Moreover, the scope of this article has been limited to the categories of task and job satisfaction in order to mitigate theoretical complexity. The construct presented in this article, therefore, excludes the category of professional satisfaction. Excluding professional satisfaction from the construct presented in this article does not in any way connote its irrelevance, it is acknowledged as an important facet of overall satisfaction that has been studied in some relevant literature (Pym et al. 2013; Gouadec 2007).

2.1. THEORETICAL FRAMEWORK

In *The Motivation to Work* (1959), Herzberg developed the two-factor theory, a widely-implemented framework that establishes a clear distinction between intrinsic and extrinsic sources of satisfaction. Highly influenced by Maslow's need hierarchy (1954), Herzberg argues that satisfaction is not the opposite of dissatisfaction, but a continuum. The causes of job satisfaction and dissatisfaction are distinct, the former being influenced by *job content factors*, called "motivators" or satisfiers, which if present in the work environment contribute to positive job attitudes and generally arise from intrinsic aspects of the job itself, while the latter are influenced by *job context factors*, called

“hygiene” or external factors that, if absent, they trigger *job dissatisfaction*. Motivators allow the individual to grow psychologically, cognitively and professionally (Herzberg 1966: 81) and are associated with the content or nature of tasks such as recognition for achievement, characteristics of the task, and growth. In contrast, factors such as company policies, quality and nature of supervision, salary, etc. are often classified as hygiene factors (Herzberg 1959: 81). Herzberg’s framework has been adopted in this article since it is widely used in other studies that investigate satisfaction (see for example Zhang et al. 2011; Calvo-Salguero et al. 2011).

Job content factors (satisfiers) are *intrinsic factors* and are seen as contributing to task satisfaction. According to Herzberg, the possibility of growth and the nature of the work itself are ranked as the top sources of intrinsic motivation for workers. This is expected to hold true for translation as well. Job context factors (hygiene factors) are *extrinsic*, and include, for instance, in the case of translation, quality of team interaction, nature of project management, and remuneration; these are seen as contributing primarily to job satisfaction.

The proposed construct includes concepts of satisfaction that have been researched and validated in other disciplines such as organizational and industrial psychology, occupational psychology and management studies. A brief explanation of each concept is included in the following two sections.

2.2. COMPOSITION OF THE THEORETICAL CONSTRUCT: FACETS, CONCEPTS AND VARIABLES

The composition of the theoretical construct used in this study is discussed in this section. The variables identified in the construct are then used in a survey questionnaire to measure task and job satisfaction. The proposed construct consists of the following major components: (1) facets; (2) concepts; (3) variables, as shown in Figure 1.

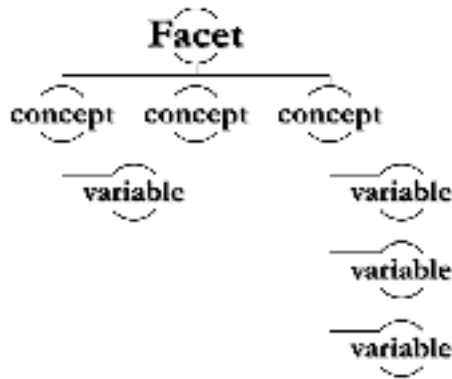


Figure 1. Construct components

Each *facet* of satisfaction can be seen as a grouping of interrelated concepts. A facet is a *composite conceptual description* of an individual’s affective and cognitive stance toward work tasks (task satisfaction) and toward the work environment (job satisfaction). A *concept*, according to Kaplan (1964), identifies “properties which are causes or ‘sure marks’ of many other properties and this requirement is formulated as calling for statistical analysis of relationships rather than strict causal connections” (51). Concepts are aggregations of properties or factors that appear to be empirically connected and whose relationship strength is measurable. For instance, the facet of task satisfaction contains the concept of *nature of the task* with *task complexity* and *novelty of the task* as component factors of the concept. Similarly, the facet of job satisfaction contains the concept of *remuneration*, and this concept can be measured by multiple variables associated with fringe benefits, rush fee, salary and incentives. A facet may contain multiple concepts, and each concept may contain multiple variables.

Lastly, a *variable* is operationally defined as a unit in the survey instrument (e.g., a question, statement) that allows for the measurement or assignment of value to a specific concept. As a simple example, the concept of *remuneration* can be quantitatively measured by the variable represented by the response to survey questions about salary. Additional direct and indirect questions have also been used to assess each variable. The variables included in the construct discretely measure the concepts put forward in the construct. Even more importantly, the variables allow an assessment of the strength of their associational relationships. By analyzing the results of the instrument the validity of the construct can be assessed and the following question can be answered: do the concepts cohere to describe the facet?

This construct has not been previously proposed or tested, and there is no existing or available empirical data for the concepts proposed. One major aim of the study, in addition to shedding light on how translators view their tasks and jobs, is to allow a preliminary assessment of the strength of the operational definitions for the formal concepts introduced in this article.

2.3. THE CONSTRUCT OF TRANSLATOR SATISFACTION

The construct of *translator satisfaction* contains two facets: task satisfaction and job satisfaction. The concepts for each facet are illustrated in Figure 2.

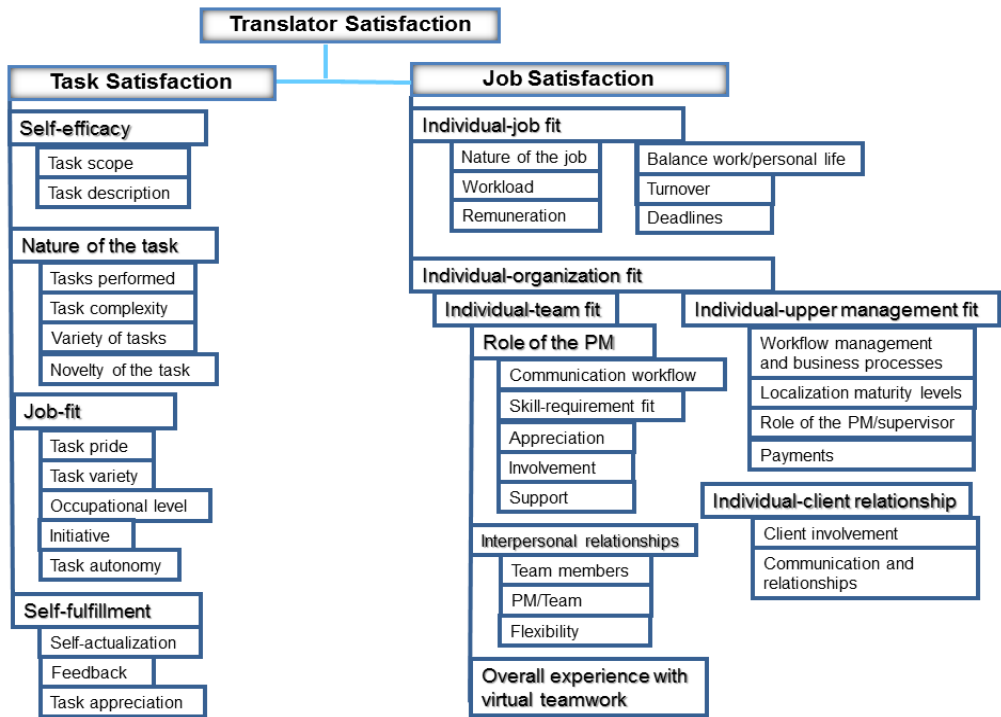


Figure 2. Facets of task and job satisfaction

Task satisfaction. Task satisfaction is defined in this study as the feeling of success or happiness experienced by a worker during, or upon completion of, a work task (Fisher 1980). As such it is an “attitudinal” construct reflecting

an affective and cognitive orientation toward the tasks associated with one's work; values or traits intrinsic to the individual and intersecting with the execution and completion of tasks, giving rise to a certain mental state.

Tasks are understood as activities or as components of work effort with a clearly defined duration from start-to-end (adapted from the PMBOK® Guide). Tasks may also be seen as sets of routine activities conducted at a particular point in time during the enactment of a *role*. The most common tasks in the language industry may be listed as: translation, editing, postediting, proofreading, terminology management, project management, and service-related as well as other associated tasks (e.g., consulting, sales, etc.). The role of a language industry professional is mostly related to the set of commonly associated tasks that characterize it. For instance, an individual may work in a full-time capacity for an LSP as an in-house terminologist, translator and proofreader, and in a part-time capacity as a localizer. Such a translator, therefore, undertakes several roles and has multiple working environments (on site and remote). Hence, the originality of the construct proposed in this study lies in capturing the flexibility of the roles that translators may undertake along with the associated dynamism of the working environment in the LI.

In the construct presented in this article, the facet of task satisfaction includes the four concepts of *self-efficacy*, *nature of the task*, *job-fit*, and *self-fulfillment* that compose the Task Satisfaction Index. In this study, self-efficacy is understood as an umbrella concept that includes self-perception, self-attribution, self-esteem and self-concept (Korman 1969; Stajkovic and Luthans 2003). Bandura (1982; 1995) found some links between *self-efficacy* and motivation for the kind of tasks that an individual chooses to engage in, and the amount of effort expended by an individual to achieve specific goals (Bandura and Cervone 1983). Most of the literature from social cognition theory agrees that feelings of enhanced self-efficacy are related to high levels of intrinsic satisfaction, motivation, aspiration and enthusiasm. Furthermore, the literature on satisfaction has recognized the concept of the *nature of the task* (or the work itself) and the concept of *job fit* (or compatibility between an individual and the work setting) among the major motivators (Herzberg 1959: 61; Vroom 1964). Additionally, theories of self-fulfillment posit that people generally exhibit a positive job attitude when their individual needs are satisfied (Locke 1976; Katzell 1979).

Regarding the concept of *self-efficacy*, translation professionals are asked about their attitude toward (i) the role of *task descriptions* (e.g., whether they are satisfied with the *clarity of task description* from the project manager, and their agreement toward the statement: the *task description shows the accurate nature of the work*) and (ii) *task scope* (including the following agreement statements: I feel I am too slow; CAT tools knowledge is crucial in meeting deadlines; feeling that

deadlines do not compromise quality; subject matter expertise helps me in meeting deadlines).

The Task Satisfaction Index also assesses the *nature of the task*, including the types of tasks that translation professionals undertake, complexity of the task, variety of tasks performed, and novelty of the task. The variables selected to measure *nature of the task* are the following: types of tasks (or services provided); tasks of your specialization; individual ability to handle terminological complexity; terminological complexity leading to stress; working on challenging and complex tasks; ability to perform a wide variety of tasks; and opportunity to choose new tasks.

It may be noted that in the proposed construct, levels of self-efficacy are expected to vary among translation professionals. The literature on metacognition may help explain some aspects of self-efficacy, especially a translator's feeling of understanding or knowing. As part of metacognitive processing, the "feeling of knowing" (FOK) refers to an individual's judgment about the degree of accuracy for recognizing and predicting one's knowledge (Dunlosky and Bjork 2008). Metacognition can result in the application of efficient strategies such as monitoring the successful rendering of a translated text for a target audience, understanding task scope, etc. (see declarative, procedural and conditional knowledge in Shreve 2009). According to Douthitt and Aiello (2001), self-regulation, participation and control over monitoring may lead to increased task satisfaction. Mason and Griffin (2002: 299) emphasize the importance of combining task-specific factors (familiarity, challenge, variety, opportunity for feedback) with procedural skills to enhance task satisfaction. FOK grows as task familiarity and awareness grow and includes a deeper understanding of the specific nature of. With hours of deliberate practice, metacognitive knowledge and regulation can be progressively developed (Shreve 2009; Shreve and Angelone 2010). Therefore, a higher level of metacognitive development is intrinsically associated with the "expertise effect" (Shreve 2002), and those participants with lower levels of expertise are expected to indicate higher task dissatisfaction concerning *self-efficacy* and the *nature of the task*.

The listed variables for the concept of *job-fit* are subsequently evaluated through the instrument survey:

- *task pride* (taking pride in work; improving overall project quality; feeling of great contribution to the team);
- *task variety* (opportunity to choose new tasks or roles; multitasking);
- *occupational level* and responsibility (level of empowerment allowed; responsibilities associated with role; taking initiative to learn);
- *task autonomy* (level of autonomy given to make decisions).

Self-fulfillment is a broad concept that includes self-actualization (Maslow 1954: 382) and opportunities to learn at work (Hackman and Oldham 1980). Many of the variables included in this concept are complex, and have been adapted from the existing literature in occupational and organizational psychology (Herzberg 1959; Goldstein 1939). It may be noted that a simplistic approach toward self-fulfillment has been adopted in this study.

Self-actualization includes such opportunities for professional growth and to learn at/from work as (i) successful project completion (e.g., completing a complex project as motivating, outstanding offers as motivating); (ii) feedback (receiving constant feedback; feedback on translation samples); and (iii) task acknowledgement (performance appraisal from client or project manager).

Job satisfaction. The facet of job satisfaction captures the sources of satisfaction and dissatisfaction related to the job setting and general work environment, including the relationship between the translator and the job, the individual and the organization, the individual and the team as well as the individual and the end client. As indicated earlier, while task satisfaction focuses on intrinsic characteristics and individual orientation to the discrete activities of work, job satisfaction looks at extrinsic characteristics and the complexity of the relationship between the ‘job’ (a combination of routine tasks over a period of time) and the work environment and its influence on individual satisfaction.

The ‘job’ of a translator has changed radically over the last three decades, and these changes have been all the more acute for freelancers than in-house translators. Salaried in-house translators generally work onsite, and although the nature of their job has also changed over the years, they may not be required to possess a high degree of specialization or technical expertise. Generally, in-house translators work in a hierarchical structure, having a supervisor or a project coordinator with a regular schedule.

By contrast, freelancers may be the owners of their business, may or may not have employees, and may work directly with the client, mostly working remotely. Freelancers working for LSPs are affected by team dynamics, and may be subject to the organizational dynamics of the end client or the LSP. Therefore, the categories of the job satisfaction facet are (a) individual-job fit, and (b) individual-organization fit.

First, (a) individual-job fit focuses on the extent to which external sources of satisfaction may constrain the level of satisfaction that translation professionals achieve with regard to their job. When individual needs or expectations are aligned with what the job actually offers, the perceived feeling of satisfaction increases (Locke 1976).

Even though current trends in the LI allow translators to work from home, this does not necessarily lead to a flexible schedule. According to WorldatWork, the number of US employees working remotely at least one day per month increased by 39% in two years, from approximately 12.4 million in 2006 to 17.2 million in 2008. However, in 2010, this number decreased; this may be attributed to higher unemployment and higher levels of anxiety over job security. Overall, the literature conveys the advantages of teleworking and working from home. However, the main problems with teleworking in the LI become apparent in virtual teams, particularly due to problems with leadership and communication breakdowns. In online discussions on the proZ.com platform, translators seem to agree that translation is becoming a stressful job with poor working conditions, and with characteristics such as working overtime and over weekends becoming widespread across the industry. The level of satisfaction is expected to vary with (a) the localization maturity level of the company for whom the translator works or subcontracts; (b) workload, and (c) advantages or constraints related to working onsite and offsite.

Remuneration refers to compensation or monetary incentives received from accomplishing tasks in a specific work environment. Salary can be understood as a satisfier as well as a dissatisfier. Herzberg (1959) argues that it is closer to being a dissatisfier, “when salary occurred as a factor in the lows, it revolved around the unfairness... of the wage system within the company” (83). Salary can be considered as a satisfier when it is studied as a function of achievement or advancement, as a form of recognition, “it meant more than money; it meant a job well done” (ibid.). A great dispersion is expected from the data since salaries of in-house translators and subcontractors vary from one work setting to another, or by project. It is expected that expert translators and in-house employees will exhibit a higher level of satisfaction in the perceived feeling of being paid fairly. Monetary incentives may be plausible only to those working in-house. Subcontractors are expected to be dissatisfied with request for discounts, which seems to be an emerging trend in the LI.

The concept for individual-job fit is measured through the following variables:

- *nature of the job* addresses the level of satisfaction with *working overtime or weekends, having a flexible schedule* and existing *policies for working remotely*. The study also asks translation professionals whether their job is stressful or not;
- *workload* is measured in this study through the hours worked per week and number of words translated per day. Also, the survey also includes questions about agreement toward having a manageable workload per year and having a continuous stream of work. Responses are expected to vary between subcontractors and salaried employees;

- *remuneration* consists of *rates or salary* (depending on the work environment), *average income*. Also, translators' level of satisfaction with *frequent requests for discounts*, (lack of) monetary incentives and feeling of fair pay;
- *deadlines*, including translator's satisfaction with *task deadlines* and their opinion on deadlines being too tight;
- *balance between work and personal life*;
- *job turnover*, understood as *overall satisfaction toward the current job* and optimism toward *the probability of finding a new job in the LL*.

Second, (b) individual-organization fit focuses on crucial relationships that involve an individual working with a team of people, interacting with upper management or with the end client; with several sub-concepts, *individual team fit*, *individual-upper management fit*, and *individual-client relationship*, detailed below.

Individual-team fit focuses on several aspects related to project management and team interaction: *role of the PM*, *interpersonal relationships* and *overall experience of working with virtual teams*. The variables associated with the role of the PM read as follows:

- *communication workflow addresses* (i) translator agreement with: PM's control of flow of communication; seen uncontrolled communication of team members; and (ii) satisfaction with: smooth communication with team members; PM's persuasive skills, and PM's influence on upper management or client;
- *individual skill-project requirement fit* includes the following satisfaction survey items: PM matches skills of team members to project requirements; professional skills of team members; quality of the work from other team members and preference of working with PMs that match skills of team members;
- *appreciation* includes *PM shows appreciation* and *translator's voice is heard within the team*;
- *worker involvement in team*: translator may choose the team;
- *PM support vis-à-vis help with troubleshooting and reference materials*;
- *supervision* includes effective and close supervision.

Interpersonal relationships and overall experience with virtual teams are also included in this concept and explore such virtual work interactions as the relationship among team members and between the PM and the team. The variables for interpersonal relationships and overall experience with virtual teams consist of: (i) interpersonal relationships between team members (rapport and relationships with team members and team collaboration); (ii)

flexibility of team members (team member's flexibility with schedules and flexibility to multitask); and (iii) virtual teamwork (overall experience of working with virtual teams and teamwork causing stress).

Individual-upper management fit studies the main sources of satisfaction or dissatisfaction that are influenced by organizational dynamics related to upper management on the LSP side, and sometimes on the client side. The individual translator is generally impacted by upper management in the form of formal business and workflow management processes. These policies are communicated and supervised via the actions of the PM. The components that individual-upper management fit involves are:

- *workflow management and business processes* include the following items: processes are systematized, misunderstandings are solved quickly, specific processes exist to deal with misunderstandings and management procedures and policies are in place;
- *localization maturity levels* (it is apparent that the client does not understand the translation process);
- *role of the PM/coordinator*: LSPs solve misunderstandings with client smoothly, PM has the ability to change the process, PM shows evidence of changing the process;
- *payments* such as payment terms and payment practices.

Lastly, individual-client relationship intends to look at the end client's level of understanding of the translation process and the level of involvement in stakeholder satisfaction. Individual-client relationship captures the following variables: (i) *communication and relationship with client* such as having a direct relationship with the client and continuous and respectful relationship with the client; and (ii) *client involvement* including client review, the belief that clients expect too much, and receiving answers to questions about client's expectations or deliverables.

3. METHOD

The facets of task and job satisfaction have been assessed in this study by using an online questionnaire, a methodology that has also been implemented in similar studies in the discipline (Dam and Zethsen 2010; Katan 2009). All the respondents to the questionnaire were active translation professionals who were asked about the range of their annual income, number of translated words, the average number of hours worked per week, etc. The granularity and comprehensiveness of the instrument have allowed an extensive

quantitative and qualitative analysis that has been used to study the construct presented in the previous section.

3.1. RESEARCH QUESTIONS

The following research questions have been investigated in this study with the use of the construct presented in the previous section, and the analysis of the data collected from the survey questionnaire:

- What are the leading sources of task and job satisfaction in the language industry?
- What are the major correlations, if any, between the component concepts?

3.2. POPULATION SAMPLE

The survey was posted online (between February 10, 2011 and April 5, 2011) with participants from many countries (Canada, Australia, USA, Spain, etc.). The survey was completed by 250 participants who are actively involved in the LI. Of the 250 participants, 71% of the respondents were female and 29% were male. The sample size of 250 is considered to be adequate and is supported by the use of similar sample sizes by other researchers (Barnett et al. 2007; Parker et al. 2006) in comparable studies.

Survey participants identified themselves as salaried translators working onsite, freelancers or subcontractors, salaried translators working remotely, sole proprietors, and subcontractors working in the LI as their second job. Participants also identified their specific roles based on the *services* they generally offered. Out of the 250 participants, 193 chose their service as translation, 165 as proofreading, 153 as editing, 68 as terminology management, 28 as desktop publishing, 25 as localization or software-related services and 10 as project management. It may be noted that participants were allowed to choose multiple roles, if applicable.

The survey participants had varying levels of *educational qualification*. 58 participants had some certification in Translation Studies; 64 participants had a Bachelor's Degree in Translation Studies; 89 participants had a Master's Degree in Translation Studies; and 9 participants possessed a PhD in Translation Studies. Many participants indicated that they had more than one kind or level of formal education in Translation Studies. More than 60% of the participants working as translators had a degree in another discipline; 65% of the participants had a Bachelor's degree in a different discipline; whereas 63 participants had a Master's Degree in other disciplines (Linguistics, Literature,

Business, Computer Science, etc.). Professional degrees such as JD (Law) and IT were also common among participants.

The survey captured participants from wide ranging areas of *specialization*, with 11% identifying themselves as translators of commercial or business content, another 11% translating legal documents, 10% translating tourism and/or marketing materials, 10% specializing in translation of technical and scientific materials, and 9% focusing on documents related to medical, pharmaceutical and public health. Seven percent of the participants translated financial, government and press texts, 6% translated IT documents and software products, and 5% specialized in translating literary texts. The rest of the participants translated materials related to multimedia, audiovisual, diplomatic, education and manufacturing.

Participants were required to identify their involvement in the LI as *constant or episodic*: 32% of the respondents identified their work in the language industry as episodic whereas 68% identified themselves as translators with a constant involvement. It may be noted that this trend is similar to data collected in other relevant studies in the literature (Pym et al. 2013: 101). The participants were classified into part-timers or full-timers based on the number of hours worked per week during active periods of work (21-80 hours: full-timers; 5-20 hours: part-timers). The median number of hours worked by participants who may be called part-timers is 20 hours per week, whereas those classified as full-timers worked 42 hours per week (median). However, it may be noted that many translators acknowledged that they may work as much as 70 hours per week during busy periods, and as little as 30 hours during slow periods. The median number of words translated per day by full-timers was 3,000, ranging from 2,000 to 9,000. Participants responded that they edited half the content that they translated per day on an average, and proofread more than 500 words of content per hour on average.

3.3. DATA COLLECTION AND ANALYSIS

The selection of the survey participants was as random as possible. The survey was made known to translation professionals through industry contacts and advertised through translation email lists (ATISA, CETRA), and social translation portals such as Proz.com and TranslatorsCafe.com. The survey instrument had a high internal consistency (Cronbach's $\alpha=0.981$).

Translators were given up to a month to complete the questionnaire. After data collection was completed, Qualtrics software was used to export the data into MS Excel for postprocessing. Data collected from the survey was used to test the concepts for task and job satisfaction posited in the construct.

The variables associated with the concepts listed in the construct (Figure 2) were measured quantitatively using a 1-5 Likert scale (Likert 1932), with 1 representing a very high level of satisfaction or agreement and 5 representing a very high level of dissatisfaction or disagreement. It may be noted that 3 is considered to be a neutral response. The data analysis involves both descriptive statistics to quantify variables associated with task and job satisfaction and correlation analysis to identify possible relationships between certain variables of interest.

For descriptive statistics, the data collected in the survey has been postprocessed by calculating the mean, standard deviation, median, mode and coefficient of variation (CV) of the responses corresponding to each question in the survey. The mean is the statistical average and is a convenient number that is commonly used to express data. The median represents a number with half the data points above and half the data points below it, and the mode is a computed number that indicates the most common response based on the analysis of all the data points. The CV is a unitless measure of variability technically defined as the ratio of the standard deviation to the mean value.

For correlation analysis, the Pearson correlation coefficient (r) (also called Pearson's correlation or Pearson product-moment correlation coefficient) is used to study possible interdependence between the variables of interest (Heiman 2001). The function 'Pearson' in MS Excel was used to compute the correlation coefficients in order to determine whether the variables are dependent or independent. The Pearson correlation coefficient is used to determine whether or not a linear relationship exists between two variables of interest. Pearson's correlation coefficient yields a number varying from -1 to +1. If the variables are completely independent, the correlation coefficient is close to 0. Only those results that demonstrated relatively high positive and negative correlations are discussed here. Coefficients between -0.1 and +0.1 have been ignored since they are considered to indicate very weak correlation.

4. RESULTS

4.1. DESCRIPTIVE STATISTICAL ANALYSIS

MS Excel was used in this study to compute all the statistical metrics for postprocessing. All the results for the concepts pertaining to the facets of task (Task Satisfaction Index) and job satisfaction (Job Satisfaction Index) are presented in this section.

Task Satisfaction Index. Table 1 summarizes the results for the Task Satisfaction Index. For *task description*, 50% of the respondents are satisfied with the clarity as well as accuracy of task description (median of 2, mode of 2, see Table 1). In addition, translators generally agree that *quality may be compromised due to deadlines*, as suggested by the mean of 3.10, mode of 4 and median of 3 for this variable. It may be noted that the response to this variable results from a negative question. Furthermore, respondents acknowledge that their *subject matter expertise enables them to meet deadlines*, indicated by a mean of 1.73 and a mode of 1. Lastly, translators express their strong agreement that *CAT tool knowledge is essential for completing tasks* as indicated by the most likely response to this question (mode of 1).

Table 1. Results: Task Satisfaction Index

Self-efficacy						
Concept	Variable	Mean	SD	Median	Mode	CV
Task scope	I am too slow and I should be working faster	3.52	1.27	4	5	0.36
	Deadlines do not compromise quality	3.10	1.33	3	4	0.43
	Knowledge of CAT tools is essential to meet deadlines	2.67	1.48	2	1	0.56
	Understanding of task scope	1.76	0.86	2	1	0.49
	My subject matter expertise helps me meet deadlines	1.73	0.84	2	1	0.48
Task description	Clarity of task description	2	0.99	2	2	0.49
	Task description shows accurate nature of work	2.51	0.98	2	2	0.39
Nature of the task						
Tasks performed	Satisfied with types of tasks involved	1.69	0.74	2	2	0.44
	Tasks of your specialization	1.77	0.83	2	1	0.47
Task complexity	Terminological complexity stresses me out	3.05	1.20	3	3	0.39
	My ability to handle terminological complexity	1.92	0.80	2	2	0.42
	Working on challenging and complex tasks	1.68	0.74	2	1	0.44
Variety of tasks	Ability to perform variety of tasks	1.68	0.78	1.5	1	0.46
Novelty of the task	Opportunity to choose new tasks	2.29	1.00	2	3	0.44

For *tasks performed* and *task complexity*, respondents are generally satisfied with the types of tasks they are involved in, and with working on tasks in their area of specialization (mode of 1, median of 2, Table 1). However, a neutral response to the variable *terminological complexity stresses me out* was found, indicating that terminological complexity does not seem to be a source of stress.

Also, translators are generally satisfied with their own *ability to handle terminological complexity* exhibited in their translation projects and an *opportunity to choose new roles or new tasks* (median of 2), and a general agreement is observed in *their ability to perform a wide variety of tasks*. As Herzberg argues, the task itself is a crucial satisfier, and the respondents indicate high levels of satisfaction with working on complex and challenging tasks (mean of 1.68, median of 2, mode of 1, see Table 1).

The concept of job fit is associated with task pride, task variety, occupational level, initiative, and task autonomy. As can be seen from Table 2, the CV for all the variables is high, consistently higher than 0.4. A high CV indicates a high variability among the responses of the participants, and it may be argued that the perception of job fit varies significantly among translators, regardless of the variables that are used to assess this concept.

Table 2. Results: Task Satisfaction Index. (cont.)

Job fit						
Concept	Variable	Mean	SD	Median	Mode	CV
Task pride	Improve project quality	1.78	0.86	2	1	0.48
	My contribution to team	1.88	0.86	2	1	0.46
	Pride in my work	1.30	0.62	1	1	0.48
Task variety	New tasks	2.29	1	2	3	0.44
	Multitasking	2	1	2	1	0.5
Occupational level	Responsibilities	1.85	0.77	2	2	0.41
	Empowerment allowed	2.08	1.05	2	1	0.5
Initiative	Initiative to learn	1.77	0.75	1	1	0.48
Task autonomy	Autonomy given to make decisions	1.83	0.87	2	1	0.48

(See cont. next page)

Self-fulfillment						
Self-actualization	Successful completion motivates me	1.48	0.77	1	1	0.52
	Outstanding offers	2.22	1.09	2	1	0.49
Feedback	Receiving constant feedback	2.62	1.06	3	3	0.40
	Translation samples	2.80	1.15	3	3	0.41
Task appreciation	Performance appraisal	2.35	1.14	2	1	0.48

This study is a first attempt to comprehend the data, additional analysis involving hypothesis testing will be used in the future to investigate the variables further in order to understand the reasons for high variability in some of the responses.

The median and mode for the variables of *pride in my work*, *multitasking* and *initiative to learn* is 1, meaning that 50% of respondents indicate a very high level of satisfaction with regards to both variables (see Table 2). Also, a mean of 1.3 suggests a high level of agreement among translators that they take pride in their work. However, for such other variables as *I improve project quality*, *my contribution to the team*, *empowerment allowed* and *autonomy given to make decisions*, half of the participants are either dissatisfied or neither satisfied/nor dissatisfied. This may be due to a significant difference in responses between novices and experts since experts are generally satisfied with their ability to perform a wide variety of tasks, and enjoy higher autonomy in decision making. Freelancers are also generally more satisfied with the level of autonomy than in-house translators. These differences between different groups need to be tested and validated by hypothesis testing.

For self-actualization, 50% of the respondents acknowledge that they feel intrinsically motivated after *successful project completion* and *having outstanding offers* (Table 2, mode of 1). Translators are satisfied with *performance appraisal*, as indicated by a mean of 2.35 and a mode of 1. By contrast, 50% of the respondents show a high level of dissatisfaction regarding feedback from *translation samples*, as observed with a median of 3 and a mean of 2.8. At least half of the respondents are also dissatisfied with a lack of *constant feedback*.

Job Satisfaction Index. The facet of job satisfaction comprises sources of satisfaction or dissatisfaction that may arise at the individual, team or organizational level. This facet involves the major concepts of individual-job fit and individual-organization fit. The individual-organization fit presents a high level of complexity because it includes several sub-concepts, including the relationship between the individual and the team (including the PM), and between the individual and upper management or end client.

For the major concept of individual-job fit, current trends in the LI have impacted the nature of the job resulting in higher job stress, a need to work over weekends and/or overtime, but technological innovation has also allowed professionals to have a more flexible schedule with options such as teleworking or working from home becoming common. In fact, data from respondents confirms high levels of stress among translation professionals (mean of 2.59 and mode of 2 in Table 3). Overall, the literature conveys a very optimistic picture of teleworking (WorldatWork 2009) and more companies offer this option to provide schedule flexibility. The results suggest that at least 50% of respondents indicate high levels of satisfaction with *having a flexible schedule* and the *policies for telecommuting* or teleworking, indicated by a mode of 1 and a median of 2. Generally, translators and freelancers (salaried or not) are happy with working from home or remotely, since they “experience greater job satisfaction and less stress” (McKay 2006: 11). The results also indicate that

translators are generally satisfied with the *balance between work and personal life* (see Table 3, median of 2, mode of 2). Conversely, the data shows that *working overtime or weekends* (mode and median of 1) challenges schedule flexibility.

Table 3. Results: Job Satisfaction Index, individual-job fit (I)

Concept	Variable	Mean	SD	Median	Mode	CV
Nature of the job	Job is stressful	2.59	1.07	2	2	0.41
	Flexible schedule	1.88	1.01	2	1	0.54
	Telecommuting	2.10	1.03	2	1	0.49
Workload	Working overtime or weekends	1.68	1.50	1	1	0.90
	Hours per week	41	16	40	40	0.4
	Words per day, words/day	3542	3288	3000	3000	1
	Manageable workload per year	1.87	0.96	2	1	0.51
	Continuous stream of work	2.43	1.28	2	1	0.53
Remuneration	Request for discounts	3.70	1.24	4	5	0.34
	Rate or pay increase	3.17	1.35	3	4	0.43
	Monetary incentives	3.14	1.27	3	3	0.40
	Fair pay	2.72	1.28	2	2	0.47
Deadlines	Rates or salary	2.70	1.26	2	2	0.47
	Task deadlines	2.61	1.14	2	2	0.44
	Deadlines are often too tight	2.34	1.13	2	2	0.48
Balance work /personal life	Balance between work and personal life	2.61	1.20	2	2	0.46
Job turnover	Turnover	2.59	1.27	2	2	0.49

The amount of workload can be significantly influenced by the work environment. Salaried employees are not responsible for finding new clients or new projects since their employer sets up a continuous stream of work, unless they are also performing service- or sales-related tasks. Also, salaried in-house translators have job security, a monthly paycheck, a continuous stream of work, and health and fringe benefits. Conversely, freelance translators may not have a steady workload since they may be still building their client portfolios; they may not have built a sales capacity so as to market themselves to more clients and increase their workload to a level where their business becomes sustainable. In fact, participants in the survey worked an average of 41 hours per week and

translated an average of 3,542 words per day (see Table 3), with the volume of content handled per year being as high as 1 million words. In this case, respondents are highly satisfied with *having a continuous stream of work* and a *manageable workload per year*, as shown by a mode of 1 and a mean of 2.43, indicating a lack of agreement among participants with regard to both these variables.

In addition to the nature of the job and workload, remuneration can also be a source of satisfaction or dissatisfaction (Herzberg 1959: 83). Generally, rates vary per country and per language pair, and the key to earning more lies in increasing the level of specialization (e.g., localizers), improving business productivity, applying regular rate increases and carefully selecting the client portfolio. For remuneration, the measured variables are *salary*, *rates* or *pay increase*, *discounts* and *fair pay*.

Salary varies with the work setting between salaried and non-salaried translators. Salaries of in-house translators vary from one institution to another, but in-house translators in government agencies or international financial institutions may earn up to USD 70,000 (McKay 2006: 23). Based on the results of three compensation surveys conducted by the ATA, business owners and independent contractors working full-time emerge as the group with the highest income. Furthermore, the ATA survey (2007) has reported that full-time in-house translators earn USD 59,472, and part-time in-house translators earn USD 24,304. The same source has reported that full-time translators working as independent contractors earned USD 60,423 and part-time translators earned USD 22,935 under the same capacity. Additionally, the occupational employment and wages for translators and interpreters published by the U.S. Department of Labor (USDL) in May 2010 indicates a median annual income of USD 43,300, but the USDL study does not distinguish between full-timers and part-timers. Likewise, Pym et al. emphasize the wide spread of salaries that could range from approximately EUR 6,000 to EUR 50,000, and a smaller group earning EUR 90,000+ per year (2013: 100).

The data collected in this study confirms the wide spread of salaries since the annual income of the participants ranged from USD 15,000 to 75,000. Twenty percent of participants did not want to mention their income in USD, 10% of participants indicated that they make USD 75,000 or more, 18% indicated that they make between USD 50,000 and USD 75,000, 26% of respondents indicate that they earn between USD 30,000 and USD 50,000 and 26% earn between USD 15,000 and USD 30,000 annually. Survey results suggest that at least 50% of translators are satisfied with their *rates or salaries* and feel they *get paid fairly*, as demonstrated by the mode and median of 2 (see Table 3).

Furthermore, translators are known to be repeatedly asked for discounts or lower rates (Durban 2010); thus, they may not be able to increase their rates and may feel unfairly paid. For this reason, remuneration may be a source of dissatisfaction for translators. This claim is supported by the survey results, and a low level of satisfaction with the variable *rate or pay increase* is evident with a mean of 3.17 and a mode of 4. This may be due to the fact that most translators are constantly asked to reduce their rates. High levels of dissatisfaction are expressed toward *request for discounts* (see Table 3, mode of 5, mean of 3.70).

For *deadlines*, a simplistic approach is adopted toward in this study. Deadlines have to be seen within the framework of project management process quality. Specifically, analysis of the variables—cost, quality and time—in the “triangle of objectives” (Lock 2007) makes it apparent that the three elements are intertwined and it is challenging to make trade-off decisions that favor the translator (see Dunne 2011b for an in-depth discussion on interdependence between cost, quality and time). Even though the results from the survey suggest that translators are satisfied with *task deadlines* (see Table 3, mode of 2, mean of 2.61), a general agreement that *deadlines are often too tight* (mode of 2, median of 2) is expressed.

Lastly, *turnover* has received significant attention in the literature. Herzberg (1959) acknowledged that, as a multifaceted construct, various aspects may affect the intention of leaving the job. Intention to quit predicts turnover, which in turn is related to low job satisfaction (Hulin and Smith 1964). This concept is quite complex and might not transfer directly to the LI. While traditional notions of turnover may apply to in-house translators, the notion probably does not apply directly to freelancers. Our survey posed a question to determine whether translators felt that they were likely to find a new job if they quit the current one(s), and at least 50% of respondents expressed confidence that they were likely to find a new job if they wanted to (see Table 3, median of 2, mode of 2 for the variable *turnover*).

Conversely, individual-organization fit is an additional major concept that consists of the sub-concepts of individual team fit, individual-upper management fit, and individual-client relationship. The sub-concept of individual-team fit captures crucial aspects about the relationship between the PM (or a coordinator) and the team, particularly the role of the PM, interpersonal relationships among team members and overall attitude toward working with virtual teams. As mentioned earlier, the role of the PM in managing team expectations and interactions has an impact on translators' level of satisfaction (see Table 4).

Table 4. Results: Job Satisfaction Index, individual-team fit (II)

Role of the PM (or coordinator)						
Concept	Variable	Mean	SD	Media n	Mode	CV
Communication workflow	PM influences upper management or client	3.56	1.93	5	5	0.54
	PM's persuasion skills	2.68	0.94	3	3	0.35
	Controlled communication among team members	2.43	1.02	3	3	0.42
	PM controls flow	2.40	1.06	2	3	0.44
	I like when PM is in charge of communication	2.40	1.06	2	3	0.44
	Clarity of task description	2.00	0.99	2	2	0.49
	Communication with team members	2.01	0.96	2	1	0.48
	Skill-requirement fit	Matching skills to project requirements	2.26	0.83	2	3
Quality of work from other members		2.35	1.03	2	3	0.44
Preference for PM that matches skills		1.76	0.77	2	1	0.44
Professional skills of team members		1.16	0.37	1	1	0.32
Appreciation	Preference for assigning me	3.67	1.13	4	5	0.31
	PM shows appreciation	2.35	1.14	2	1	0.48
	My voice heard within the team	2.02	0.93	2	1	0.46
Involvement	I choose the team	2.96	1.35	3	3	0.46
Support	PM support with troubleshooting	2.58	1.05	3	3	0.41
	Reference materials	2.55	1.17	2	2	0.46
Supervision	Close supervision	2.55	0.96	3	3	0.38
	Effective supervision	2.30	0.94	2	3	0.41
Interpersonal relationships						
Team members	Rapport with team members	2.28	0.97	2	3	0.43
	Dynamic relationships	2.25	1.04	2	3	0.46
PM/Team	Relationship with PM	1.93	0.93	2	1	0.48
Flexibility	Flexibility to multitask	2.49	0.92	3	3	0.37
	Flexibility with schedules	2.37	0.98	2	3	0.41
Overall experience	Teamwork stresses me out	3.17	1.16	3	3	0.37
	Overall experience of virtual teamwork	2.32	1.03	2	3	0.45

For communication and professional skills, translators are satisfied with *communication among team members* as well as with *other team members' professional and*

communication skills (mode of 1), indicating that translators agree that other member's language usage is unambiguous, they communicate effectively, they deliver on time, etc. However, a higher level of satisfaction is observed for *individual professional skills of team members* (Table 4, mean of 1.16, mode of 1). Specifically, 50% of respondents show a preference for the *PM controlling the flow of communication* and the *PM being in charge of the communication process*, as shown by the median of 2 for these variables (see Table 4). However, for both these variables, a mode of 3 indicates that most participants chose a neutral response. Results also suggest that more than 50% of the participants have not seen *evidence of PM influencing upper management or the client* (mean of 3.56, mode of 5, median of 5) with issues such as rate negotiation. However, a high variability in the responses suggests that participants have diverse experiences vis-à-vis the PM influencing upper management (CV of 0.54).

The skill-requirement fit focuses on the *PM's efforts to match the skills of team members to project requirements*, and translators demonstrate a high level of preference for working with PMs who match individual skills to project requirements (see Table 4, mean of 1.76, mode of 1).

Translators are also satisfied with the *quality of work they receive from other members*, as observed in the mean of 2.35 and median of 2 for this variable. Even though 50% of respondents are satisfied with the PM's demonstrated ability to match skills to project requirements (mean of 2.26, median of 2), a mode of 3 shows a neutral response being the most likely answer for this variable.

Respondents express a neutral response toward their ability to *choose the team* (see Table 4, mode of 3, median of 3), which indicates that this is not commonly observed and a high variability is demonstrated by a CV of 0.46. At least half of the respondents indicate they are highly satisfied or satisfied with the *reference materials* they receive from the PM, and a mode of 2 indicates that most participants are "satisfied." A mode of 1 for *my voice is heard within the team* and *PM shows appreciation* reveal that most participants are very satisfied with these variables. In fact, translators feel appreciated, as the means of 2.35 and 2.02 indicate. However, when asked if the project manager offers them a lower rate, but reiterates *his/her preference to assign the translator to the project*, 50% of participants are highly dissatisfied and a mode of 5 for this variable indicates very high level of dissatisfaction (see Table 4).

Lastly, results for supervision reveal a neutral response for *close and effective supervision*. Nevertheless, 50% of respondents are satisfied with the degree of effective supervision (median of 2, mean of 2.30) and neither satisfied/nor dissatisfied with close supervision (Table 4, median of 3, mean of 2.55). This discrepancy may be due to the fact that close supervision is not common under the outsourcing model.

For interpersonal relationships between the PM and team members, a mode of 1 shows high levels of satisfaction with *their relationship with the PM* (Table 4). Also, 50% of the respondents are highly satisfied or satisfied with *rappor with team members* and *dynamic relationships*, as observed with a median of 2. Dispersion in the data is also found in responses concerning the level of satisfaction with other team members' flexibility with schedules (see Table 3, median of 2, mean of 2.37). The results of *overall experience of virtual teamwork* suggest that at least 50% of the respondents are satisfied with the virtual team work environment (median of 2), and respondents generally agree that *teamwork stresses them out* and causes dissatisfaction (see Table 4, mean of 3.17 and a mode of 3).

Table 5 illustrates the results for the sub-concept of individual-upper management fit.

Table 5. Results: Job Satisfaction Index, individual-upper management fit (III)

Concept	Variable	Mean	SD	Median	Mode	CV
Workflow management and business processes	Specific processes to deal with misunderstandings in team	2.63	0.87	3	3	0.33
	Management procedures and policies	2.61	0.94	3	3	0.36
	Processes are systematized	2.51	0.96	2	2	0.38
	Misunderstandings are solved quickly	2.01	0.95	2	1	0.48
Localization maturity levels	Client does not understand localization process	1.50	0.73	1	1	0.49
Role of the PM or coordinator	PM shows little interest in changing the process	2.80	0.85	3	3	0.30
	PM has the ability to change the process	2.80	0.91	3	3	0.32
	LSPs that I work with solve any misunderstanding smoothly	2.22	0.93	2	2	0.42
Payments	Payment terms	2.77	1.35	3	2	0.49
	Payment practices	2.65	1.28	2	2	0.48

A strong agreement is observed among translators relative to the assessment that *the end client does not understand the localization process* (median of 1, mode of 1, Table 5). Additionally, results suggest that translators are highly satisfied with the quick resolution of misunderstandings, as can be seen from the variable *misunderstandings are solved quickly* (mode of 1, median of 2, mean of 2.01). At least half of the respondents are satisfied or highly satisfied regarding *processes are systematized* (median and mode of 2). However, high variability is

observed in the data with regard to *specific processes to deal with misunderstandings* (CV of 0.33 and 0.48) and *management policies and procedures* (CV of 0.36). In this regard, Stoeller argues that “managing stakeholders’ expectations through ongoing communication” (2004: 3) is a critical factor. Thus, the results support the claim that the level of dissatisfaction increases relative to the lack of specific processes in place to deal with misunderstandings when working in teams. Furthermore, the results suggest that dissatisfaction emerges due to the lack of specific team management procedures or the lack of interest on the part of the PM in changing processes. The significant spread in the data may be attributed to differences in process maturity levels (maturity of project management capability, stability and development of business processes, etc.) of the LSPs. Further analysis is necessary to understand the reasons behind high variability, and interdependence between some of these variables also needs to be investigated.

Lastly, *payments* is specifically studied within administrative procedures. Results suggest that translators are generally satisfied with *payment practices* and *payment terms* (mode of 2 in Table 5). However, participants are more satisfied with *payment practices* (mean of 2.67) than *payment terms* (Table 5, mean of 2.77, median of 3). This may be due to the fact that payments terms clearly establish when the translator may expect the remuneration, which sometimes can be late or delayed (Mckay 2006: 30).

The concept of individual-client relationships attempts to understand the relationships between a translator and the translation company or the end client. The results for (i) client communication and relationship and (ii) client involvement are listed in Table 6.

Table 6. Results: Job Satisfaction Index, individual-client relationship.

Concept	Variable	Mean	SD	Median	Mode	CV
Communication and relationships	Direct relationship with clients	2.26	1.20	2	1	0.5 3
	Continuous and respectful relationship	1.67	0.90	1	1	0.5 4
Client involvement	Client review	2.50	1.11	2	2	0.4 4

Clients expect too much (24-22)	2.92	1.08	3	3	0.37
Receiving answers to my questions	2.24	1.12	2	2	0.50

For communication and relationships, the results suggest that translators are highly satisfied with *continuous and respectful relationships with clients* (mode of 1, median of 1). Translators indicate high levels of satisfaction with their *relationship with the end client* (mode of 1, mean of 2.26, median of 2), as well as with *LSPs for helping them in solving misunderstandings with the end client smoothly* (mean of 2.22, median of 2, mode of 2). Furthermore, translators are satisfied with *receiving answers to their questions* and with *client review* (median of 2, mode of 2). However, a high CV indicates different opinions among survey respondents.

4.2. CORRELATION ANALYSIS

For the facet of task satisfaction, the relationship between *my subject matter expertise helps me meet deadlines* and *overall task satisfaction* shows a positive correlation ($r=0.38$), meaning an increase in *subject matter expertise* is positively correlated with *overall task satisfaction*. *Constant feedback* and *performance appraisal* are also strongly positively correlated ($r=0.48$). Thus an increase in *constant feedback* can be seen as leading to enhancement of efforts toward performance appraisal.

Opportunity to choose new tasks and *empowerment allowed in tasks* are found to have a correlation coefficient of $r=0.42$, and *opportunity to choose new tasks* is also correlated with *working on challenging and complex tasks* ($r=0.39$). *Working on challenging and complex tasks* and *empowerment allowed in tasks* are also correlated ($r=0.42$), indicating that *working on complex tasks* is related to enhancement of *empowerment* felt by the professional.

As supported by the discussion in relevant literature (Drucker 1988; Robinson 1997), *pride in work* is found to be strongly correlated with *overall feeling of task satisfaction* ($r=0.44$), suggesting that the higher the pride or the individual perception of being good at what one does, the higher the level of overall task satisfaction.

Regarding job satisfaction, *continuous stream of work* and *income* yield an expected strong correlation of $r=0.40$. *Processes are systematized* and *task deadlines* show a positive correlation of $r=0.28$, indicating that increase in *process systematization* correlates with increase in satisfaction with *task deadlines* to a

limited extent. A similar trend is found between *processes are systematized* and *overall experience of virtual team work* ($r=0.24$). The relationship between *management procedures and policies* and *dynamic relationships* suggests that the variables are strongly positively correlated ($r=0.46$), indicating that having *management procedures and policies* correlates with positive *dynamic relationships*. *Management procedures and policies* also correlates with *relationship with PM* ($r=0.43$).

For interpersonal relationships, the variable *rapport with team members* is strongly positively correlated with *dynamic relationships* ($r=0.66$) and the variable *dynamic relationships* is strongly correlated with *flexibility with schedules* ($r=0.69$), thus suggesting that the more opportunities for building rapport between team members, and the more flexibility toward schedules and submissions, the more dynamic the relationships among members are.

A strong positive correlation is also observed between the variables *direct relationship with clients* and *overall task satisfaction* ($r=0.41$). A moderately negative correlation of $r=-0.12$ is observed between *clients expect too much* and *client review*, thus indicating that the higher the satisfaction with *client review*, the more positive the opinion toward end client expectations.

Lastly, there are very low negative correlations between *years of experience* and *fair pay* and subsequently with *rate or pay increase* ($r=-0.07$), indicating that professional experience may not necessarily correlate with higher income in the LI. This is somewhat surprising and needs to be investigated further by using statistical analysis tools such as hypothesis testing.

5. CONCLUSIONS AND FUTURE SCOPE

The main contribution of this study is the proposal of a new theoretical construct of intrinsic and extrinsic sources of satisfaction and dissatisfaction in the current language industry. This comprehensive construct is able to detect most of the intrinsic sources of satisfaction in the facet of task satisfaction, whereas the facet of job satisfaction reveals many critical sources of dissatisfaction. The results of this study suggest that the most crucial sources of task satisfaction for translators in the current LI are derived from successful completion of projects, ability to perform a wide variety of tasks, and intrinsic pride in their work. Additionally, translators are satisfied with their understanding of task scope, clarity of task description, and tasks related to their specialization. Translation professionals are also somewhat satisfied with terminological complexity and with opportunities to work on challenging tasks. Translators feel that subject matter expertise has become important to meet deadlines, and deadlines are frequently too tight. Conversely, translators

generally disagree with the need to work faster to accomplish tasks, and agree that clients often do not understand the localization process.

Interestingly, no significant sources of dissatisfaction have been found in the facet of task satisfaction. This might be attributed to the fact that translation professionals are highly qualified individuals who enjoy their tasks, perform their tasks promptly, and take a strong pride in their work. Thus, it is extremely important for LSPs or employers to enhance these intrinsic satisfiers at all stages of a translator's career. LSPs can enhance these satisfiers by implementing policies that keep translators motivated, and improve their productivity. These policies will allow employers to retain and build their labor force, and avoid a high employee turnover. These policies can also significantly reduce the costs of recruiting and re-training new employees by reducing translator turnover.

Leading sources of job satisfaction found in this study include the professional skills of team members and a continuous and respectful relationship with clients. Translators feel satisfied with their contribution toward improving quality, and they feel somewhat satisfied with performance appraisals, the level of responsibility, and autonomy in decision making. Translators are generally satisfied with such characteristics of the job as working overtime, schedule flexibility, opportunities to telecommute, and their ability to find a balance between work and personal life. Translators show a preference for PMs that match skills to project requirements and execute well-planned projects. Most translators also indicate that they have not seen evidence of the PM influencing upper management or the end client. The data presented in this study highlights the need for clearly drafted procedures that are put in place by the PM, and the need for the PM to play an active role in mediating in the translator-upper management relationship, and among the translation team. The impact of the PM on translator satisfaction is observed in this study through sources such as clarity of task descriptions, workflow management, and systematization of the translation process. Interestingly, the PM may also contribute to translator satisfaction by avoiding requests for discounts and tight deadlines, which emerge as dissatisfiers among translation professionals in the facet of job satisfaction.

The concepts studied in this work have contributed to answering the initial research questions put forth in this article, and have helped in the assessment of the viability of the framework that has been proposed for an initial construct of *translator satisfaction*. In the future, the viability of the theoretical construct proposed in this study will be examined further by using linear regression analysis in order to attempt to develop a predictive model for task and job satisfaction. Furthermore, hypothesis testing will be used in the future to compare the responses of specific population groups such as full time

and part time translation professionals, or experts and novices. Such an analysis may also be used to comprehend the reasons for high variability observed in some of the responses for the survey questionnaire used for this study.

The construct proposed in this study can also have direct implications for LSPs, employers, managers, trainers, and recruiters within the LI. The conceptual framework and concepts identified in this study can be used to further understand the state of translator satisfaction in the language industry and, particularly, help address some of the issues related to the outsourcing model. Comprehending sources of satisfaction is crucial for improving translator productivity and enhancing stakeholder satisfaction. Tackling the sources of dissatisfaction found in translator work settings may reduce labor force turnover. The construct proposed in this article may also point to ways by which LSPs can improve the translator-PM/end client relationship, pointing to best practices for projectized organizations vis-à-vis virtual collaborative environments, the role of the PM as well as new workflow and task requirements.

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